

Barrie Rose duBois
San Luis Obispo, CA (650) 646-1366

SUMMARY of QUALIFICATIONS

- Senior leader with a proven track record of designing and implementing impactful organizational strategies. **Expertise in Organization Design, Change Management, Organization Effectiveness, Team Development and Leadership Alignment to Business Strategy**
- Over 20 years of experience across a variety of industries from start up to Fortune 50 companies
- Known for being quick, proactive, practical, and collaborative across levels and functions
- Thrive in environments that are customer focused and values-based

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTANT

JAN 20, 2014 – PRESENT

Organization Effectiveness and Design

Key Projects

- Organizational design at Cisco Systems in San Jose, CA. Worked with the executive leadership of the Corporate Affairs department to completely redesign the organization to align with a new strategic direction and corporate priorities. The work involved everything from clarifying strategy to developing design criteria and then leading the team through redesign of the structure and roles, governance, work processes, and people practices.
- Partnered with the VP of Organization Effectiveness & Planning at Nike, Inc. in Beaverton, OR to develop a process to assess internal organizations and identify strategic capability gaps. Work involved designing the framework, methodology and a diagnostic tool.
- Designed and delivered Organization Design workshop for Williams Sonoma, Inc.'s HR organization

SENIOR CONSULTANT, ORGANIZATION EFFECTIVENESS

AUG 27, 2012- JAN 17, 2014

NetApp, Sunnyvale, CA (#6 in Fortune's "Great Places to Work")

Head of Organization Development for Worldwide Field Operations and Marketing ("Go to Market")

Key Projects

- Design and transformation of the Marketing organization. Working with new CMO:
 - o Designed and conducted organizational diagnosis
 - o Designed and facilitated leadership planning sessions to address root cause issues
 - o Leading design team on implementation of new charter, structure, processes, governance, leadership alignment and culture, metrics
- OE lead on Global Country Manager Initiative which is unraveling the complexity of multiple versions of the role of the Country Manager across the globe. Organization redesign including: strategy, structure, governance, roles, accountabilities, training and change management
- Diagnosis and implementation of strategies to address gaps in organization effectiveness across a number of organizations including: shared purpose, aligned goals, efficient processes, clear roles and accountabilities, optimal structure, and strong cross-functional relationships

SENIOR DIRECTOR, LEADERSHIP & ORGANIZATION DEVELOPMENT

OCT 2011- AUG 2012

VMware, Palo Alto, CA

Organization and leadership development lead for the global field organization

Key Accomplishments

- Partnered with Chief Operating Officer/Co-President on transformation of his leadership team
 - o Conducted root-cause analysis and identified where the organization was sub-optimized to achieve business results
 - o Co-designed team's first Executive Leadership Summit
 - o Addressed issues around governance, business model, role of geo leads, and leadership behaviors
 - o COO credits the Summit and subsequent work with turnaround in his organization; efforts pushed down through the organization

- Co-designed executive leadership offsite for the top 100 leaders
- Designed successful Top Talent event for field leaders (managers and ICs)

SABBATICAL

2009- 2011

Took time off to live abroad and volunteer with multiple organizations. Provided OD consulting to Akeena Solar.

DIRECTOR OF HR AND ORGANIZATION DEVELOPMENT

2001-2009

Cisco Systems, San Jose, CA

Head of HR and Organization Development for Global Technical Services

Key Accomplishments:

- Led transformation of \$6 billion Global Supply Chain and Technical Support P&L which were not optimized for growth. In 18 months, 50% of leaders were in new roles, \$9 million added to the bottom line, increase in margins, productivity and employee and customer satisfaction, with no headcount reduction. First service organization to win J.D. Powers Technology Service and Support Excellence Award
- Led design and implementation of new P&L from scratch. Cisco designs and administers 102 exams and tests 90+ candidates per month in 9 countries. The functions were performed by multiple organizations. In 30 days, using a high engagement model, we designed and implemented a new organization. Delivery costs cut by 50% through consolidation of functions and elimination of redundancies. No reduction in headcount. Organization continues to be very profitable and has won awards from every industry group
- Chief architect of the Cisco Change Roadmap (CCR); a globally consistent approach to change
- Designed and delivered OD tools and courses to HR Business Partners and line leaders to up-level their skills and impact
- Conceived and launched quarterly Business Council to drive decision-making and accountability for strategic initiatives and to migrate the senior team from tactical and reactive to strategic focus. Council's success led to bi-annual Leadership Summit for the next 90 global leaders and the Summits served as model for other organizations
- Designed and launched "Distinguished Service Engineer" process to create dual career track for top talent engineers, reducing turnover by 60%
- Led change management for acquisition integration of NetSolve including employee listening sessions. Trained a cadre of change agents to address employee concerns while working with senior team on strategy clarification, vision and communications. Pulse surveys reflected significant improvement in every area measured.

SENIOR VICE PRESIDENT, HR & COMMUNICATIONS

2000-2001

AdOutlet.com; New York, NY

Head of HR for seed stage start up

Key Accomplishments:

- Created HR strategy including vision, mission, portfolio and metrics
- Partnered with President/CEO and involved all officers and employees to identify desired culture and align people strategies
- Built the human capital infrastructure including HR team, custom leadership model, selection and promotion assessment processes, compensation structure, benefits and rewards. Developed scorecard for the Board.
- Led intensive people acquisition efforts until the dot com "bust" then led downsizing efforts

VICE PRESIDENT, HUMAN RESOURCES

1999-2000

Aramark Corporation, Philadelphia, PA

Led the HR function for a newly created business unit for this \$8 billion leader in managed services

Key Accomplishments:

- Reporting to and working with the President, built a high performing sales-oriented organization
 - o Drove culture change from an operations to a high growth sales culture; in 12 months we were the fastest growing business unit in the company
 - o Launched cross-functional succession planning process; won corporate award for building and exporting talent
 - o Designed and led change management for multi-million dollar sales field automation project

SENIOR DIRECTOR, EXECUTIVE & ORGANIZATION CONSULTING

1992-1999

MCI Telecommunications, Washington, DC

Key Accomplishments:

- Asked to create internal consulting organization for \$11 billion field sales and service organization
- Conducted interviews with executives and then developed strategy and services portfolio, recruited internal and external team and launched new capabilities in areas of: business process improvement, change management, organization effectiveness, organization design, strategic planning, team and executive development.
- Identified the business strategies, capabilities, and competencies MCI needed to move from commodity to solutions selling
- Led cross-functional change management efforts for the largest (at the time) field automation effort in business, including migration to virtual offices. Change management recognized by President as major factor in project's success.
- Due diligence lead on global, multi-million dollar acquisition and outsourcing deal
- Transformed the HR function from transactional to more strategic, consultative force resulting in addition of new capabilities, elimination of non-essential roles and cost savings of \$5m
- Diagnosed causes of turnover and developed successful retention strategies
- Chairman's Inner Circle winner; MCI's most prestigious recognition event (100 out of 50,000)
- Previous MCI roles included: HR Manager, Sr. HR Manager, Director of HR, and Sr. Director of HR.

Director of Human Resources, Primavera Systems, Bala Cynwyd, PA

1989-1992

Director of Human Resources, Laventhol & Horwath, Philadelphia

1986-1989

Director of Human Resources, University of PA Medical Center

1984-1986

Director of Executive Recruitment, ARA Services, Philadelphia

1981-1984

Corporate Recruiter; Employment & Employee Relations Manager; ARA Services, St. Louis

1978-1981

EDUCATION

M.S.W., Organizational Behavior, Washington University, St. Louis

B.S.W., University of Missouri, Columbia

PROFESSIONAL CERTIFICATIONSFoundations of NeuroLeadership Certification, *with distinction* (6 month program)

Advanced Certificate in Organization Design, Marshall School of Business, USC (6 month program)

Advanced Consulting Skills Certification (6 month program), Meridian Institute

Certificate, Large Scale Change, Columbia University

Certificate, Human Resources Planning, University of Pennsylvania, Wharton School

Benchmarks & Looking Glass Certifications, *Center for Creative Leadership*, 1993MBTI Certification, *APT*, 1992360 Degree Feedback Certification, *Personnel Decisions International*, 1991**PROFESSIONAL LEADERSHIP**

Organization Design Forum (ODF), former board member

OD Network, former board member

Conference Board, former advisory board member

Public Speaking Engagements:

- Organization Design Forum Global Conference (keynote)
- Organization Development Network National Conference
- Linkages Best Practices in Leadership Development Summit (twice)
- Linkages Best Practices in Organization Development Summit (twice)
- ASTD International Conference

Publications:

- *Cisco Connects the Dots: Aligning Leaders with a New Organizational Structure*, Journal of Global Business and Organizational Excellence, July/Aug 2008, Wiley Periodicals
- White Paper on executive alignment and business goals with the Corporate Leadership Council