

Briana Sharp

310.251.8840

email: briana@brianasharp.com

SUMMARY

Strategic consultant with 20 years' experience leading transformations and mergers, organizational development, employee engagement, leadership alignment for global firms.

Key strengths: Leadership/working with executive management; excellent communication skills (including developing communication strategy); analytical skills & innovative problem-solving.

Areas of expertise: Mergers, acquisitions and divestitures, change management, organization development/effectiveness, program/project/integration management office, business process design, employee communications, corporate communications, human resources.

PROFESSIONAL EXPERIENCE

2013 - Present **Razor Sharp Consulting LLC, Founder** **Los Angeles, CA**

- Lead a client through their first acquisition. Establish an integration management office; created tools and templates to help teams organize their work; planned and executed workshops to help bring teams together and drive integration planning cross functionally. Worked with executive leadership team to leverage the integration to model new desired ways of working and shift culture during a growth inflection point.
- Lead the acquisition of a small global tech firm by a public software company. Following the acquisition, the buyer gained a global presence (both employees and clients), creating a shift in how they would need to operate. Facilitate operating model discussions with teams to help define future state.
- Helped drive the implementation of the new strategy within the retail channel of a global footwear and apparel company. This included several efforts including holding focus groups to learn how the new organization changes had landed and the recommended actions to refine the implementation plan, designing a plan to look at how service is designed and implemented within the stores and support channels (phone/chat/social media) and what the organization structure would look like to support the future vision of service, and facilitating meetings and off sites for various teams within the channel.
- Lead the organization effectiveness thread of a project to launch a new capability in a function within a global retail and wholesale footwear and apparel company. Facilitated the business team process to identify how to ramp up the new capability and corresponding organization over a multi-year period. Help drive key messages and timing of engagement to prepare for a successful launch.
- Lead an affiliation (merger) of two non-profits (senior living and health care); work with the team to develop integration timelines, lead the executive team to determine the organization's operating model and high level organization design; led workshops to identify future state vision and culture; facilitate the development of a sustainable integration timeline that addressed functional milestones and resourcing constraints.
- Work with two non-profit organizations on their organization alignment plans, including standing up a transformation management office, developing the case for change, and assessing the organizational requirements. Facilitated the full organization design with executives and directors. Launched teams to address the business process improvements (define processes, identify changes to existing processes, and supporting tools & technologies required) to operate successfully with the new structure and strategy.
- Engage a newly consolidated OD group within a large organization on how to streamline services, create a new operating model to engage with internal customers, and design the transition to support the new model.
- Develop a strategy for an organization seeking to enter the change management solutions market, including conducting a SWOT analysis, customer listening tour, designing a unique methodology and positioning statement to market as change management experts to an industry segment.

2014 **Chandler Chico Agency** **Los Angeles, CA**

- Successfully launched and led Change Engagement practice, secured editorial coverage and new clients.
- Work with several global Life Sciences companies on developing and deploying change communications strategy and implementation in support of initiatives including: divestiture of a part of the business, implementation of a new quality system, adoption of a new field sales engagement program.
- Served as Talent lead for the West Coast practice, defining new programs to engage and develop talent.

2012 – 2013 **PeopleFirm LLC** **Los Angeles, CA**

- Led clients through change management efforts on projects including a reorganization of an IT group to refocus on internal customers, and a call center consolidation to drive a more consistent member experience.
- SME on PeopleFirm's Change Heat Map solution, which allows for the visualization of change impacts at the enterprise level. Trained practitioners, developed marketing materials, wrote white papers, and spoke on webinars and at regional and global conferences on using this tool to manage organizational change at the enterprise level. Created and executed social media strategy for promoting the firm at various conferences
- Worked with clients across the consumer products/retail, financial services, energy and healthcare sectors.

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- 2004 – 2011** **Deloitte Consulting LLP** **Los Angeles, CA**
Manager (2006 – 2011)
Senior Consultant (2004 – 2006)
- Communications SME for US M&A practice; delivered multiple national trainings on communications and M&A to educate the national practice on best practices; globally sought subject matter expert. Developed trainings for the Korean practice and Korean clients on best practices in the people side of M&A.
 - Workstream lead for over 15 integrations within the M&A practice, including both national and global deals, and led executives from multiple functions through integration process.
 - Developed integration blueprints and workplans for multiple phases of M&A activity, including pre-deal announcement, pre-close planning, Day One execution and post-merger integration for communications, change management, marketing, organization design, and HR.
 - Co-developed 360 degree Communications methodology for the M&A practice, used globally.
 - Managed transition of newly acquired company data into new HRIS system; created communications framework for global SAP implementation.
 - Created & executed leadership alignment and culture building strategies to build employee engagement and develop a high performing culture. Performed a culture analysis for two acquisitions of a global company; presented findings & recommendations to the leadership team.
 - Devised and implemented change strategies to mitigate disruption to key stakeholders: customers, employees, suppliers; results included below-average turnover, minimized loss of key customers.
 - Industry expertise: Pharmaceutical/Life Sciences, Technology and Consumer Products/Retail.
- 2004** **Toyota Financial Services** **Torrance, CA**
Communications Consultant
- Developed communication strategy for the Business Technology Solutions (BTS) group to address the communication needs of associates and stakeholders. Led the branding effort of the IT program management office to align vision and engage associates.
- 2002 - 2004** **Washington Mutual Bank, Home Loans & Insurance Services** **Irvine, CA**
Manager, Communications (Capital Markets, Production Operations)
- Communications advisor to Executive Vice President, Capital Markets and Senior Vice President, Production Operations; authored executive-level communications.
 - Worked with internal clients to determine messaging for strategic initiatives and departmental vision. Developed communication strategy behind cascading organizational announcements affecting over 15,000 employees. Developed understanding of division business activities; communicated relevance throughout the organization.
- 2001 – 2002** **Marketing Communications Consultant** **Los Angeles, CA**
- Consulting support to a variety of organizations in marketing, communications, investor communications, employee engagement/change management and training capacities.
- 1998 – 2001** **eMotion, Inc.** **Los Angeles, CA**
Manager, Corporate Communications
- Promoted into newly-created role; Responsible for employee communications, public relations and investor communications.
- Sr. Technical Writer**
- Created and produced documentation for Cinebase’s entire product suite, including off-the-shelf products and custom-built software solutions.
- EDUCATION** **M.A. Communication Management**, awarded with distinction; University of Southern California
B.A. Sociology; University of California, San Diego; Psychology and French Studies minors
- PROFESSIONAL ASSOCIATIONS** **Professional Independent Consultants of America, Founding Member & LA Community Lead**
International Association of Business Communicators, Los Angeles chapter
- Pacific Plains Regional Board: Executive Board member (9 years)
 - Chapter President and other executive board positions (4 years)
 - 2004 John Cartwright Memorial Award, IABC Los Angeles