

# DEBORAH GLENN

*Founder & Principal, Deborah Glenn Consulting*



I am a versatile HR and OD consultant with a focus on building leadership capability, accelerating organizational performance and driving business results. With 20 years of business and consulting experience, I guide companies through strategic transformations while building employee engagement. Areas of expertise include:

- Organizational Design and Effectiveness
- Strategic Storytelling and Communications
- Talent Development and Performance Management
- Executive and Leadership Team Facilitation
- Culture and Employee Engagement
- Organizational Assessments

## EXPERIENCE HIGHLIGHTS

- Guided 10+ organization transformation projects to align organizations to the strategy at a \$35B global retailer:
  - Redesigned a global merchandising function to accelerate a category-led offense
  - Integrated the eCommerce and online marketing organizations to provide a seamless consumer experience
  - Evolved the workplace design and employee services business into a geography-led, consumer-centric model
- Led multiple organizational effectiveness initiatives at a \$56B social media platform:
  - Led a multi-year effort to establish and elevate job profiles. Results included improved legal defensibility, preparation of the HR infrastructure to scale, and increased understanding of role expectations, evaluation, development and career opportunities
  - Led a company-wide, bottom-up evaluation of the Performance Management system. Provided recommendations on rating scale, the manager and peer evaluation process, and the impact on culture
  - Designed and developed a wiki on change and project management to build internal HR capability
- Designed and facilitated 30+ leadership retreats with small and large teams to accomplish diverse goals, including strategy development, prioritization of key initiatives, assimilation of new leaders, and team effectiveness
- Developed change management plans and executive communications to energize and mobilize organizations, teams and functions, including launching a new strategy in town hall formats and preparing an HR organization for the next wave of growth in a \$1B, high growth enterprise software business
- Served as strategic advisor and executive coach to multiple leaders across diverse industries, including President and CEO of a Foundation with \$1B in investments

## APPROACH

**As a consultant,** I focus on leadership and organizational effectiveness and bring a wide range of knowledge, experience and insight to my work. While the nature of my projects covers the full spectrum of organizational development, at the heart of all my work is a close partnership with senior leadership, with mutual goals to engage teams, enhance performance and drive impact.

**As a coach,** I work with leaders who want to improve their effectiveness and influence with their teams, their peers, and increase their overall impact on the organization. I help clients find unexpected insight and direction, then build momentum and confidence to move towards growth. I have an authentic, intuitive and direct coaching style that helps to connect clients with their values, purpose and motivation needed to evolve and grow as a leader.

**Across all my work,** I bring a direct and down-to-earth approach. While my background covers many people-focused disciplines, my passion is providing a clear path for leaders, teams and individuals to accomplish their goals in an engaged, productive way, leveraging strong relationships.

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## CURRENT CONSULTING EXPERIENCE



### **DGC Consulting**

Founder & Principal Consultant  
May 2013 – present

Deborah Glenn Consulting is focused on building leadership capability, accelerating organizational performance and driving business results. As a consultant, I draw on 20 years of internal and external consulting experience to guide companies through strategic transformations while building employee engagement. I take a systemic approach to design, develop and execute a broad range of organizational effectiveness solutions.



### **ProKo Consulting**

Head of Talent  
January 2018 – present

ProKo is a highly selective network of professional independent consultants specializing in human capital services like org design, change management, leadership development, and strategy implementation. As Head of Talent, I both vet talent for the ProKo network, as well as match our stellar consultants to client projects.



### **Kates Kesler Consulting**

Senior Consultant  
June 2019 - present

Kates Kesler is an organization design and talent strategy firm. We guide business leaders in global and complex corporations through the process of aligning their organization to their strategy. We guide leaders and their teams to make sound choices about the design of their organization, assess and prepare talent for organization leadership, and build the capabilities of the human resource organization to support organization effectiveness.

## **Education & Certifications**

- MBA, HR/OD, Columbia University
- MA, International Affairs, Columbia University
- BA, English Literature, UCLA
- Coaching Certification, CTI (The Coaches Training Institute)

## **SAMPLE CLIENT LIST**



Gap Inc.



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## AREAS OF EXPERTISE

- **Organizational Design and Effectiveness** – Guide business leaders in global and complex corporations through the process of aligning their organization to their strategy.
- **Strategic Storytelling and Communications** – Mobilize and energize organizations through purposeful, authentic communications.
- **Talent Development and Performance Management** – Work with organizations to envision, develop and implement capability building solutions at the enterprise, team and individual level.
- **Executive and Leadership Team Facilitation** – Design and facilitate multiple team and large group strategic planning sessions, new leader assimilation and team development sessions.
- **Culture and Employee Engagement** – Create the right systems and programs to enhance employee commitment to the organization's goals and values.
- **Transformation and Change Management** – Lead large-scale organizational change initiatives including developing a business case, architecting change solutions and plans, and transitioning the organization through the change.
- **Organizational Assessments** -- Assess and diagnose organizational, team and leadership effectiveness issues and provide recommendations to address performance opportunities.

## ENDORSEMENTS

Deborah is my go-to resource and a true partner. I worked with Deborah as a change management consultant, thought partner and executive coach. Her thought leadership and depth of experience in HR, OD and & change management was invaluable as we were going through a strategic change initiative. Her ability to handle multiple projects is unlike any consultant I've worked with—whether it was helping me think through the work or crafting a work plan. She helped me carve out critical time to think about my most important and strategic projects in the midst of my daily work and details. She came to every discussion prepared, organized and kept us on track with our agendas. Deborah will always be on my speed dial as an HR expert.

- **Sherry Fultz, HR Director, Houston Endowment**

Deborah worked closely with me to provide Org Effectiveness consulting for both our Retail and Digital businesses. Together, she provided invaluable thought leadership to me and the Retail leadership team to elevate new capabilities. She was critical in driving an enterprise-wide Digital offense across three businesses -- digital commerce, digital marketing and digital product. Much of the work was groundbreaking, involved multiple layers of leadership and required her to filter through several dimensions to deliver decision-ready outcomes and activation plans aligned to the business outcomes. Deborah has an ease in operating both strategically and tactically to address the right requirements at the right altitude to progress solutions. Whether with me or with our senior leaders, Deborah brought good diagnostic questions to the table, challenged appropriately and ultimately influenced others along the way. Not only does she deliver results, she also provides deliberate coaching on the "how" which often becomes the most critical aspect of a flawlessly executed strategic plan.

- **Paula Radloff, VP Talent Acquisition, Nike**

Deborah has been a go-to OD consultant for us, capable at tackling a diverse scope of projects. She gets up to speed quickly and can work at both strategic and tactical levels. I appreciate that Deborah always sees the big picture, looking for connection points, taking a systems view, and staying focused on project's long-term goals. In addition to delivering high-quality work, Deborah is flexible and easy to work with. She quickly understands the dynamics between people and teams, driven by excellent listening skills and natural curiosity about people. This level of understanding helps Deborah offer insight beyond her immediate project scope, shedding light on future opportunities and the overall health of teams and organizations.

- **Brynn Harrington, VP People Growth, Facebook**

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