

DEBORAH K. GLENN

Mountain View, CA • deborahkglenn@gmail.com • 415.713.1845

SUMMARY

- **Proven track record** – Org development leader with 15+ years of internal consulting experience with Fortune 500 companies. Specializations include organizational design and effectiveness, large-scale organizational change, talent and performance management, executive level coaching and facilitation, and learning & development.
- **Organizational agility** – Collaborator, influencer and consensus builder. Can effectively influence and gain buy-in across diverse senior stakeholders with competing priorities to ensure excellent business results.
- **Contracting & program management** – Applies business acumen and interpersonal skills to identify, scope, resource, lead, deliver and measure a broad range of organizational effectiveness solutions at all levels, across industries and functions.

EXPERIENCE

Deborah Glenn Consulting, Mountain View, CA

Principal Consultant

May 2013 – present

- Specializing in individual, team & organizational development.
- Clients: Nike Inc., Facebook, Gap Inc., VMware. Recent projects include: Org design for Global Merchandising function; Integration of ecommerce and online marketing organizations to provide a seamless consumer experience across multiple channels; Development of a holistic talent movement strategy across global org; A qualitative and quantitative organization assessment.

Nike Inc., Portland, OR

Senior Director, Organizational Capability

2 / 2011 -- 2 / 2013

- **Sponsored and led organizational effectiveness initiatives** to drive Nike's highest priority business objectives. Consulted with senior executives to create and implement solutions that align employees with the organization's culture, strategies, and vision, as well as drive employee engagement & retention. Managed the creation and activation of proven HR methodology, process & tools.
- Achieved executive & board alignment to **activate 3 shared functions across 3 global businesses** -- digital commerce, digital marketing and digital product. Facilitated complex matrix of leaders to define mission, vision, integration points, restructuring and resourcing for shared functions. Furthered the vision of creating a seamless digital consumer experience across all channels.
- Established global standards for a **scalable and sustainable Retail organization**, enabling leaders to make better, data-based decisions. Provided org structure and headcount recommendations across 12 global functions to enable Nike Retail to build and grow a consistent, mutually-profitable portfolio of both owned and franchise stores.
- Introduced storytelling methodology to innovate new ways to **elevate the global HR strategy**. The result is a more accessible and influential HR strategy, with all HR leaders equipped to drive parallel, aligned strategies through their teams.

Gap Inc., San Francisco, CA

Senior Consultant, Learning & Organizational Effectiveness

8 / 2004 – 1 / 2011

- Led Gap Brand Organizational Effectiveness team to enhance leadership capabilities, accelerate organizational performance and drive business results. Led multiple, complex **organizational restructuring** projects, one to evaluate options and impacts to transition a \$5.5 billion North America brand into a global organization, another to restructure the Field stores organization. Comprehensive restructuring included strategic planning, business case justification, evaluation of multiple models to hit SG&A targets, evaluation of work, process & role change impacts and development of related change management plans.
- Facilitated Gap Brand Leadership Team to redesign a global product pipeline: **process improvement** integrated all international and sub-brand product development and production requirements. Reduced product pipeline time-to-market by 20%.
- Designed and managed multi-year, holistic **talent and performance management** strategy; upgraded goal-setting and performance management programs with implementation of Success Factors and activation of 360 assessment, 1:1 coaching and development planning for all directors & above.
- Created the vision for building a **culture of development** at HQ, designing development solutions for all audiences. Managed curriculum of 20+ classroom, e-learning and self-study modules. Drove global **employee engagement** with the launch of a social media platform designed to build a passionate, vibrant community of brand ambassadors.
- Led the design and implementation of Field **product and service training** for 1,100 stores and 35,000 employees; key decision-maker in overall strategy, concept development and implementation (\$6M budget).

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Levi Strauss, San Francisco, CA

Organizational Development Consultant

2003 – 2004

- Developed organizational and individual capabilities required to achieve LS&Co's annual business plans through the design, development and implementation of organizational effectiveness and training solutions for Supply Chain, Sales and Marketing.
- Created a change management toolkit and delivered training, preparing executives to assess change readiness, manage resistance and lead change during company-wide reorganization.
- Designed cross-functional, national programs including: new business model training, business process definition, meeting facilitation and workplace harassment education.

Pepsi Bottling Group, New York, NY

Organizational Capability Manager

2001 – 2002

- Designed, implemented bi-annual sales capability training for 1200 territory sales managers and the cascade to 7000 frontline sales (\$3M budget); managed 22 national training events. In partnership with sales leadership, created field sales strategy, sales leader certification, evaluation and performance management approach.
- Led competitive research, analysis and design on national programs including performance management, rewards and recognition, and new hire on boarding.

Consulate General of Israel, New York, NY

Communications Officer 1997 – 1998

- Generated, maintained 200 relationships with international TV/ magazine media; designed, executed communications strategy; pitched government position statements; influenced media coverage; promoted cross-cultural understanding.
- Prepared international teams for interviews, press conferences, and briefings for local and visiting dignitaries, including the Prime Minister, Foreign Minister, Cabinet members, Consul General, UN Ambassador.

New York Magazine, New York, NY

Production Editor

1995 – 1997

- Redesigned and managed daily production workflow, redefined roles and responsibilities, restructured the editorial production process; implemented electronic production tracking system; reduced overtime hours by 30%.
- Managed staff of 6 researchers, 2 interns and flux of 4 freelancers. Mediated among litigation lawyers, executive editors and research staff. Delegated 30 weekly assignments; published 10 articles.

EDUCATION

Columbia University

2001

- **MBA**, Master of Business Administration, Organizational Development & Human Resources Management
- **MA**, Master of International Affairs, School of International and Public Affairs

University of California, Los Angeles

1994

- **BA**, Cum Laude, Dean's List, English Literature; Minor Applied Mathematics

AFFILIATIONS & CERTIFICATIONS

- **Certifications:** KornFerry/Lominger VOICES 360 Feedback & Coaching and FYI for Teams, MBTI (Myers-Briggs Type Indicator), Situational Leadership (Blanchard), DISC (Dominance, Influence, Steadiness, Conscientiousness)
- **Affiliations:** ASTD (American Society of Training & Development), BAODN (Bay Area Organizational Development Network), CLC (Corporate Leadership Council)
- Completed co-active coaching fundamentals coursework at CTI (Coaches Training Institute)