
BUSINESS TRANSFORMATIONS & CHANGE MANAGEMENT

Accenture - trained business transformation and change management professional for 15+ years. Specializing in change and project management for strategy and transformation programs such as technology implementation, business process redesign, M&A integration, operating model / organization design, and outsourcing / shared services. Strong health & life sciences (H&LS) experience to include Fortune 1000 clients such as Empire BlueCross BlueShield, Pfizer, Novartis, Baxter International, Teva Pharmaceuticals, and Bristol-Squibb.

- H&LS Experience
- Client Management
- Organization Assessments
- ERP Implementation
- Organization Design
- Communications & Training
- PMO & OCM Expertise
- Outsourcing / Shared Services
- CRM Business Process Design

Deepak Lalwani & Associates, LLC

Management Consultant

2014 - Present

- Managed change as a lead or consultant on post M&A integration, [business process redesign](#), [outsourcing / shared services](#), and [operating model / organization design](#) projects; planned and managed the change work stream for several ERP (SAP), HCM (Workday) and Customer (Salesforce.com) process redesign and [technology implementation](#) projects
- **Clients included: MasterCard, Sonesta, Interstate Resorts, Pfizer, Mondelez International, Novartis, Teva, Healthfirst**

Appirio (now a Wipro Company)

Management Consultant

2013 - 2014

- Planned and managed the change initiative and supported projects for several Finance and HCM process redesign and technology integration transformations; created the center of excellence organization design strategy for the change enablement practice
- **Clients have included: Groupon, Cambridge Associates, and Bridgewater Associates**

NTT Data Consulting, Inc.

(formerly Carlisle & Gallagher Consulting Group - Top 10 Best Places to Work for in 2013 by Consulting Magazine)

Management Consultant

2011 - 2013

- Provided thought leadership on PMO transformation, and planned and managed release changes for a social networking site; provided project management and business analyst support to an end-to-end legal & regulatory program
- Co-led the creation of the people & organization change practice for the firm; managed the enterprise-wide adoption of the Six Sigma methodology, planned change management assessments to better drive the effectiveness of the adoption
- **Clients have included: The Hartford, American Express, and JPMorgan Chase**

National Grid

Lead Consultant (Manager) - Organization Effectiveness

2009 - 2011

- Reported to the US Head of Human Resources; co-planned and managed the organization redesign of National Grid's US customer organization to drive customer satisfaction improvements, better position the company for future growth, and reduce operating expenses for a target savings of \$4 - 7 million; managed 5 resources and supported multiple work streams through all phases resulting in a restructuring of 3,000 employees over a 10-month timeframe
- Planned, managed, or supported the organization redesign of the US, Finance, and PMO organization of National Grid; developed and delivered a global organization design & change professional development program; provided role design and change support to a process redesign & technology implementation business transformation program

Accenture

Management Consultant

2006 - 2009

- Implemented discovery sessions and defined Finance, Procurement, Customer, and HR business processes and operations for various consulting engagements, gathered business requirements, created current state business process designs, developed future state processes, and developed and delivered roles & responsibilities based on future state designs
- Planned and managed global change management workstreams, designed and developed change management strategies including communication plans and stakeholder analysis tools, led and facilitated client meetings and managed 3 - 5 project resources per engagement, created and delivered thought leadership presentations

- Created instructor-led and web-based training courses for business processes and IT systems targeted to impact 79,000 end users world-wide, created training and performance support tools including training plan, business process flows, job aids, and delivered training sessions to client employees
- **Clients have included: Barclays Capital (Lehman Brothers), EMC, US Army, and AllianceBernstein**

Anthem (Empire BlueCross BlueShield)

Internal Consultant (Manager) - Training & Organization Development

2004 - 2006

- Planned and managed company-wide business strategy assessment, analyzed survey data, developed executive summaries, and presented feedback including recommendations for change to COO and SVP of HR, developed and deployed employee communications assessment, conducted top management assessment on risk-taking for CEO
- Managed & facilitated strategic planning meetings, and co-created departmental business plan, conducted focus groups, and summarized results to make recommendations on improving quality and work-life balance, created executive reports to demonstrate department's value proposition, planned and managed the implementation of e-learning courses
- Designed 2006 leadership development plan, implemented Fortune 500 leadership best practices and employee engagement research against company programs, directed company-wide leadership development programs, conducted best practices research on succession planning, planned & managed performance management project

New York City Housing Authority

Management Analyst - Program Assessment & Policy Development

2002 - 2003

- Created organization development interview and focus group tools, assisted with change management via process redesign due to a systems implementation, interviewed business lines, created process flow diagrams, developed job analysis tools to produce job descriptions, analyzed data and provided feedback / recommendations on website portal
- Performed benchmark research and recommended policy changes, reviewed & summarized grievance hearing proceedings, conducted research on training programs, and created project plans to conduct program research

Independent Contractor

Human Resources

2000 - 2002

- Managed change initiative to improve reward & recognition system, created & launched proposal and project plan, designed survey, analyzed results, prepared feedback report and provided recommendations on making reward system & program more effective for a non-profit organization (*Interfaith Neighbors*)
- Advised employees on relocation & immigration matters, designed and deployed new immigration & relocation procedures, created and presented action plan on process redesign initiative, produced flow charts on obtaining a visa, and delivered training sessions on visa matters for a Canadian investment bank (*CIBC World Markets*)
- Developed presentations for performance appraisal briefings, edited appraisal instruments, analyzed HR mentoring initiative and recommended action plan, conducted cash / equity audit on guarantee bonus, performed equity valuation, ran compensation reports, and updated salary & bonus data for a global German bank (*Deutsche Bank*)
- Spearheaded campus recruiting initiatives, scheduled career fairs and interviews, and provided on-site support during events; assisted with change management initiative due to 9/11 relocation, conducted IT needs analysis, administered questionnaires & compiled data, and investigated employee grievances for a global insurance company (*MetLife*)

ADDITIONAL EXPERIENCE

New York University

Adjunct Faculty - Organization Behavior Management

2007 - 2010

- Designed and developed website, curriculum, & instructional systems via lesson plans and classroom presentations, prepared test questionnaires, delivered training workshops through class exercises and self-assessments inventories

EDUCATION

Columbia University

Master of Arts, Organizational Psychology

1998 - 2000

Concentration: Organization Change & Consultation. Related course work: Practicum in Change & Consultation, Using Survey Research in Organization Consulting, and Human Resource Management.

Stony Brook University

Bachelor of Arts, Psychology

1995 - 1998

PROCESS & TECHNOLOGY SKILLS

Project Processes: Certified and/or Trained in Agile, SDLC, Lean Six Sigma, and ADKAR by Prosci
Systems / Applications: MS Office, MS Project, MS Visio, Workday, Salesforce.com, and SAP