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**ORGANIZATION EFFECTIVENESS DIRECTOR**

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Accomplished organization effectiveness director with proven track record facilitating learning and development, leading complex change, and improving organizational performance. Experience spans strategic initiatives including leadership development, merger integration, restructuring and culture, for HR, sales, operations & IT; in Technology, Healthcare, Apparel, Utilities, Oil & Gas, & Public Sector. ProSci certified change practitioner, ICF certified Coach.

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**SELECTED ACCOMPLISHMENTS**

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**ORGANIZATION EFFECTIVENESS AND LEADERSHIP DEVELOPMENT**

- Facilitated Leadership Development programs for both senior executives and high-potential managers.
- Led organization design team effort to redesign sales force and supporting operational teams for global commercial sales; validated design with stakeholders and led adoption efforts in supporting of implementation
- Designed and facilitated executive off-sites and trainings including decision acceleration, strategic planning, and team-building using Five Dysfunctions of a Team, Meyers Briggs-MBTI, and Strengths Finder.
- Performed culture assessment and led cultural evolution team to help create culture for merged companies.
- Led strategic planning efforts for business initiatives, translating objectives into operational and tactical plans.
- Provided executive coaching and leadership development to executives for performance issues & career transitions

**BUSINESS TRANSFORMATION**

- Sr. Director for HR merger integration of acquired 600-person, \$90M company in Paris, France. Implemented a program management office (PMO) for integration. Led organization redesign and change management teams.
- Managed an HR PMO for a \$20B sales force reorganization impacting 15k employees, including; organization design, job leveling/titling, compensation and benefits, and redeployment. Led global change management effort.
- Sr. Director of merger integration for target 570-person, \$800M company in Vienna, Austria. Led integration efforts for HR, IT, Finance, Legal, & Admin. Services. Drove employee retention efforts, created readiness survey.
- Led an HR PMO with functional teams including organization design, compensation and benefits, job leveling and titling, change management, and works councils. Developed a web-based HR M&A Playbook.
- Developed governance model for \$200M program with SLA's for IT support of global video conferencing.
- Established budgets, policies, decision-making, and review process for multiple major program efforts. Developed and managed a portfolio review process for program evaluation, prioritization and approval.

**ORGANIZATION CHANGE AND READINESS**

- Led change & adoption efforts for Epic EMR health care transformation for Clinics and Laboratories in 3 states. Established readiness teams to ensure operational leaders are prepared to implement and adopt new Epic EMR.
- Drove stakeholder and employee engagement for complex strategic initiatives, building alignment and buy-in. Engaged with Super Users and supported Go-Live with executive rounding, feedback, & targeted engagement.
- Performed culture assessment and led cultural evolution team to define culture for merged companies.
- Established a change management COE, using of ProSci change methodology and using a change agent network. Designed an organization readiness survey and created adoption metrics dashboard for tracking change progress.
- Led Stakeholder Engagement for global IT network to promote adoption of new support processes and models.
- Co-led Communications efforts, crafting communications plan, defining messages, and guiding internal resources.



<b>Sr. Change Management Consultant</b>	PEACEHEALTH	Eugene, OR	2014 – 2016
<p>Led health care transformation enabled by Epic EMR system implementation for Clinics &amp; Laboratories across 3 states and 45 facilities. Consulted with executives and employees; facilitated readiness teams and supported program events.</p> <ul style="list-style-type: none"> <li>▪ Led <i>Program Engagement</i> with <i>Medical Clinics and Laboratories</i>, including executive relationships, leadership staff meeting updates, serving as ‘translator’ between program and clinical / operational teams</li> <li>▪ Facilitated <i>Readiness Teams</i> to prepare clinical &amp; operational leaders for their teams’ participation in program activities including: Training, Testing, Road Shows, Super Users, Backfill, Informatics, and Dress Rehearsals</li> <li>▪ Spearheaded <i>Change and Adoption</i> activities including Go-Live support (executive rounding, assessments, morale), Event engagement (testing, training, super users, road shows, dress rehearsals, celebrations), Training (super users, change resistance, change &amp; adoption, leadership sponsorship), Communications messaging.</li> </ul>			
<b>Governance &amp; Org. Capability Lead</b>	CHEVRON Corp. (Contract)	Houston, TX	2013
<p>Served as lead consultant developing a governance model for global support of video conferencing. Negotiated service level agreements, and drove behavioral change to ensure adoption by business units.</p> <ul style="list-style-type: none"> <li>▪ Facilitated design &amp; approval of <i>Governance Processes</i> to stabilize institutionalize video collaboration support.</li> <li>▪ Led <i>Stakeholder Engagement</i> for global IT network to promote adoption of new support processes and models.</li> <li>▪ Co-led <i>Organization Design</i> effort to align organization to new processes with efficiency and accountability.</li> </ul>			
<b>Sr. Org. Change Consultant</b>	DAIMLER TRUCKS (Contract)	Portland, OR	2012
<p>Led organization change for global bill-of-materials system implementation. Conducted stakeholder assessment, and change readiness survey; targeted employee engagement and communication.</p>			
<b>Manager, Change Management Office</b>	PORTLAND GENERAL ELECTRIC	Portland, OR	2011
<p>Established and managed change management office, served as lead organization change consultant to establish change consulting service deployment, change methodology, change measurement, and change agent network.</p>			
<b>Sr. Program Manager</b>	NIKE Inc. (Contract)	Beaverton, OR	2010
<p>Program manager for Always Available, a new global supply chain model offering selected products on continuous replenishment. Created and managed a new program structure, governance, and reporting.</p>			
<b>Director of Consulting</b>	COLLABORAS Consulting	Portland, OR	2007 – present
<p>Principal consultant leading change management and PMO’s and executive executive coaching for senior leaders.</p>			
<b>Sr. HR Director, Merger Integration</b>	BUSINESS OBJECTS-SAP (Contract)	San Jose, CA	2007
<p>HR Director for merger integration of 600-person, \$30M global company. Led an HR PMO with teams for organization design, compensation and benefits, job leveling and titling, and change management.</p>			
<b>Sr. Business Development Manager</b>	INTEL Corp.	Hillsboro, OR	2006
<p>Developed software partner marketing programs in creativity &amp; digital entertainment markets yielding \$100M in sales.</p>			
<b>Strategic Change Consultant</b>	HEWLETT PACKARD Co.	Palo Alto, CA	2003-2005
<p>Consulted with senior executives on critical cross-company strategic growth initiatives and reorganizations. Led fast-track, virtual program teams; providing program management, change management, organizational design, coaching.</p>			
<b>Business Development – Public Sector</b>	HEWLETT PACKARD Co.	Corvallis, OR	1999-2002
<p>Managed \$350k budget for State &amp; Local government marketing. Led partner engagement for Health &amp; Human Services.</p>			
<b>Strategic Planner / Supply Chain Analyst</b>	HEWLETT PACKARD Co.	Corvallis, OR	1995-1998
<p>Managed strategic planning for global supply chain team. Facilitated executive strategy sessions for \$4 B business.</p>			