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## Summary:

Jon Shuster is a leadership coach and organization consulting professional with over 20 years' experience supporting small to Fortune 100 companies including DataStax, Chevron, Gap, Google, Impossible Foods and Nike. Jon's expertise is in coaching leaders, guiding organization design, and facilitating cross-functional change and he has a demonstrated ability to implement solutions across geographical and functional lines. MBA from the Kellogg School of Management (Northwestern University) with concentrations in Organization Behavior, Marketing and Strategy.

Previously, Jon has taken leadership roles in corporate environments (Levi Strauss & Company) as well as in external consultancies (Accenture, Willis Towers Perrin). In addition, Jon has held Product Management roles within Retail and Banking industries where he was responsible for merchandising and profitability of products and services.

## Consulting Services:

- Change Leadership
- Organization and Role Design
- Coaching Leaders
- Facilitation and Team Effectiveness
- Vision & Strategy
- Process and Service Improvement

## Selected Projects:

### CHANGE LEADERSHIP, ORGANIZATION DESIGN AND CULTURE

- Provided change leadership to Sourcing team charged with consolidating 150 suppliers to two in North America. Conducted stakeholder analysis and change impact assessment, developed change strategy and engagement plan. Coached project lead to improve influence skills. Project achieved \$10M savings with no business disruptions.
- Guided organization and process design for a global division within a leading athletic apparel and equipment retailer. Utilized star model to shape design criteria, identify current and future state, and develop future organization. Facilitated working sessions to create design plus integration and transition plan.
- Supported development of organization capability strategy and key deliverables for new business unit leader within global oil & gas company. Led creation of vision, strategic objectives, shaping plan, and competencies. Helped Leader standardize processes, identify metrics and outline sourcing plan.
- Saved a \$1B pharma client over \$1M in IT integration. Guided IT VP on organization design, role definition and transition activities; managed change processes to ensure smooth transition. Coached five IT unit leaders in designing their post-merger organizations and facilitated leadership meetings to ensure new division integration.
- Led change planning for the integration of a \$40M software company. Conducted change assessment, facilitated cross-acquisition training planning, and developed an integration scorecard. Worked with key executives to develop strategic communications in support of key milestones.
- Guided \$2B brand retailer leadership team to successfully implement global merchandising system. Developed and managed change plan to enable technology adoption, including stakeholder assessment, communications strategy, and adoption metrics. Achieved implementation targets and high client satisfaction for smooth delivery.
- Developed change strategy and plan to support IT project management initiative for 1,400 store food retailer. Conducted audience analysis, developed change approach and tools, developed communications and engagement plan, designed metrics and drafted key supporting messages.
- Supported the cultural integration of new employees into global service provider. Designed strategy, workshops and other programs, and materials to accelerate new employee identity and performance, including focusing on key competencies. Conducted series of online surveys to provide data and support integration.

## FACILITATION AND TEAM EFFECTIVENESS

- Designed and facilitated leadership onboarding for President and his new direct reports following reorganization. Guided President and GMs through team development, values and strategy identification, and business planning activities. Co-led onboarding development program for next 2 levels of management.
- Facilitated 4 teams to develop health, environment and safety operational processes for \$5B operating company. Provided project coaching, team facilitation, and change management support through development and implementation. Enabled global, cross-business deployment of 4 operational processes to over 160 countries.
- Partnered with VP to improve Health Care unit team performance. Co-designed and facilitated multiple day off-site. Guided two teams through development of mission, strategic imperatives, work alignment and team-building activities. Successful delivery resulted in executive report of increased productivity and team work effectiveness
- Facilitated strategic planning workshop for operating company IT leadership team. Assisted team to determine priorities and plan activities for 3 year strategic plan.

## LEADERSHIP COACHING

- Coached CFO for consumer products company on guiding organization vision and team capability
- Coached GM and leadership team, real estate operating company, on optimizing individual and team effectiveness. Conducted team assessment, facilitated team debriefings and action planning.
- Coached Vice President on strengthening his executive presence and communication and influence skills.
- Coached Senior Director on improving his ability to foster collaboration and create a positive work environment.

## **Client Listing (partial):**

- Animal League Defense Fund
- Astra Zeneca
- Blue Shield of CA (*coaching*)
- Chevron
- Cisco
- DataStax (*coaching*)
- Fivetran (*coaching*)
- Gap
- Google (*coaching*)
- Impossible Foods (*coaching*)
- Kaiser Permanente
- Nike
- Safeway
- Smart and Final (*coaching*)
- Sodexo
- Stripe (*coaching*)
- UCSF Medical School

## **Employment History:**

**Independent/The Carabiner Group, LLC**– Principal, Organization Effectiveness, 2004-current

**Levi Strauss & Company** – Senior Manager, Organization Development, 2001-03

**Accenture** – Manager, Organization and Human Performance, Retail Practice, 1998-2001

**Watson Wyatt Worldwide** – Consultant, Organization Effectiveness 1995-97

**Dominick's Finer Foods** – Category Manager, Specialty Foods 1993-95

**BayBanks Systems, Inc.** – Product Manager, Direct Marketing 1988-91

**The Yankee Group** – Analyst, 1987-88

## **Education:**

**M.B.A.** – J.L. Kellogg Graduate School of Management, Evanston, IL, Organization Behavior, Marketing, and Management Strategy, 1993

**B.A.** – Cornell University, Ithaca, NY, Social Psychology, 1987

**Integral Coach** – New Ventures West, San Francisco, 2015

**Certifications:** PCC (International Coaching Federation), Hogan Assessment, Enneagram, Workplace Big 5, FIRO-B