

Vicky Koutsis, Ph.D.  
[www.laurelleaders.com](http://www.laurelleaders.com)  
C 415 260 1462 E-mail: [vicky@laurelleaders.com](mailto:vicky@laurelleaders.com)

## Career Profile

Vicky Koutsis is an Organizational Development Consultant and Executive Coach who brings 20 years of experience with Fortune 500 companies. She blends business, psychology, and technology to understand each business and designing customized solutions that achieve their performance targets. She brings internal and external consulting experience and data science to tackle big business problems and work across different groups to improve performance. Vicky is a savvy business and team leader who brings a blend of big picture and execution, innovative thinking, and practical application.

## Areas of Expertise

Change Management	Culture Change	Leadership Development
Employee Experience	Performance Management	Executive coaching
People Operations & Analytics	Talent Programs	Organizational Design

## Relevant Experience

### **Laurel Leadership, Executive Coach and Organizational Development Consultant, September 2016-Present**

Sample projects:

- Internal Mobility, Gigs development on Fuel50 (AI platform).
- Future of Work strategy
- Change Management Strategy for Diversity, Inclusion, and Belonging
- Advisory on the rollout of new corporate values, employer brand, and employee expectations.
- Organizational Architecture
- Executive Coaching with client organization's top 30 emerging female leaders in high tech.
- Performance Management Redesign and Implementation.

### **NetApp Inc., Director of Employee Engagement, Great Place to Work, and Global Giving July 2014-Aug 2016**

Global leader of employee engagement strategy and programs. Frequently presents at Sr. leader meetings and CEO staff and is responsible for the global employee engagement, culture, and recognition programs.

- Lead worldwide HR team in measuring NetApp employee engagement. Partnered with company leaders in implementing employee engagement initiatives.
- Redesigned global Great Place to Work submission program. NetApp ranked in the top 100 for 13 years in a row.
- Manage the design and delivery team for NetApp's Annual Senior Leaders Meeting (100+ global Sr. Leaders)
- Rebuild a team that is now a trusted partner to the business on all things on culture, recognition, and engagement.
- Created a new Global Giving function for NetApp to increase brand awareness and employee engagement.

### **NetApp Inc., Sr. Organization Development Consultant, September 2011-July 2014**

Provide Organizational Development services to Corporate & Engineering groups. Sample projects:

- Partnered with VP of Org Effectiveness and CEO staff to a multi-year culture transformation.
- Consulted with Dr. Director of Supply Chain on organizational design.

- Led a team to deliver the Managerial Effectiveness Survey for Product Operations. Achieved a 94% participation rate. Year 2 achieved a statistical improvement in the hot spot areas.
- Spearheaded a task force that deep-dived on the company's employee turnover per the CEO's request.

#### **Yahoo! Inc., Sr. Manager, Talent Development, February 2008-June 2010**

Responsible for critical talent management programs and initiatives.

- Managed Yahoo's performance management program: Program improvement efforts led to 22 points increase in the employee survey from 2009 to 2010.
- Led succession management program, designed succession workshops and developed leadership pipeline development solutions.
- Developed organizational review and health metrics dashboard and annual process.
- Implemented and integrated leadership competencies (LOMINGER/KORN FERRY) in talent management programs and solutions (i.e., talent reviews/succession planning, executive coaching)
- Lead the redesign of Yahoo's executive coaching program.
- Responsible for Yahoo's first ever Culture Hackathon event.

#### **Deloitte Consulting, Senior Consultant, July 2004-May 2007**

Human capital consultant specialized on change management and designing programs that address "people" dimension of business transformation.

- Developed a balanced scorecard for a major California airport. Lead focus groups to understand key performance indicators.
- Managed Human Capital's learning in the West for over 200 employees.
- Change Management Lead on several change projects Fortune 500 companies.
- Lead change management strategy for adopting a new technology system for a California county, impacting over 3,000 employees that delivered services in millions of customers.

#### **Hewlett-Packard, Org Development Consultant (contract), September 2001-June 2004**

Provided Organizational Development consulting services focused on critical decision-making, meeting facilitation, strategic planning, and culture integration.

- Co-Founder of the *Decision Accelerator*, a process consultation team that provided process and decision-making facilitation services during the HP/Compaq merger, Co-facilitated *Decision Accelerator* sessions for product, sales, IT, and finance groups.
- Assisted with the development of a dual career path for HP Labs.
- Developed and facilitated "Fast Start" workshops for worldwide teams as part of the Culture Integration effort during the HP/Compaq merger.
- Produced event-based consulting engagements with various HP Teams (e.g., Finance, Sales, and HP Labs) within *Garageworks*, a rapid decision center.
- Researched middle managers' behavior and level of contribution during the HP-Compaq merger

#### **Santa Clara University, Researcher (contract), June 2000-July 2001**

Conducted research sponsored by NASA and the Federal Aviation Agency on communication and safety among aircraft maintenance personnel.

- Collected and analyzed data using observations, surveys, and archival data.
- Developed questionnaire scale measuring "trust and safety."

#### **Education**

California School of Professional Psychology, CA  
 Doctor of Philosophy in Organizational Psychology

University of Bedfordshire (formerly University of Luton) London, England

Bachelor of Arts with a major in Psychology

**Other training/certifications**

- Executive Coaching Certification, Columbia University
- Business Acumen Gauge
- Neethling Brain Instrument

**Publications & Speaking Engagements**

- *Keynote Presentation: Executive Coaching for Business Acumen – The Missing Link in Organizational Transformation.*
- *Keynote Presentation: Engaging Hearts and Minds: Preparing for a Changing World.* Human Capital Institute Engagement Conference, San Francisco, Jul 2015.
- *“Manager Effectiveness: From Insight to Action.”* Presented at Hay Group Engagement Forum, San Francisco, Nov 2014.
- *“The Role of Communications in Creating Best Places to Work.”* Presented at Ragan’s Communications Conference with Great Place to Work, hosted at SAS in NC, Nov 2014.
- *“New Paradigms for Organizational Change: As Easy as Learning to Walk?”* Facilitated a professional workshop at the 2008 Academy of Management Conference.
- *“Changing organizations: A look at patterns of change through a case study.”* Society of Applied Sociology Newsletter. Aug 2002.