

Services

- Organization assessment, design and alignment
- Large-scale change leadership and communications
- Project management and implementation support

Qualifications

- Results focused with proven track record in leading, designing and implementing organization design and change solutions
- Highly skilled at working with senior leadership to translate and operationalize strategies into meaningful organizational outcomes
- Demonstrated ability to develop strong working relationships with client teams and motivate individuals and groups of all levels to achieve desired outcomes
- Drive successful delivery of project outcomes through detailed planning, ongoing monitoring and implementation oversight
- Consistently exceed customer expectations while meeting tight timelines and budget requirements
- 20+ years human resources experience working with large, medium and small companies

Selected Experience

1. Program Management, Project Management and Workforce Planning

Engaged by an HR leader at a global biotech company based in Basel, Switzerland to establish a People Strategy Operations function. Designed, tested and implemented a role that enabled the delivery of commitments to the business in a timely, cohesive and integrated manner. Partnered with stakeholders of all levels to prioritize, resource and streamline projects. Key activities included:

- Establishing a program management function and overseeing initial projects
- Project managing three reductions in force
- Developing a workforce strategy approach and creating an implementation guide
- Designing and implementing a dashboard to monitor and drive achievement of goals and initiatives; analyzing data and providing insights and trends that guided decision making
- Ensuring strong, integrated communications across the division

2. Organization Design

Provided organization design expertise to global apparel company located in San Francisco, California. Designed an operating model and high-level structure options for the global brands organization (design, merchandising and business development). Specific activities included:

- Assessing needs and understanding of desired outcomes from key stakeholders
- Establishing design criteria aligned with the vision and strategy
- Creating an operating model to balance driving global product consistency with regional/local needs
- Drafting functional capabilities
- Developing organizational structure options based on logical groupings of work activities and headcount goals
- Partnering closely with President, Head of Design, Head of Merchandising, Head of Business Development and Sr. Director, HR

3. Change Management

Supported 5 integrated supply chain initiatives that transformed the way a San Francisco based apparel company brought product to the market place. Partnered with program leaders and subject matter experts to build adoption of new tools and processes to help realize the business benefits. Key activities included:

- Developing an overall strategy and approach
- Creating and implementing stakeholder and communications/engagement plans
- Analyzing role impacts by identified jobs and divisions
- Developing and implementing learning modules
- Creating sustainability plans
- Partnering with program leaders to identify success metrics

4. Organization Design

Provided organization design expertise to global footwear/apparel company located in Beaverton, Oregon. Created an optimized organization to deliver on contractual commitments with a new customer through:

- Assessing needs and understanding of impending change
- Establishing design criteria aligned with the strategy
- Creating an operating model to drive efficiency, integration and coordination among impacted groups
- Designing an organizational structure based on logical groupings of work tasks and headcount constraints
- Clarifying roles and processes at key integration points
- Partnering closely with project sponsor, strategy, HR and transition management

5. OD Project Management

Served as project manager for a highly confidential, global reorganization project for a San Francisco based apparel company. Ensured project stayed on track through the close monitoring of activities, dependencies, issues and risks. Key activities included:

- Building and maintaining executive level and detailed project plans
- Designing and implementing tools, processes and templates
- Planning for and facilitating project team meetings
- Providing weekly reporting on status, issues and risks
- Overseeing development of project archives
- Developing executive level presentations

6. Organization Effectiveness

Provided multi-year organization effectiveness expertise for a university medical school department in Palo Alto, California. Key activities included:

- Assessing both faculty leadership and administrative organizations to understand needs and identify opportunities
- Driving focus through role clarity for both faculty and administration
- Redesigning the faculty reappointment and promotion process
- Designing and implementing a highly rated Faculty performance management system showcased by the School of Medicine
- Creating meeting governance and forums for department leadership and faculty communication
- Supporting department quality and safety through planning and project management

7. Technology Adoption

Created and led team to implement a comprehensive change management program for an enterprise-wide technology financial systems implementation at a San Francisco based apparel company. Key activities included:

- Developing and implementing programs for employee groups ranging from 100 – 10,000+
- Creating programs for a global population: US, Canada, China, Singapore, Korea, Japan, France, UK, Turkey and India
- Managing a team of 20+ people

Partial Client List

- EFI
- Gap Inc.
- Genentech / Roche Ltd.
- Levi Strauss & Co.
- Nike, Inc.
- SRI International
- Stanford University
- VF Corporation