

Mary Winby has worked in high tech as a project manager and change management/communication consultant with large initiatives related to IT, services, sales, marketing, and HR. Her specialty is helping executives and their teams:

- Launch new initiatives
- Design communication and implementation plans
- Execute plans for the successful adoption of new skills, behaviors and processes against metrics and milestones.

Areas of Expertise

Change Management/Communication

- Leading Change/Communication initiatives for IT implementations and company acquisitions
- Conducting change, sponsor and stakeholder readiness assessments
- Integrating change principles into project plans
- Designing and Implementing a multi-regional, strategic and tactical communication plan
- Integrating change principles into all communications to support implementation and adoption of new behaviors
- Reinforcing new behaviors to support change through ongoing coaching and feedback
- Conducting retrospectives documenting what worked and lesson learned

Organization Development

- Designing and conducting organization assessments
- Designing and implementing interventions to address organizational misalignment and gaps in performance
- Coaching leadership teams to clarify strategy, roles/responsibilities, implementation and metrics
- Designing and facilitating management meetings and offsites

Project Management

- Creating project plans to monitor and manage new initiatives, workstreams, or change activities
- Scheduling regular project meetings to track workstream activities and determine actions required
- Managing project deliverables to ensure completion on time and within budget
- Monitoring dashboards and action log to track progress against milestones
- Maintaining regular status reports
- Communicating regularly with sponsors and executives regarding progress, issues, successes
- Designing a governance infrastructure to support ongoing implementation

Training Development and Delivery, Coaching

- Designing, delivering, and evaluating employee and management development programs
- Using Assessment Center approach to determine middle manager behavioral and skill gaps
- Conducting 360 degree assessments and providing feedback to managers
- Partnering with usability teams to design training and support for user adoption of new skills
- Teaching graduate courses in Organization Development, Change Management and Leadership

Performance Technology Management

- Designing multi-site, multi-division needs assessments to identify skill gaps across roles and organizations
- Creating core competency models for strategic roles through critical incident interviewing
- Converting core competencies into key roles that align with organization charter, business metrics, and roles to meet customer demands
- Aligning new roles and skill sets to changing strategies and directions
- Defining metrics to reinforce new roles and skills
- Ensuring leadership reinforces adoption of roles, metrics, behaviors to support the new strategies
- Creating measurement system to track impact of new roles/behaviors impacting business metrics

Mary Morison Winby, Ph.D.

Consulting Experience

Electronic Arts, Redwood City, CA (May 2015, current)

Project Manager for company-wide initiative, Analytic Guild

Track progress across five projects and provide status updates to Sponsors

CSR Technology, San Jose, CA (April 2015 current)

Human Resources, Change Consultant for Qualcomm/CSR acquisition

Design/deliver *Leading Teams through Uncertain Times* to HR and Management teams across U.S.

UC Berkeley Extension Program, Berkeley, CA (2011- current)

Design/deliver *Managing Change and Ambiguity in the Workplace* as part of the UC Extension Program and Public Workshops.

Cisco Systems, San Jose, CA. (May-Jul '14)

Engineering, Project Management Lead for Calibration Reviews

Responsibilities included creating a project plan to ensure annual reviews and calibration sessions for the R&D community were achieved within a very tight timeframe.

- Developed project plan and tracked progress
- Convened HR daily team meetings to identify activities to be completed quickly
- Communicated daily and weekly progress summaries to team and sponsors
- Created and posted on Cisco.docs a Best Practices summary (ppt) for future annual reviews
- Disseminated Best Practices summary to sponsors and HR team

Cisco Systems, San Jose, CA. (Mar '13 -Feb '14)

CSTG Support, Communication Lead

Responsibilities included creating a standard brand across three newly integrated groups.

- Built a cross functional team to assess current communication, determine design components for standardizing and designing a new brand, ensuring consistent implementation across all groups
- Worked with graphic designers to create a brand that reflects the value of Support
- Wrote a CSTG Support White Paper to guide the strategic direction for the organization
- Led the development of a cross functional group wiki (IWE) to reinforce the brand, collaboration and values of the organization
- Applied change management principles to key initiatives in the organization where appropriate
- Created a Single Source of Truth document to support the communication documents

Cisco Systems, San Jose, CA. (Mar '13 -Feb '14)

TS Delivery Project Manager for the IronPort Integration

Responsibilities included overseeing the change management, communication, training and project management activities.

- Tracked the TAC and SSC milestones, dependencies, and status
- Prepared, moderated and followed up on weekly TAC and SSC team meetings
- Coordinated TS Delivery input on the IMO change management deliverables for external customers/partners
- Coordinated the training for IronPort TAC teams in preparation for the migration to Cisco
- Worked closely with TS Delivery Leads to design and deliver bi-weekly communication updates for the TS Delivery stakeholders
- Identified metrics to assess how well TS Delivery was doing for Full Orderability
- Designed/facilitated the TS Delivery War Room for Full Orderability as well as lessons learned
- Created a TS Delivery Best Practice Guide highlighting critical success factors for effective large scale change

Mary Morison Winby, Ph.D.

Employment History

Sapience Silicon Valley, Palo Alto, CA., Partner. Partner at Sapience SV which focuses on helping organizations accelerate strategic decisions and implementation follow up. Recent clients include Target, Sutter Health and Mental Health Corporations of America (MHCA),

Ewins & Winby, San Francisco, CA., Partner and Co-Founder. Partner at a boutique consulting practice focused on change management, organization development and executive coaching. Recent clients include Hewlett Packard, Avago Technologies. Led the Change Management/Communication Workstream for an HP company-wide IT initiative.

Hewlett Packard, Cupertino, CA., Organization Development and Change Management Consultant. Served as an internal consultant to a number of businesses including the HP Computer Systems Organization, IT Labs, WW Sales, and the Services organization. With each client engagement, involved key stakeholders in the change management plan, assisted with the implementation process, focused on milestones and budget. These change initiatives resulted in improved employee morale, shortened cycle time to implement change, and more efficient processes to deliver organization goals.

Hewlett Packard, Cupertino, CA. Executive Briefing Center, Program Manager. Recruited, developed and coached HP employees to effectively present HP product roadmaps and services to enterprise customers. Assisted in building a state-of-the-art briefing center. Presented the HP strategy to enterprise customers.

Hewlett Packard, Palo Alto, CA Training Manager. Designed, delivered and evaluated manager and employee development programs. Created core competency models for strategic roles utilizing the Critical Incident methodology. Used competency models to assess executive effectiveness and coach for recommended development opportunities.

San Jose State, Department of Administration and Higher Education, San Jose, CA., Associate Professor. Taught graduate level courses in Education Administration, supervised field assignments, and served as thesis advisor to graduate students

University of San Francisco, San Francisco, CA., Adjunct Faculty. Taught graduate level courses in organization behavior and organization development to business professionals.

Stanford University, Stanford, CA., Associate Director of Research. Managed 1.5M budget and coordinated several federally-funded programs at Stanford University targeted at improving education in under-funded school districts across the United States. Developed collaborative relations between Stanford University and participating school districts. Managed research and feedback activities. Supervised production and dissemination of written reports.

Associations and Other Contributions

- Co-President for the Association for Strategic Planning, Northern California Chapter
- Established affiliation with Cisco to co-sponsor ASP events using TP and Webex capabilities
- Adjunct Faculty, UC Berkeley Certification Program, Course on Change Management (current)

Education and Professional Development

Ph.D and Masters in Education, Stanford University

M.S.O.D., Pepperdine University

B.A. in English, University of Rochester

Conference Participation

- European Organization Design Forum (Sept, 2014)
- Designing for Agility, Co-Sponsored by Organization Design Forum and Cisco (Nov 2011)
- Exploring for Social and Technology Frontiers: Social Media and Self Organizing Systems, Sponsored by Social Technical Systems Roundtable (Sept 2011)