

BUSINESS TRANSFORMATION - ORGANIZATION DESIGN - CHANGE MANAGEMENT

Business transformation professional with 15+ years experience of navigating global companies through times of change, assisting clients in the pivot from strategy development to successful implementation, using practical approaches to program management and planning. Experienced with sequencing and integrating growth and performance improvement initiatives. Expertise in change management and organization design to align and engage individuals and teams. Core capability in understanding and applying the larger business and organizational context to create solutions that address specific challenges and opportunities. Skilled at working across all levels in an organization: C-suite, divisional/functional leadership, and work groups or project teams.

- Business Transformation
 - Operating Model Design
 - Program and Project Management
 - Organization Design
 - Stakeholder Analysis and Management
 - Change Management and Communications
 - Strategic Planning
 - Meeting Facilitation and Executive Presentations
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PROFESSIONAL EXPERIENCE

BOWERS CONSULTING

2013 – Present

Independent business transformation consultancy, specializing in strategic change, organization design and alignment, and organizational effectiveness.

Principal Consultant – San Francisco, CA

- Recent engagement: provided strategic organization design services to internet marketplace company with \$500 million in net revenue, aligning organization to strategic goals for innovation and new market exploration.

LEVI STRAUSS & CO.

2008 – 2013

Levi's® is a global casual apparel wholesaler, retailer and manufacturer, with 2300 stores and \$4.8 billion in sales.

Director, Business Transformation – San Francisco, CA

Leadership role in enterprise PMO driving multi-year, global strategic transformation journey. Led integrated planning and roadmap development, influencing prioritization and improving executive understanding of operating model levers. Led work streams on strategic organization design and operating model choices: decision rights, matrix management capabilities, SG&A cost analysis, job redesign, structure design, quarterly goal alignment for executives, operating model design, and engagement activities. Clients were a cross-section of global organization: Board of Directors, CEO, Executive Team, Initiative Business Owners, HR Leader, and impacted employee groups. Highlights include:

- **Strategic growth initiative:** developed integration plans for acquired business unit; integrated operational and financial planning for global strategic initiatives into annual budgeting cycle; oversaw development of quarterly newsletter and annual survey; led design and execution of global initiative performance reporting.
- **Globalization of Levi's® creative teams:** developed integrated change impact assessment and roadmap to streamline the number of competing projects during a period of strategic restructuring; managed cost analytics to shape transformation journey within context of revenue and cost growth rates.
- **LS&Co. operating model redesign:** developed organization design for multiple functions; created communication materials for shifts in P&L accountabilities; facilitated integration and issue resolution among interdependent business units during structure design; facilitated leadership understanding of and alignment to transformation goals and organization design choices; led development and execution of PMO/executive approval process for organization design

GAP INC.

2004 – 2008

The largest specialty retailer in the US, Gap Inc. was valued at \$14 billion with retail operations in 6 countries.

Director, Strategic Change – San Francisco, CA

Delivered change management, project management, and organization design services for multiple transformation initiatives. Partnered with senior executives to inform and influence decision-making. Assessed change impacts and developed adoption strategies. Restructured teams and redesigned roles to align to changes in processes and systems. Led cross-functional teams.

- **Multi-brand supply chain initiative:** designed and facilitated organization design sessions with executive leaders to restructure inventory management teams; redesigned roles and performance expectations to align with revised business processes and improve decision making; assessed change impacts, organizational readiness and adoption levels, identifying and executing action plans for leaders and individual contributors.

- **Applicant tracking system (ATS) implementation:** project manager for on-time and on-budget delivery within aggressive 5 month timeline; solution served 6 business units and 2 languages and included complex technical integration, multi-phase launch plan, and HR process changes; influenced decision-making on key project issues and risks, resulting in adjustments to scope, allocation of additional resources, and increased leader alignment.
- **Organization design for Gap International:** conducted organization design in partnership with senior leadership teams for new business model, business process redesign, and geographic restructuring.
- **Global compensation:** launched global compensation program that restructured stock and variable pay for 4,000 employees; led development of detailed employee communication materials tailored for 5 audience segments; facilitated senior executive decision-making on compensation changes and roll-out strategies.

SPRINT

2001 – 2002

An international telecommunications provider, Sprint earned \$26 billion in revenue in 2002.

Service Delivery Manager - San Francisco, CA

Program management and customer relationship management for consulting services and implementations. Scoped, negotiated and project managed technical professional consulting contracts. Developed pricing models and business cases. Obtained #1 rank for revenue generation, acquiring \$6 million in managed hosting/Internet infrastructure and consulting business. Relationship manager to bay area technology companies. Met revenue (\$20K increase per month) and gross margin (35%) targets for professional services projects.

BHP BILLITON LIMITED (formerly BROKEN HILL PROPRIETARY COMPANY)

1996 – 1998

BHP was a \$21 billion multinational natural resources corporation and Australia's second largest company before purchasing Billiton in 2001 and becoming the world's largest diversified resources company.

Human Resources Project Manager - San Francisco, CA

Led development and implementation of international benefits programs and human capital software solutions. Leveraged human resources functional expertise to ensure solutions supported employee policies and tracking/reporting of key metrics. Developed project plan outlining goals, scope, schedule, risk identification, contingency plans, and resource allocations. Facilitated planning sessions, obtained consensus on strategy and scope adjustments, created and delivered end-user training seminars, and communicated changes to users and employees. Projects included: Multi-site, SAP HR/Benefits/Payroll project; in-house expatriate Payroll system; HR process re-design.

HELLER EHRMAN LLP

1995 – 1996

Heller Ehrman had 9 national and 3 international offices and was ranked among the largest law firms in the US.

Employee Benefits Analyst - San Francisco, CA

Project managed data migration to new flexible benefits administrator with an error rate of less than 1%. Saved \$15K and improved HR services via improved utilization of HRIS database and reporting tool.

BHP BILLITON LIMITED (worked for subsidiary MINERA ESCONDIDA LIMITADA)

1994 – 1995

Minera Escondida was the 3rd largest copper mine and the most innovative and modern operation in Chile.

Personnel Manager and Training Coordinator - Antofagasta, Chile

Exceeded all training and hiring goals during business reorganization by leveraging bicultural and bilingual skills.

English-as-a-Foreign Language Teacher, and

Community Educator, Fondo de Solidaridad e Inversión Social - Antofagasta, Chile

1991 – 1993

EDUCATION

THUNDERBIRD, SCHOOL OF GLOBAL MANAGEMENT, Arizona, 2000

MBA International Management: Distinguished Honors, Presidential Scholar, Beta Gamma Sigma Honor Society.

UNIVERSITY OF CALIFORNIA, Santa Cruz, 1992, BACHELOR OF ARTS, LATIN AMERICAN STUDIES, 1992

BA Latin American Studies; College Honors, Honors in the Major.