

# SARAH R. LARSON

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## SUMMARY OF QUALIFICATIONS

- **Proven record of accomplishment** – 20 years of external and internal consulting experience within Fortune 500 companies
- **Organization and Leadership Development Expertise** – Experience in designing and implementing OE and leadership development solutions including global transformation initiatives and leadership assessments and reviews, succession management programs and processes, bench building strategies, executive coaching and competency modeling and measurement
- **Group and executive level facilitation** – Skilled at designing and facilitating team and large group planning sessions, team development sessions, and executive development programs. DiSC and Tilt certified
- **Program management skills** – Can effectively apply business acumen and interpersonal skills to design and deploy a broad range of leadership and organizational effectiveness solutions on behalf of diverse internal and external client groups
- **Change management capabilities**– Successfully led \$20M+ global corporate initiatives that addressed strategic, operational, IT and organizational change requirements

## REPRESENTATIVE CLIENT LIST

Peet's Coffee & Tea  
Levi Strauss & Company  
Mezzetta & Columbus Foods  
eBay Inc. & StubHub

Activision & Electronic Arts  
University of California  
Jackson Family Wines  
Clif Bar & Co.

Gap Inc.  
Snap Inc.  
Udemy  
Airbnb

## PROFESSIONAL EXPERIENCE

**INDEPENDENT CONSULTANT**, Oakland, CA

7/05-present

*Specializing in leadership, team, and organization development.*

### Leadership Development:

- Supported the design of L2X, Blue Shield of California's 3-day leadership development program for the top 250 leaders. Program was awarded the Brandon Hall Group's Gold Medal winner 2015 for Excellence in Leadership Development
- Designed Peet's Coffee & Tea's first Retail Leadership Academy to grow store management capability across the fleet
- Designed Clif Bar & Co.'s 3-day leadership development program for Directors and Above
- Crafted Gap Inc.'s Global Leadership Development Strategy; designed Gap's Executive Coaching Strategy, Program, and Toolkit
- Overhauled the Talent Review process at Activision and executed Electronic Art's Succession Management Process
- Redesigned succession management at Levi Strauss and Co. Built leadership and HR capability to perform new process
- Developed a High Potential strategy for Activision Publishing and designed key components of their program including 360-degree assessment, targeted development planning, and cohort learning experiences
- Launched a 360-degree instrument at Levi Strauss & Co. to improve leadership effectiveness
- Conducted an analysis of corporate data on high potentials to make recommendations on how Levi Strauss & Co. can more effectively drive growth among key talent
- Developed selection strategy to identify global key talent for participation in Levi's leadership development offerings. Designed two new modules for the Leadership Accelerator Program, a two-year action learning experience for high potentials
- Conducted an assessment of Levi's executive coaching program and presented leadership with a set of recommendations to increase program effectiveness and ROI

### Organization Effectiveness:

- Change Lead on three separate 18-month transformation projects at Levi Strauss & Co. and Peet's Coffee & Tea. Responsible for the deployment of new global operating models, shared service centers, streamlined business processes and upgraded systems
- Facilitated a senior leadership team at PayPal in the design of a new operating model for Global Financial Services. Performed organizational assessment, identified opportunities to re-structure GFS to increase organizational effectiveness; implemented structural, process and organizational improvements
- Performed an organizational assessment within the Risk Management function at PayPal to identify opportunities to increase organizational effectiveness. Facilitated the senior leadership team in the development of a Risk OE roadmap and directed the efforts across 8 OE work streams
- Developed a culture strategy for Gap Inc. including a culture assessment and change roadmap to address declining performance and employee engagement

- Retained by StubHub's senior leadership team for 6 months to assess and address declining employee engagement survey scores. Lead on 6 work streams to improve organization effectiveness and scalability
- Program architect for the University of California, Berkeley's Student Affairs 12-month Strategic Planning Initiative
- Overhauled Udemy's Performance Management system and implemented the Reflektive platform to facilitate these changes
- Designed change strategy and implementation plan for Gap Inc.'s new G.P.S. performance management program
- Architected re-design of Jackson Family Wine's performance management system
- Facilitated the Sr. HR team at Activision and Airbnb's through the transformation of their talent and performance management processes and systems

#### **Group and Executive Facilitation:**

- Designed and delivered 1/2 day to full day team development workshops at multiple clients to improve decision making, increase role clarity, enhance team effectiveness, collaboration, communication, and trust
- Architect of multiple strategic planning off sites for senior leaders at Snap Inc., Gap Inc., Clif Bar & Co., UC Berkeley, and Turn Inc.
- Master trainer and facilitator of DiSC and Tilt team workshops

#### **Talent Development Solutions:**

- Currently supporting Snap Inc. senior leadership with the design and deployment of a new Talent Strategy, Philosophy and Roadmap for high performance
- Designed and delivered over 20 custom learning lab modules targeting leadership and management fundamentals
- Managed the design and deployment of a two-day employee development experience at Levi's for 8,500 employees in 110 countries to ensure global alignment around the company's operating blueprint
- Developed and deployed a pilot of management fundamentals within Airbnb's APAC division
- Designed a behavioral interview course for Activision Publishing
- Managed the outsourced training curriculum at Bayer Healthcare and Xoma
- Developed a PayPal Change Management methodology and toolkit; developed and delivered Change Mgmt. training to all PayPal HR and L&OD team members
- Developed a change management methodology and toolkit to facilitate change planning at Dryer's Inc.

#### **Competency and Capability Development:**

- Designed and managed the rollout of a new leadership competency model at Clif Bar & Co.
- Facilitated Executive Leadership team at Levi Strauss & Co. to define and embed a new leadership competency model
- Led Activision Publishing's senior leaders through a facilitated process to develop a custom competency model for all employees as well as an Employee Value Proposition

#### **LEVI STRAUSS & CO., San Francisco, CA**

06/01-11/04

*Sr. Manager (promoted to Director Level band), Organization and Talent Development*

#### **Director of Worldwide Leadership Development:**

- Facilitated the Executive Leadership Team in the design and development of a global leadership model
- Developed a set of global foundational leadership competencies; integrated competencies into people systems and processes to set expectations, drive behavior change and individual development
- Led the design of a leadership assessment strategy and developed the global processes and instruments to assess leadership competency, bench, potential and development
- Directed the design and execution of the annual Leadership Conference for the top 50 executives

#### **Organizational Development Strategist:**

- Consulted on the organizational restructuring effort within the Global Supply Chain function. New organization model reduced time to market, ensured product availability, and lowered COGS
- Facilitated the Global Leadership Team in the development of The LS&CO. Way – a blueprint for performance. Designed and led the 3 year change effort associated with operationalizing The LS&CO. Way including the development and execution of a CEO-led 5 day training course for 250 leaders
- Developed the LS&CO. Change Management methodology, toolkit, and global training program

#### **PRICEWATERHOUSECOOPERS, San Francisco, CA**

1997-2001

*Principal Consultant, Strategic Change Practice*

- Organizational strategy and design, merger integration, and technology Integration

## **EDUCATION**

MBA, Organizational Development, The Anderson School, UCLA, 1997

BA, Anthropology, Brown University, Providence, RI, 1992. Magna Cum Laude, Phi Beta Kappa