

## Summary

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Wendy is a management consultant with over 15 years of experience navigating global companies through times of change. She has planned and delivered complex, multi-functional initiatives and team-based local solutions. Her work has spanned a variety of industries and she has been both an internal and external consultant and program manager.

Wendy's expertise lies in assisting clients pivot from strategy development to successful implementation. She brings outstanding organizational skills, an effective partnering style, and strong business acumen to all of her engagements. She is able to dig deep and analyze the details while understanding the larger business and organizational context.

Wendy's experience includes:

- Business transformation strategy design and implementation
- Operating model analysis and transition
- Organization design and alignment
- Change leadership and communication
- Organization assessment and off-site facilitation
- Program and project strategy, planning and leadership

## Education & Certifications

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**Human Systems Dynamics Professional**, Human Systems Dynamics Institute

**MBA International Management**, Thunderbird School of Global Management, Glendale, AZ  
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**BA Latin American Studies**, University of California, Santa Cruz, CA

## Engagements and Projects

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### Organization Design

- Facilitated and guided business unit leaders through a strategic organization design project that was prompted by an acquisition and new expectations of the business unit. Focused on key capabilities, internal partnerships and matrix operating model of the new organization. Partnered with leaders to involve and engage their teams in the design process. *(Medical technology company)*
- Facilitated and developed a strategic organization design to pivot the organization toward greater innovation and new market exploration. Partnered with senior executive team to align design choices to strategic capabilities. *(Online marketplace company)*
- 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. *(Global retailer)*

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- Architected re-design of team and leadership model for mobile organization to incorporate strategic capabilities into talent requirements. (*Digital interactive entertainment company*)
- Led and participated in various and differing organization design projects while employed as internal OD/Strategic Change consultant and project manager (7 years experience).

Wendy serves on the Board of the **Organization Design Forum** ([organizationdesignforum.org](http://organizationdesignforum.org)) and was Co-Chair of the annual conference planning committee for 2015 and 2016. Each year achieved year-over-year improvements in attendee satisfaction and profitability.

## Program/Project Strategy & Change Leadership

- Leadership role in enterprise PMO driving multi-year, global strategic initiatives. Designed and delivered C-suite reporting and stakeholder engagement, including board of directors reporting and briefings. Coached and partnered with eight project leads to develop milestone plans, performance and progress metrics, and monthly and quarterly initiative reporting. Facilitated global PMO calls to align and connect geographically dispersed team and developed steering committee agendas. (*Global apparel manufacturer and retailer*)
- Designed and published strategic initiative dashboard for a Global Marketing Organization, including bi-monthly execution and support in onboarding new CMO. Partnered with twelve senior executives in development of milestone plans, and facilitated their ongoing alignment on interdependent work streams. (*Digital interactive entertainment company*)
- Developed and managed a multi-year, global strategic transformation journey. Created an integrated plan and roadmap for multi-disciplinary projects across multiple divisions, 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, governance model, job redesign, structure design, quarterly goal alignment for executives, operating model design, and engagement activities. (*Global apparel manufacturer and retailer*)
- Integrated operational and financial planning for global strategic initiatives into annual strategic planning and budgeting cycle. Led the design and execution of global initiative performance reporting. Persuaded executive team to streamline the number of projects as an outcome of the strategic planning cycle. (*Global apparel manufacturer and retailer*)
- Led various strategic change initiatives and work streams while employed as internal OD/Strategic Change consultant and project manager (12 years experience).

## Organization Assessment and Leadership Alignment

- Designed and facilitated senior executive off-site meeting focused on goal alignment and prioritization. Surfaced changing dynamics of leadership team emerging from recent acquisition and shift to matrix operating model. Guided team through appreciation of areas of concern and influence, and a structured approach to goal visibility, comparison, and prioritization. (*Medical technology company*)
- Designed and facilitated leadership team off-site for organizational development team. Meeting purpose focused on evolution of team operating model and structure, within context of shifting strategic goals. (*Global footwear and apparel retailer*)
- Designed and project managed multi-day, 150 person leadership summits. Meeting design incorporated high engagement activities, business and strategy content, brand relevant look and feel, and creative team activities. (*Global apparel manufacturer and retailer*) (*Digital interactive entertainment company*)

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## Project Management Coaching and Delivery

- Provided project management coaching and advising to non-technical project managers on HR and Data Analytics teams, elevating capabilities and improving quality and speed of project deliverables. (*Digital interactive entertainment company*)
- Led implementation of an application tracking system, delivering the project on time and on budget within aggressive 5-month timeline. Project was comprised of 5 work streams for a solution that served 6 business units and 2 languages and included complex technical integration, a 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. (*Global retailer*)
- Led a 10-person project team for multi-site, SAP HR/Benefits/Payroll implementation project. Re-engineered the project schedule to deliver integrated solution within 8 months for complex shift and union time policies. Persuaded stakeholders to adopt business process changes to avoid costly modifications to SAP system. (*Global mining and energy company*)
- Led various HR projects (people, process and technology) while employed as internal HR project manager (5 years experience).

## Client List and Employers

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**Bowers Consulting:** Electronic Arts, Becton Dickinson, StubHub, McKesson, NetApp, Wells Fargo, Nike, Gymboree

**Internal Consultant Roles:** Levi Strauss, Gap Inc., Sprint, BHP Billiton, Heller Ehrman