

Gwendolyn Norman

4310 Truman Ave.
Menlo Park, CA 94025
Phone: 555/432-2646
Cell: 555/432-0315
gwenn@earthlink.net

ORGANIZATIONAL DEVELOPMENT CONSULTANT

Strategic Planning | Leadership | High-Tech | Marketing Initiatives | Results

Executive Summary

- Focus and Alignment
- Developing Goals/Mission
- Strategic Planning and Execution
- Team Building
- Organizational Alignment
- Interviews
- Benchmark studies
- Phone/Email Surveys
- Facilitation and Coaching
- Communications and Strategic Marketing
- Coax the Best Out of People
- Supporting Bottom Line
- Meeting/Group Facilitation
- Decision Making
- Consensus-Building
- Marketing and Branding
- Market Research
- Research, Writing, Editing
- Communications for Internal and External Audiences

Accomplished organizational-development professional with 10+ years of experience in project leadership, needs assessment/definition, resource identification, and process/change facilitation.

Skilled and thorough researcher eager to dive into, grasp, and synthesize project scope and immediately become knowledgeable advocate, creator, and facilitator of targeted project goals.

Articulate communicator and attentive, active listener who possesses exceptional verbal, collaborative, and facilitation skills, as well as solid interpretive, mentoring, counseling and coaching capabilities delivered through motivational leadership style.

Detail-oriented achiever with strong business background and experience in the trenches of recruiting, supervising, training, and motivating staff to exceed targeted goals.

Focused, resourceful multitasker who has designed, developed, and delivered numerous, successful marketing initiatives that incorporate advertising and branding strategies, as well as transformed emerging organizations into serious players.

PROFESSIONAL EXPERIENCE

CLIENTS AND PROJECTS UNDERTAKEN AS INDEPENDENT CONSULTANT

Consultant, Client: A Central Valley, California, Group of Substance Abuse Professionals and County Health and Social Services, 2006 to Dec. 2007

LEADERSHIP and DEFINING GOALS

- Developed annual work plan for new fiscal year to address four distinct areas; identified work groups to develop each aspect of complex plan and complete project within aggressive timeframe.
- Discovered and identified significant differences among team's provider organizations, as well as types of clients each served, types of services provided, organization size, and varying funding levels that threatened interference with focus on work plan.
- Partnered with team leaders to design strategy to address conflicting priorities in separate forum, ensuring that conflicts identified would be followed up with team, resulting in sharper focus on priorities at hand, gradual ease of tensions, and increased team-member cooperation.
- Modeled constructive group-member behavior to inspire team members to become active, constructive participants.
- Communicated consistently and proactively with team members via phone and e-mail between meetings, coordinated meeting notes, and helped team members with individual work plans.