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**PROSCI AND CCMP CERTIFIED CHANGE MANAGEMENT, TRAINING AND COMMUNICATIONS LEADER** with over 20 years of experience in leading large scale complex initiatives focused on the people side of change including assessment of current and future people adoption, training and communication needs, development of strategies and translating those strategies into actionable, realistic plans that deliver results.

**Professional Experience**

**DIRECTOR – CHANGE MANAGEMENT AND COMMUNICATIONS – OFFICE OF THE CIO**

Walmart Stores, Inc.– Bentonville, AR 2016 - Present

Created and led a change management and communications team within the Office of the CIO. Responsible for leading complex changes across Walmart Technology and developing and implementing training, change and communication plans and strategies focused on increasing associate adoption, proficiency and utilization.

* Developed and implemented the change management and communications strategy for Office of the CIO.
* Lead and drive change management and communication strategies utilizing Agile development practices
* Developed change and communication professionals to be able to translate the company strategic vision and division wide initiatives into structured implementation plans and tactics.
* Developed, implemented and facilitated change management training for individuals, leaders and practitioners across the division.
* Skilled at applying a structured methodology to maximize people adoption while minimizing resistance
* Conducted change management assessments pre and post implementation to measure effectiveness of the change management plans and implement change interventions where necessary to drive business outcomes
* Developed executive and stakeholder updates and communications on status of change initiatives; participate in and lead steering committees
* Partnered with other leaders to identify, analyze and address conflicts and mitigate risks on major initiatives
* Provided change leadership and communication support to senior leaders, executives and managers/supervisors to assist them in driving change and business outcomes for division wide strategic initiatives and transitions

**PRINCIPAL MANAGING CONSULTANT – HUMAN PERFORMANCE**

Accenture – Phoenix, AZ 2015 - 2016

Responsible for consulting with, engaging and leading Fortune 100 organizations human performance, training, change management, communications and organizational alignment strategies to drive increased adoption, strong return on investment and business growth.

* Designed, developed, and provided consulting services on talent, change and organizational solutions and interventions to support business objectives including targeted training and communication strategies
* Focused heavily on driving human resources, human capital and organizational transformational change
* Led transformational/strategic change and developed and reinforced a customer-centric culture in large corporations
* Led the development, management and execution of detailed project plans including milestone and stakeholder management
* Strong project leadership skills including the ability to identify and leverage internal and external resources in a matrix environment
* Led and managed teams and third parties to produce exceptional strategies and client results in the human performance space including training and communication programs
* Designed and implemented structured change management approaches and methodologies for the people side of change for both organizational and process/system changes for clients
* Consulted with client leadership on strategies to drive overall human performance and adoption of new processes and technologies in alignment with client business strategies

**SENIOR CHANGE MANAGEMENT CONSULTANT – ORGANIZATIONAL EFFECTIVENESS**

PetSmart, Inc. – Phoenix, AZ 2013-2015

Established and executed the enterprise change management strategy to support the continued evolution and growth of the business. Provided consulting services in the areas of change management, talent development and organizational development to all levels of the organization on strategic programs and initiatives including launches of new processes, organizational structures, operational strategies and technologies. Coordinated cross-functional teams to produce strategic and tactical project plans and talent, organizational and change management plans including communications and training. Provided coaching to senior leaders and stakeholders on ways to drive change throughout the organizations and individual teams.

* Led and implemented strategies and interventions focused on change management, organizational design, leadership development and overall talent strategy for the enterprise
* Developed, implemented and facilitated large group trainings for all levels in the organization (retail field and corporate audiences) which included change management, systems deployments, culture and diversity and MBTI.
* Partnered with business leaders to design, develop and implement job redesigns and restructures
* Developed, built and implemented a structured change management approach and methodology for the people side of change for both organizational and process/system change for the enterprise
* Identified potential people-side risks and anticipated points of resistance and develop specific plans to mitigate or address the concerns
* Conducted readiness and change effectiveness assessments, evaluate results and present findings in a logical and easy-to-understand manner
* Organized and led an internal community of practice consisting of cross functional team members

**SENIOR MANAGER – SERVICE/RETAIL OPERATIONS** (2011 to 2013)

Best Buy Company – Minneapolis, MN 1997 to 2013

Recruited by Senior Director to lead and direct a cross-function team on a five billion dollar strategic initiative. Managed and directed a team responsible for the in-store service operations business for over 1100 retail store locations nation-wide consisting of operations, training, change management and communications.

* Led strategy identification, change management, communications and training for nation-wide rollout of return and exchange initiatives resulting in $10M reduction in expenses in one year.
* Developed, implemented and facilitated training strategy and materials for organizational changes including policies and procedures, technology deployments and new ways of working
* Created and delivered the first training program for a new operating model impacting all 1100 retail store locations; facilitated and delivered role and execution training for territory and district staff which drove improvements in productivity of 12% in the first 6 months post deployment.
* Provided broad scope support across the enterprise (corporate, retail, field leadership) to solve critical problems and complex change-related issues for various initiatives with budgeted benefits exceeding $100M each.
* Conducted in-depth change needs analysis across multiple segments of the business for a complete restructure of the in-store service organization; identified current and future state needs leading to over $50M in annual savings.

**SENIOR MANAGER – RETAIL OPERATIONS – STORE SYSTEMS/FIELD SUPPORT** (2004 to 2011)

Strategically developed new end user technology experiences including business readiness, communications and training strategies, aligned IT capabilities with business strategies; provided world class support 24/7 to field leaders with escalated help desk and store systems issues as well as new operating SOP’s, policies and procedures to drive operational excellence.

* Managed and directed store systems team for multiple technology platforms (including point of sale, inventory systems, telxon, etc.) to 1100 stores with over 100 users in each location.
* Responsible for developing, leading and implementing change management strategies including communications and training efforts to ensure strong people adoption of new processes, organizational changes and technologies
* Created the company’s first field support group providing 24/7 support on escalated store systems issues which reduced customer impacting systems issues by over 75%.

**SENIOR PROGRAM MANAGER – PMO/HUMAN RESOURCES CHANGE DELIVERY** (2002 to 2004)

Promoted by Vice President to lead strategic projects and initiatives at the enterprise level including process redesign, employee education and deployment.

* Developed complex project work plans, managed cross functional teams of internal and external resources to deliver on time and on budget for strategic initiatives with targeted benefits of $50 - $100M each.
* Managed project financials, risks and issues and mitigation planning.
* Led executive and steering committee meetings and strategy.
* Successfully planned, managed and executed a $60M savings field re-organization project to streamline the field organizational structure while maintaining levels of expected service.

**MANAGER – INTERNATIONAL RETAIL OPERATIONS** (2001 to 2002)

Recruited to lead the post-merger integration project team in Canada and open the first Canadian Best Buy store.

* Created project plans to successfully transition all Best Buy standard-operating processes into processes to be used at Canadian stores on time and on budget.
* Led the implementation and transition of Future Shop in-store systems to Canadian Best Buy stores including training materials and communications resulting in $5M expense savings.
* Managed cross-functional team resources to ensure successful execution of the project.

**Other Best Buy Roles (1997 – 2001)**

**Manager – National Retail Services; District Operations Manager; Operations Manager; Inventory Manager**

**Education**

**Bachelor of Science – Business Administration**

Penn Carrier College (Pending 2017)

**Diploma - Accounting**

Minneapolis Business College (1989)

**Memberships/Certifications**

**Certified Change Management Professional (CCMP)**

Association of Change Management Professionals

**Certified PROSCI Practitioner**

PROSCI, Inc.

**SAFe Agilist Certified**

Scaled Agile

**Certified Change Management Practitioner**

William Bridges Change Management/Linkage

**Certified Practitioner**

MBTI Myers Briggs