

Sondra Hathaway

sondrahathaway.com

+01 602 380 7231

sondra@sondrahathaway.com

Princeton, TX 75407

ABOUT

I pride myself on seeing around corners, earning trust, and not taking myself too seriously. I love starting from scratch, challenging the status quo, improving continuously, and results.

EDUCATION AND CERTIFICATIONS

Bachelor of Science in Psychology, *Arizona State University*

Bachelor of Arts Sociology, *Arizona State University*

Master of Business Administration, *University of Phoenix*

Change Management Practitioner, *Prosci*

Strategic Planning Facilitator, *Institute of Cultural Affairs*

Manager of Quality and Organizational Excellence, *American Society for Quality*

Lean Six Sigma Certification, *American Society for Quality*

SKILLS

Data Analysis and Business Intelligence

- Ability to collect, clean, interpret, and visualize data
- Proficiency in Python, R, and SQL
- Business intelligence tools: Tableau, Power BI
- Presenting data insights to stakeholders
- Storytelling with data: translating insights into actionable recommendations for non-technical audiences

Software Development

- Programming languages: Python, Java, JavaScript
- Full-stack development capabilities
- Modern frameworks and libraries
- Understanding of APIs and microservices architecture
- Version control and collaborative development practices

Artificial Intelligence and Machine Learning

- Understanding of prompt engineering and fine-tuning techniques
- Deploying and integrating Large Language Models (LLMs)
- Ability to work with new AI models responsibly
- AI ethics and responsible AI implementation

User Experience and Design

- User experience (UX) and user interface (UI) design
- Design tools: Figma, Adobe XD
- Accessibility standards and inclusive design
- Design thinking methodology
- User research and usability testing

FEATURED PROJECTS

Strategic Planning and Change Management

2023-2024

When CIC embarked on a major strategic planning initiative, I was brought in to ensure the organization could successfully navigate this transformation. The challenge was significant, we needed to engage stakeholders who had varying levels of buy-in while maintaining operational excellence throughout the process.

- Achieved unprecedented 95% participation rate in strategy workshops, the highest engagement level the organization had ever seen
- Designed and facilitated intimate 1:1 conversations with senior leaders alongside large group strategy sessions to ensure all voices were heard
- Created a goal-setting framework that

Multi-Year Digital Transformation

2020-2023

At BerryDunn, I took on the challenge of transforming a traditional consulting firm into a digitally-enabled organization. This wasn't just about implementing new technology, it was about fundamentally changing how 200+ professionals approached their work and client relationships.

- Delivered over \$1.3 million in annual revenue through strategic change initiatives that became the firm's most profitable service line
- Identified and mitigated resistance points before they became obstacles, preventing costly project delays and ensuring smooth transitions
- Created a measurement framework that provided real-time insights into change progress, allowing for immediate course

employees actually embraced, moving from resistance to enthusiastic adoption

- Transformed complex employee feedback into actionable insights that directly influenced strategic decisions
- Developed custom training programs that helped leaders communicate the strategic vision with confidence and clarity

corrections

- Mentored project teams in ADKAR, Bridges, and Kotter methodologies, building internal change capability that outlasted my engagement
- Developed a change management service offering that generated over \$500,000 in additional annual revenue through up-selling

\$9.45B Company Acquisition

2015-2016

When TXU Energy faced the largest bankruptcy in U.S. history followed by a \$9.45 billion acquisition, I was tasked with preparing 500+ employees for their 'next opportunity.' This wasn't just succession planning, it was helping people navigate uncertainty while maintaining business continuity.

- Successfully prepared 500+ employees for massive organizational change during the country's largest bankruptcy, maintaining morale and productivity throughout uncertainty
- Implemented 9-Box succession planning that identified and developed internal talent, reducing external hiring costs and improving retention
- Created a proprietary matching system that connected internal candidates with opportunities, resulting in a 17% improvement in internal promotions over external hires
- Designed custom leadership development for the IT department, transforming technical leaders into people managers
- Achieved a 20% increase in project success rates through targeted project management training that became a model for the organization

Employee Engagement Program

2017-2018

At City of Garland, I inherited an engagement program that was struggling to connect with employees. The challenge was creating meaningful development opportunities for 2,000+ municipal employees across diverse departments, from firefighters to administrative staff.

- Transformed the city's approach to employee development, creating programs that resonated with everyone from first responders to office workers
- Achieved 90% "highly effective" ratings from HR Business Partners, the highest satisfaction scores in the department's history
- Designed and deployed engagement surveys that actually generated action, not just data, leading to tangible improvements in workplace satisfaction
- Created practical job aids that supervisors actually used, moving from "shelfware" to essential tools for daily management
- Successfully implemented Cornerstone LMS across all departments, achieving 95% user adoption within 6 months through strategic change management

Business Development Excellence

2020-2023

When I joined BerryDunn, the firm's proposal win rate was struggling at 33%. I saw an opportunity to not just improve our success rate, but to fundamentally change how we approached client relationships and service

delivery.

- Achieved a remarkable 75% proposal win rate, more than double the firm's average, by focusing on client outcomes rather than just service features
- Generated over \$500,000 in additional annual revenue through strategic up-selling that clients actually welcomed because it solved real problems
- Built a team of change consultants who could independently deliver high-quality services, creating sustainable internal capability
- Developed client relationships that generated repeat business and referrals, with some clients specifically requesting my involvement on new projects
- Created a sales methodology that became the firm's standard approach, improving win rates across all service lines

WORK EXPERIENCE

Change Manager

CIC | NOV 2023-PRESENT

Leading change management efforts during organizational strategic planning and digital transformation initiatives.

- Lead change management efforts during and after organizational strategic planning
- Engage individuals through 1:1, small and large group discussions; secured active participation from 95% of key stakeholders in strategy workshops and feedback sessions
- Guide employees in goal-setting process and throughout plan implementation
- Analyze and convey employee and customer insights through quantitative and qualitative data analysis
- Develop and deliver training to employees and leadership

Senior Change Management Consultant

BERRYDUNN | AUG 2020-OCT 2023

Led change management initiatives totaling over \$1.3M annual revenue, including multi-year digital transformations.

- Lead change management initiatives to successfully transform culture, including multi-year digital transformations, totaling over \$1.3 million revenue annually
- Conduct change impact and stakeholder analyses, sponsor coaching, and change readiness assessments
- Develop success metrics, evaluate, and report on change effort effectiveness
- Coach and develop leaders and project teams on effective change management methodologies including ADKAR, Bridges, and Kotter's theory
- Conduct highly effective business development, including scoping, budgeting, proposal writing, and sales

- presentations, winning 75% of proposals compared to firm average of 33%
- Up-sell add-on change management services resulting in over \$500,000 annual revenue
- Supervise, train, and mentor BerryDunn consultants delivering organizational development and change management services

Engagement and Development Administrator

CITY OF GARLAND, TEXAS | DEC 2017-AUG 2018

Managed engagement, learning, and development initiatives for over 2,000 employees.

- Managed engagement, learning, and development initiatives for over 2,000 employees
- Collaborated with HR Business Partners to innovate, implement, and evaluate talent strategies; received "highly effective" ratings from 90% of HRBPs in quarterly partnership reviews
- Deployed employee engagement surveys; analyzed and communicated results
- Designed and created quick-reference guides and job aids to support leaders in talent management, performance management, and career development
- Implemented learning management system for organization-wide training registration, delivery, and documentation and led change management efforts to ensure adoption
- Created engaging online learning courses and tests for employees using Articulate software
- Collaborated closely with communications team to ensure awareness, desire, knowledge, and ability for internal and public stakeholders throughout major changes

Senior Organizational Development Consultant

TXU ENERGY | APR 2015-OCT 2016

Led organizational change readiness for \$9.45 billion company acquisition and succession planning.

- Developed organizational change readiness in preparation for \$9.45 billion company acquisition
- Led organization-wide succession planning using 9-Box methodology
- Developed proprietary career planning process to match internal candidates with company positions based on competencies resulting in a 17% improved ratio of Internal Promotions to External Hires for key leadership and operational roles
- Developed and delivered custom in-house leadership development program for Information Technology Department
- Provided executive coaching to company leaders
- Created online learning for employees using Camtasia software on topics including "Managing a Remote Workforce," and "Coaching Through Change"
- Demonstrated a 20% increase in project success rates for initiatives based on project manager training

Cover Letter

I've spent the last five years really immersed in the people side of business, and honestly, it's become my passion. I actually started with a bachelor's in Sociology because I was fascinated by how people interact within systems and organizations. Later, I went back for my MBA to add that business strategy lens, and the combination has been incredibly valuable in how I approach organizational challenges.

Throughout my career, I've gotten my hands dirty with succession planning and performance management systems, really building those from scratch in a couple of cases. What I love most is diving into the data. I know that might sound odd, but I genuinely get excited about finding patterns in people analytics and translating those insights into strategies that actually move the needle. I've used tools like NVivo for qualitative data analysis, which has been a game changer when it comes to understanding employee feedback and sentiment at scale. I've presented to leadership teams more times than I can count, turning complex workforce data into clear stories that drive decision making.

I've done most of this work in tech and SaaS companies, which I absolutely thrive in. There's something about that fast paced, high growth environment that brings out the best in me. You have to be comfortable with ambiguity and ready to pivot quickly. I'm completely fluent in English and pretty solid in Spanish, which has really helped working with our global teams.

When it comes to tools, I'm very comfortable with the entire Microsoft Office Suite, but I've also built training materials and communications using Adobe Creative Suite and Camtasia for video content. Being able to create visually compelling presentations or quick tutorial videos has been surprisingly useful in driving adoption of new programs.

But what I think really sets me apart is that I'm a builder at heart. I don't just want to maintain systems; I want to create them, improve them, make them better. I love that moment when you design a process and see it actually work across the organization.

Right now, I'm actively looking for a full time opportunity to join a team, which is a shift for me. I've been consulting for the past couple of years, and while I've loved the variety and the challenge of parachuting into different organizations, I'm really craving that deeper connection. When you're consulting, you build something and then you hand it off, but you don't always get to see it evolve or refine it based on how people actually use it. I want to be embedded in one culture, really understand the nuances of one business, and be there for the long haul to see the impact of what we build together. There's something special about being part of a team where you can build those lasting relationships and truly become a trusted partner.

I've been told I'm a strong strategic thinker, but I never lose sight of the details because both matter equally to me. And I think my real strength is in how I work with people. I've built partnerships across every level and every region, and I think it's because I genuinely listen and try to understand what different teams need. Leading change can be tough, but I've found that when you bring people along with you and create real collaboration, amazing things happen.