

## **ORGANIZATION DEVELOPMENT AND LEARNING PROFESSIONAL**

Organization Development professional with experience in culture change, restructuring, performance management and process improvement initiatives. Extensive experience in all aspects of defining, developing and delivering training and development programs for leaders and employees. Interested in working with companies to ensure that leaders and staff are aligned to meet business needs and organizations have the internal capability to achieve results.

Leadership Development • Talent Management • Training and Education  
Program Evaluation • HRD Measurement • Culture Change • Process Improvement • Instructional Design  
Needs Assessment • Competency Models • Team Building and Large Group Facilitation

---

## **PROFESSIONAL EXPERIENCE**

### ***Brownfield & Lent, Principal, Consulting Projects***

A consulting firm that specializes in high-engagement meetings, creating and delivering training and leadership programs, building mentoring and coaching programs. Clients include New York Academy of Medicine, Kellogg Foundation, MacDonald's Corporation, Lesley College, Authentic Leadership Institute and International Federation of Red Cross and Red Crescent Societies (IFRC). Examples:

- Currently leading the evaluation of the global human pandemic preparation program of the IFRC, which will include a global on-line survey, face-to-face interviews and focus groups and 16 site-visits around the world.
- Designed and facilitated the regional conferences between IFRC and their NGOs partners around developing pandemic flu preparedness in 20 countries.
- Facilitated the alignment of staff and leaders at the New York Academy of Medicine around a new structure and mission that reflected the changing academic environment.
- Served as interim director for the Master's Program in Training and Development at Lesley College with responsibility for monitoring quality, recruiting faculty and maintaining quality during time of transition. Taught graduate level classes in evaluation, curriculum and development and survey research.

### ***American Red Cross, Executive Director, Training and Development*** Washington, DC (2002-2007)

As Executive Director led the cultural change of the organization that was responsible for the design and delivery of regulated training to 36 blood centers.

- Co-facilitated the development of leadership capability around staff assessment and created the succession planning goals of the department.
- Redesigned the delivery and documentation of training using 6 sigma tools including process design and benchmarking. System fully implemented in September 2007 resulting in a more efficient and effective process to ensure a competent workforce.
- Coordinated the selection and implementation of a learning management system that managed all required documentation and complied with FDA regulations achieving a 50% reduction in errors associated with training.
- Restructured the department reducing costs by 36% while achieving greater efficiencies.

### ***GlaxoSmithKline, Philadelphia, Pennsylvania*** (2000-2002)

#### *Director, Learning and Development,*

Led a US/UK staff that supported the merger of two R&D organizations. Introduced the new business-directed performance management system, conducted the first talent review, supported the appointment and selection process to create the organization, and prepared and counseled managers and employees during the change.

**SmithKline Beecham, London, England (1996-2000)**

*Manager, Organization Development*

Created learning programs that achieved organizational priorities as part of an internal consulting group supporting the US/UK R&D organizations.

- Created training programs to develop greater alignment around drug development, using computer-based simulations of key R&D processes. Programs resulted in a new team based project management culture to more quickly deliver drugs to the marketplace.
- Led two redesign efforts to help separate US/UK organizations operate as one unit. Projects harmonized business processes and transnational management structures with minimal disruption to current work.

**Digital Equipment Corporation, Boston, Massachusetts (1984-1994)**

*Senior Educational Consultant, Corporate Education,*

- Co-designed the re-engineering of the corporation's worldwide training and development function achieving a 20% cost reduction, which included restructuring the department, eliminating courses, and outsourcing activities.

*Program Manager, Leadership Development,*

- Created a leadership development program to implement the strategic direction of the corporation involving over 200 senior managers that led to one business unit surpassing their revenue goal for the year by 10% in a highly competitive marketplace.
- Partnered with a European business school to create a global leadership initiative using action learning to developed competencies in customer focus and international teamwork.

Other positions included *Evaluation Consultant, Project Leader and Senior Instructional Designer*

**Career Note:** Additional positions include Educational Consultant at the University of Maryland, Center for Instructional Development and Evaluation and Research Associate at Applied Management Science.

---

## EDUCATION

Ed.D., in Human Development, Harvard University.

M.A., in Education, University of Maryland,

B.A., with Honors in Psychology, University of California, Santa Barbara.

---

## SELECTED PUBLICATIONS AND PRESENTATIONS

*Building Support for Systemic Change*, Presented at International Society for Performance and Improve, Dallas, Texas, April 2006.

*Recreating Training Functions as Learning Organizations*, Presented at Learning Company Conference, University of Warwick, UK, 1997.

*Learning Alliance between Business and Business Schools: Executive Education as a Platform for Partnership*, California Management Review, Fall 1992 with S. Ghoshal and B. Arnzen.

*Manager as Researcher: An Experimental Approach to Executive Development*. Presented at Annual Meeting of American Society for Training and Development, New Orleans, 1992.

---

**CERTIFICATIONS:** Myers-Briggs Type Indicator, CPI Profile, Predictive Index.