

Gwendolyn Norman

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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.

FACILITATION and ORGANIZATION

- Co-facilitated two sets of monthly meetings, one with full group of 18 provider representatives plus county representatives, and a second with key representatives from larger group.
- Maintained supportive, neutral posture and encouraged continuing collaboration and problem-solving strategies.
- Planned for and co-facilitated monthly meetings of 20+-member group, assisted client in initial steps to develop outcome measures, and helped create outline for policies and procedures manual.
- Assisted executive team to develop compelling topics to engage group and increase attendance.
- Acted as co-facilitator for work group and partnered with facilitator to help coordinate group's work.
- Functioned in roles as both facilitator outside the group, and as group member to help complete work while maintaining two distinct and often mutually exclusive stances.
- Succeeded in helping client complete plan, remove barriers to collaboration, and stay on track and partner together to fulfill their mission to clients.

RECOGNITION

- Earned recognition as adept communicator and skillful facilitator who keeps projects on track and capably manages difficult dynamics; upon project completion, received framed Certificate of Appreciation signed by team members.

Consultant/Facilitator, Client: A Shasta Cascade, California, Primary Care – Behavioral Health Integration Team Members, 2005 to 2006

FACILITATION and COMMUNICATION

- Assisted group of county medical-care providers at various stages of integrating behavioral health-care services into primary-care settings to build rapport and connect with other clinicians already meeting monthly to share strategies about work, challenges, problem-solving techniques, and gather information about funding and legislation.
- Researched and developed relationships with groups around state doing similar work and facilitated their collaboration with client organization.
- Identified consulting firm that could offer services to help clients at no charge.
- Facilitated opportunity for regular engagement among groups and attended monthly meetings to discuss similarities/differences and offer mutual assistance and advice.
- Opened channels of communication and encouraged team members to take active role in team development and accessing resources.
- Energized and re-engaged participants, leading to increased attendance and more fruitful discussion.

Consultant/Facilitator, Client: A North Coast, California, Non-profit Organization Providers of Residential Treatment, Special Education, and Community-based Services for Abused, Neglected, and Emotionally Disturbed Children from Infancy to Age 18, 2003 to 2005

FACILITATION and COLLABORATION

- Volunteered to take on name-change project for 100+-year-old organization and teamed up with CEO to help move project forward.
- Spearheaded three-year renaming and re-branding process, bringing diverse stakeholders together, delivering multiple presentations, and successfully synthesizing input from various groups.

MARKETING and CORPORATE IDENTITY

- Completed successful name change and followed up by developing new branding platform, logo, and tagline that accurately captures and identifies organization's personality, values, and objectives and will articulate its mission and package it for savvy, heavily pitched funding audience.

RECOGNITION

- Invited to serve three-year term on community-development committee.
- Identified by CEO as "Favorite Board Member" at recognition dinner.

Marketing Consultant, various marketing clients, including:

Windmill Installation Company, June 2003 to April 2004

- Created comprehensive marketing plan, including competitive information for three business partners in small company with southern and northern California locations seeking expansion from residential solar installation into commercial market.
- Gathered extensive competitive data, audited competitors' Web sites and positioning, conducted client interviews, clearly and concisely identified target market, developed flexible and cost-conscious marketing plan that employed various alternative resources, such as public-radio sponsorship, to reach target market.
- Coached partners on internal company dynamics and steps for developing business and marketing plans so they could learn to write their own.

Independent Consultant Offering Adventure Travel for Disabled, Feb. to June 2003

- Developed marketing outreach and Web strategy, wrote Web site content, and supervised site design.
- Provided ongoing support in both business and marketing strategies.
- Increased industry awareness and market share through coverage in national trade publication.
- Identified target market as outgrowth of current market mindset and supplied diverse selection of potential marketing vehicles.

Commercial Production Company, Palo Alto, CA, Aug. 2000 to Mar. 2003

- Wrote press releases, updated Web site content, conducted client interviews, and coached partners in decision-making process about company future.
- Positioned company for stability by emphasizing value of ongoing marketing activities.
- Enabled company to sustain itself through industry downtimes by developing preplanned marketing initiatives and clear marketing strategy that can be updated as company goals change.
- Drew from project experience and co-authored three-part series of articles, on marketing for consultants, which was published in online organizational-development magazine.
- Commended at project's end and identified as invaluable contributor who provides "insight, clarity and definition."

PREVIOUS PROFESSIONAL EXPERIENCE

Account Manager/Partner, GN Advertising, LLC, Atherton, CA, 2000 to 2001

Executive Vice President/Manager, Dot-ComClick SF, San Francisco, CA 1997 to 1999

Director of Marketing, Coastal Images, Redwood City, CA, 1996 to 1997

Executive Producer, Top Pictures – Division of Costal Images, Cupertino, CA, 1990 to 1996

EDUCATION

Master of Arts in Organizational Development, Saybrook Graduate School, San Francisco, CA, 2000

Specialization: Group Process, Strategy and Systems Change, Organizational Leadership, and Coaching

Bachelor of Arts in Psychology, California State University – Channel Islands, Camarillo, CA

Bachelor of Arts in English, California State University, – Channel Islands, Camarillo, CA

PROFESSIONAL AFFILIATION

- Member, Organizational Development Network
- Member, Bay Area Organizational Development Network

