

CRAIG RUSSELL

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ORGANIZATIONAL CHANGE COACH

Strong change management leadership and coaching capabilities across local and global teams. Skilled in deploying people, process, and technology within national and multinational industries, including U.S. aerospace and defense munitions manufacturing, global luxury goods manufacturing/retail, global IT management, oilfield technology and services, educational testing, insurance, financial management, investment management, electric, water, and natural gas utilities, healthcare management, paper manufacturing, adhesives and specialty chemicals, telecommunications, software, and municipal, state, and federal government agencies. Core competencies:

Change Management	Outsourcing	Insourcing
Team Building	Program Direction	Organization Design
Communications	Project Management	Leadership Coaching
Business Unit Development	Process Development	Performance Management

Skilled in speaking conversational Mandarin Chinese.

EDUCATION

Bachelor of Science, Management, University of Utah

Master of Science, Human Resource Management, University of Utah

EXPERIENCE

CONFIDENTIAL CLIENT, St. Petersburg, Florida

2015-Present

Organizational Change Consultant

A multi-national aerospace and defense munitions producer is transforming the corporation by bringing a multi-site, state-of-the-art ERP system to all business units and employees which will replace high-risk/unsupported business systems, give real-time information to decision makers and develop modern best practice processes with greater efficiencies for the business.

Developing, delivering and managing the organizational change strategy, plans and tactics, based on John Kotter's 8 Step Process for Leading Change.

Our organizational change model includes:

- Managing stakeholder expectations
- Enabling a cross-company change agent network
- Designing/writing/delivering change communications and training.

Our planned organizational change initiatives include:

- Gamification
- Change Readiness Assessment
- Culture Change Measurement
- Job Impact Analysis.

CONFIDENTIAL CLIENT, New York, New York

2015

Organizational Change Manager

A New York-based multinational luxury goods manufacturing/retail corporation transformed their IT service delivery through outsourcing.

Developed, delivered and managed the organizational change strategy, plans and tactics. Designed the communications and training approach and created/delivered employee and executive communication and training materials. Managed the deployment of a new organizational design. Partnered with the outsourcing provider to ensure the client's organizational change, communications, organizational design and training objectives were achieved. Ensured that the leaders and people impacted by the transformation project were effectively cared for.

KPMG, Short Hills, New Jersey**2014-2015****Portfolio Manager/Change Management Manager**

The Strategic Growth Initiatives Portfolio Management Office enabled effectiveness, consistency, and efficiency of execution that allows for rapid dissemination of best practices across the SGI portfolio.

Change Management Manager responsibilities included:

- Designing, developing and deploying a multi-page, multi-media, firm-wide web presence for the SGI portfolio.
- Developing stakeholder management and communications management approaches.
- Designing, developing, and presenting change management and communications materials.

Portfolio Manager responsibilities included:

- Maintaining governance cadence across the SGI Enablement program
- Project management support for priority projects
- Managing key milestones, deliverables, issues, risks, go/no-go decisions, and budget vs. forecast tracking.

KPMG, Montvale, New Jersey**2011-2014****Adoption Services Manager**

Our Adoption Services team focused on world-wide implementation and change management of IT products and services across KPMG International: a global accounting firm with nearly 140,000 employees across over 130 countries. This role lead overall integration programs for various IT product and process implementation initiatives. Responsibilities included:

- Organizational change management
- Customer relationship management
- Project track management
- Team leadership
- Impact assessment
- Campaign and communications development
- Business process deployment strategy
- Integration support planning
- Training design, development, and delivery

CONFIDENTIAL CLIENT, Houston, Texas**2010****Communications and Change Management Lead**

An oilfield technology and services company, with nearly 50,000 global employees, outsourced three key functional areas: Computer Systems, Non-Sales Purchasing and Financial Services. Over 850 client employees were in scope. Countries in scope for communications and change management work included the U.S., Canada, the U.K., the Netherlands, Norway, Germany, Romania, Mexico, Venezuela, Brazil, Argentina, United Arab Emirates, Egypt, Saudi Arabia, Singapore, China, Australia, and New Zealand. Communications and change management leadership work included the following projects:

- Deployed a country-by-country change management approach and communications plan.
- Developed and delivered transition and operations communications (emails, newsletters, announcements, reports, webinars, etc.).
- Developed and deployed a comprehensive Net Promoter Score program for Financial Services.
- Built and rolled out the Non-Sales Purchasing Customer Satisfaction survey, report, interview, and action plan program.

ACCENTURE, Florham Park, New Jersey**2002-2010****Outsourcing Program Director**

Directed the establishment of global, multi-million dollar IT outsourcing engagements to create new Accenture business units. Delivered all aspects of people, process, and technology required to deliver outsourced services to Accenture clients. Managed client executive relationships. Sample projects:

- Created a 116-employee IT support organization in New Jersey and Bangalore, India. Directed a cross-geography team of 20 and managed a transition budget of \$2.5M.
- Mobilized a 250-employee IT help desk in Seattle, Washington and Hyderabad, India. Visited Hyderabad location. Directed a team of 20 in Seattle and Hyderabad. Managed a transition budget of \$1.4M. Came in under budget by 30% without sacrificing quality or schedule.
- Planned and managed Knowledge Transfer for an organization of 87 employees in Charlotte, Cincinnati, and Mumbai. Directed a cross-geography team of 20.
- Directed knowledge transfer, demand management, and mobilization for a new San Antonio business process outsourcing delivery center. Managed a team of four and a budget of \$790K.

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- AVANADE, New York, New York** **2000-2001**
People Director – East Region
Accountable to the General Manager, his Leadership Team and, ultimately, Avanade's customers for supplying fully capable consultants to meet customer and Avanade needs. Designed, developed, implemented, and managed all of the region's organizational, human resources and facilities programs, processes and systems. Identified People needs; recommended strategies and solutions. Led culture and leadership development initiatives.
- ANDERSEN CONSULTING, Florham Park, New Jersey** **1998-2000**
Management Consulting Manager
Managed organizational development and training projects for Andersen Consulting clients. Developed the compensation and benefits systems and processes for Avanade (an Andersen Consulting-Microsoft joint venture). Facilitated the development of Avanade's organizational design, position descriptions, performance management, recruiting, culture, orientation, internal communications, and human resources information systems. Facilitated the outsourcing of a communications hardware manufacturing client's IT service functions. Developed and implemented a comprehensive communications plan, human resources transition program, and training process. Served as executive coach to internal Andersen Consulting outsourcing units in the U.S., Mexico, Argentina, and Brazil. Delivered individual and group training, managed change program development, and monitored implementation progress.
- HUMAN RESOURCE MANAGEMENT BASICS, Richland, Washington** **1997 – 1998**
Management Consultant
Delivered HR consulting services to municipal government and federal government contractor. Interviewed municipal government employees in preparation for developing new position descriptions, selecting benchmark jobs, and surveying those jobs in the city's labor markets. Updated federal government contractor's human resource information system with current health benefits data and prepared an employee benefits update letter. Interviewed employees and prepared their position descriptions.
- HANFORD ENVIRONMENTAL HEALTH FOUNDATION, Richland, Washington** **1991 – 1997**
Human Resources Specialist
Responsible for job analysis, recruiting, staffing, equal employment opportunity, compensation, and benefits coordination. Assisted with training, communications and organizational development activities. Implemented the company's human resource information system and developed the organization's intranet. Specialty work included performance management, downsizing, and learning design.
- INDEPENDENT CONSULTANT, Salt Lake City, Utah** **1990 – 1991**
Management Consultant
Prepared and administered a company-wide compensation survey for health care administration company. Analyzed and reported the survey's results to top management. Developed an oil/gas client's career succession plan and position descriptions for their executive training group. Prepared and presented a technology company's business plan for a new software product line, including organizational, financial, and sales structures.
- MANAGEMENT PERSPECTIVES GROUP, Salt Lake City, Utah** **1989 – 1990**
Senior Consultant
Prepared and presented management development consulting services based on management/leadership differences. Worked with a four-person team in developing training and management retreat materials. Assisted with the development of an instrument which applied the Myers-Briggs Type Indicator to facilitate team building and work group interaction. Assisted with the development of the firm's business plan.
- ERNST & YOUNG, Salt Lake City, Utah** **1986 – 1989**
Consultant
Provided professional staff support to human resource management, strategic planning, and general management consulting clients. Client industries included health care and municipal, state, and federal government agencies.