

ORGANIZATIONAL CHANGE & TRANSFORMATIONAL PROGRAM MANAGER

Driving Sustainable Transformation through Innovation, Connection & Integrity

The key to Successful Organizational Sustainability is Flexibility and Creativity. An effective Leader understands the value of tools, but focuses on judgment and experience to manage outcomes and expectations.

Energetic and creative **Transformational Program Leader for Organizational Change & Transformation** known for focusing on strategic business enhancements to increase productivity, efficiency, and overall improvement to bottom line performance. The integrity-centered “Transformational Project Leader” emphasizing:

**Organizational Change & Transformation Strategy, Evaluation & Analysis |
Program/Project Management Planning and Delivery | Project Management Office
Design & Implementation | Business Strategy Development and Execution |
Leadership Training | Featured Conference Speaker/Published Author**

SELECTED ACCOMPLISHMENTS

Design & Lead Sustainable Organizational Transformations

- Led global organizational transformation for deployment of financial shared services centers and SAP implementation, and CRM transformations with Salesforce, increasing collaboration by 35%.
- Managed organizational transformation efforts in change management, consumer awareness, training strategy, and PMO for smart meter procurement/installation plan, increasing stakeholder buy-in by 30%.
- Drove organizational transformation for SAP implementation and CRM transformation with Salesforce, increasing client adaptation and sustainability of project metrics by 25%.
- Guided organizations through strategic analysis, formulation and enterprise capabilities assessment, modifying strategic direction and core business acumen in each division, which created greater alignment, synergy and increased productivity two-fold.
- Led PM and organizational maturity assessment (200+ individuals), with mixed methods approach to analyzing data and baselining department’s performance, increasing divisional collaboration by 25%.
- Conducted organizational assessment and strategic analysis, leading to new corporate strategic direction and 3 – 5 year plans for implementation. Recruited, interviewed and hired experts in project management, process management and financial management and developed PMO.
- Managed, directed and mentored top caliber transformation project teams of 2-30 FTE with \$3+ million budgets and 3+ year durations, expanding every client contract from initial \$50,000 PM and organizational maturity assessment to multi-year, multi-resource and multi-million dollar annual projects.

Business Strategy Design & Implementation

- Conducted business strategy initiatives, increasing business performance, visibility, value and revenue for client organizations, including business transformations with SAP and Salesforce.
- Led business transformation/benefits realization initiative, redefining goal alignment for global client relationship management approach. Managed benefits realization, gain share and client driven pricing, increasing adaptation by 35%.
- Developed strategic & tactical plan to roll out PM principles throughout 12/24 Divisions and led organizational change initiative that impacted nearly 50% of department. Successfully gained support from executive level (Deputy Commissioner and assistant commissioners) and director-level through demonstrating value and flexibility of employing standardized project management principles.
- Developed organizational business model to align roles and responsibilities of Global Services program managers with other areas of responsibility. Created roles for every position within Global Services.
- Provided strategic guidance in companies with frequent leadership turnovers and challenging transitions, increasing business performance by 25% during transition periods.

Program/Project Management Leadership

- Delivered project results, designed and implemented program/project management offices and established project management metrics, improving performance by over 30%.
- Managed transformation multi-million dollar projects of 2500-7500 hours with 2-30 FTE team members, for IT, SAP, CRM/Salesforce, M&A, meeting and exceeding client expectations & profitability targets.
- Managed Enterprise Global Project Management Transition and restructured PM Enterprise Process Framework assets for the PM Center of Excellence (PMO), streamlining and enhancing the process.
- Served as change agent to spearhead and drive Engineering Dept. business acumen change. Led development of PMO within Capital Project Management Area for transportation, increasing state-wide visibility of the proficiency of project management practices in the department.
- Developed *Program Management Guidebook for Global Services*, improving transferability, applicability, and ease of tailoring from global program services to single project management oversight.
- Developed *Art of Program/ Project Management Guidelines* for effectively managing people & project politics, utilizing decision making models, resolving conflict, and implementing communications strategies.
- Improved project portfolio management, integrating prioritization scheme, forecasting project volume, optimizing resources and enhancing leadership in project execution.

Training Program Development & Delivery

- Developed & led organizational mentoring program, increases employee satisfaction/retention by 25%
- Established Rollout Strategy and Communications Campaign and led series of workshops. Identified challenges to organizational performance, developed strategies for resolution and defined project performance metrics, enhancing operational performance by 25%.
- Created End-to-End Program Process Delivery Model and mentored/trained Program Managers in improved program management performance consistent with Industry Best Practices.
- Created and led 9 PM/6 Systems Development Lifecycle (SLC) workshops with “real time” cases, increasing control over project results and costs, unmanaged scope expansion, and improved project schedules.
- Developed and led sessions with executives from multiple countries for basic PM Course in U.S. and advanced PM Course in Rome, Italy. Created synergy among cross-cultural teams about project planning and management performance criteria, improving organizational performance by 20%.
- Institutionalized standardized PM tools and techniques and mentored project leadership on high visibility projects, increasing project performance by 35%.
- Authored “*Renascence, the Sales Cycle Guidebook to Distributed Systems Management.*” Served as “project workbook” and organizational transition document between Sales and Operations.

PROFESSIONAL EXPERIENCE

PRAXISTRANSFORMS.COM, Seattle, WA 2014-Current
EXECUTIVE VP, the “Transformational Project Leader” *Org. Change Lead*, BSC (2019...current)
SR. PROJECT MGR, RAINMAKER (AGILE- 2014-17) & BLUE SHIELD OF CA (MENTORING PGM 2019-)

IBM GLOBAL BUSINESS SERVICES, Armonk, NY 2006-2014
ORGANIZATIONAL CHANGE TRANSFORMATION CONSULTANT/ SENIOR PM (IBM PM Certified):
 Global Strategy & Change/ Project Management/ Learning Strategies

ADJUNCT – PROFESSOR OF THE PRACTICE: Masters Program - PM, Organizational Transformation & Leadership: **NORTHEASTERN UNIVERSITY** 2017-Current, **CITY UNIVERSITY OF SEATTLE** 2010-Current, **UNIVERSITY OF WISCONSIN** 2007-Current

PM SOLUTIONS, Philadelphia, PA 1998-2006
MANAGING CONSULTANT: Project Professional Services/Organizational Change 2001-2006
DIRECTOR: Professional Development 1998-2001

ELECTRONIC DATA SYSTEMS, Plano, TX 1994-1998
MANAGING CONSULTANT: Project Management Consulting 1994-1998

Global Clients (partial list): Saab(Sweden), EDS, IBM, Nortel, Discovery Comms, Bechtel, Pasteur Merieux Connaught, Astra Zeneca, INS, U.S.A.I.D., NJDOT, DTV, Disney, MTVN, Panasonic, Con-way, Blue Shield

EDUCATION

Ph.D., The George Washington University, Washington DC, 2006 *Beta Gamma Phi*

- Field: Organizational Behavior and Development. Supporting: Strategic Innovation/ Entrepreneurship
- [Ph.D. Dissertation Topic](#): “*Sustainability of Performance of Technology Innovator Firms in Business Environments Exhibiting Turbulence*”

MBA, The George Washington University, Washington, DC, 1991

- Emphasis: International Business Focus: Business Operations: PM, Finance and Marketing

BA, The Pacific Lutheran University, Tacoma, WA, 1986

- Majors: Psychology and Global Studies Minors: Intl. Bus., Economics (2 yrs. German/French/Spanish)

Certified IBM Senior PM Professional (IBM Sr. PM), 2010 **Certified PM Professional (PMP)**, 1994

PROFESSIONAL SEMINARS

PMI Leadership Institute (Graduate), 2002

- PMI Inaugural Class of Leadership Institute Program, modeled after the Center for Creative Leadership program

PROFESSIONAL LEADERSHIP

Project Management Institute (PMI), 1991-Present

- Director, PMI Global Accreditation Committee, 2016-2018
- [Director, International PMI Board](#), 2013-2015
- Chair, Volunteer Appointment/Advisory Committee (PMI National Board), 2009-2012
- PMI Project of the Year Evaluator, 2004-2008
- Regional Advocate, Region 5, 2002-2003 President, PMI WDC Chapter, 2001-2002
- Exec VP, PMI WDC Chapter, 1999-2000 VP, Certification & Education, PMI WDC Chapter, 1991-1998

FEATURED SPEAKING ENGAGEMENTS

- 2018: PMO Virtual Conference, “Enterprise Agility, Leadership Science or Magic?”
- 2017: Agile Conference, “Enterprise Agility”
- 2016: Track Lead for “Agile, Innovation and Beyond”, Seattle WA
- 2013: Key Note Presenter at the University of Texas Regional Conference: Optimizing Value to Stakeholders. Topic: “Delivering Value: The Next Generation Project Manager”
- 2011: Featured Presenter for the *IBM PM Center of Excellence eSharenet*. Topics: “The Art of Project Management: Part 1- Inspiring Relationships, Part 2- Finessing the PM Basics, Part 3-The Value of the Discipline”
- 2010: Featured Presenter for the *University of Wisconsin- Platteville Secrets for PM Success Inaugural Conference*. Topic: “Are you a Project Manager/Leader or just Managing Projects”
- 2006: Featured Presenter at the *Project Management Institute (PMI) Annual Symposium 2006 North America*. Topic: “Is there an Entrepreneurial Dimension to Successfully Managing Projects?”
- 1999 and 2000: Featured Workshop Leader and Speaker at the *Project Management Institute (PMI) 30th & 31st Annual Symposium*. Topic: “Are you a Project Manager or Just Managing Projects?”
- 1997 and 1998: Featured Workshop Leader and Speaker at the *Project Management Institute (PMI) 28th & 29th Annual Symposium*. Topics: “PM as the Stabilizing Entity for Change and Transition”, “The Project Prism - How Do You Manage a Project Without A Defined End?”, and “Using PM to Stay Nimble in a World in Transition”
- 1995: Featured Speaker at the *Project Management Institute (PMI) 26th Annual Symposium*. Topic: “Business Mentor- Protégé Relationships (Prime and Subcontract, DOD Initiative)”

PUBLICATIONS

Waite, Dr. C.J. Walker and Alan E. Waite, [Dance of the Project Leadership](#), 2018

Waite, Dr. C.J. Walker, “Is there an Entrepreneurial Dimension to Successfully Managing Projects?” (PMI), 2012

Waite, Dr. C.J. Walker Waite, “Sustainability of Performance for Technology Innovator Firms in Business Environments Exhibiting Turbulence,” Library of Congress, 2006

Walker, C.J. “The Cross-Applicability of Project Management: A Vehicle for Organizational Transition in the Implementation of Multi-Media Business Communications Platforms”, [The Story of Projects](#), Editor: Dr. Elias G. Carayannis, Greenwood Press. 2005