

SCOTT SPAN, MSOD

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Summary:

A resourceful and innovative problem solver with a belief of life long learning and personal growth who utilizes organization development and change management theories and methodologies and collaborative facilitation techniques to effectively manage people, processes and projects helping individuals and organizations attain their desired goals.

- Strategic Planning
- Business Process Improvement
- Leadership Development
- Cultural Assessment and Change
- Human Capital
- Strategic Communications
- Project Management
- Group and Team Dynamics
- Organizational Development
- Change Management & Transformation
- Survey Design and Analysis
- Diversity
- Organization Design
- Facilitation

Experience

Tolero Solutions, Silver Spring, MD

July 2008-Present

President

Tolero Solutions is an independent organizational development and change management consultancy, serving both the public and private sectors, specializing in facilitating sustainable growth by developing people and organizations to be more responsive, focused and effective. Tolero Solutions and their team of strategic partners support people and organizations as they change and develop; Designing and implementing enduring solutions, which enable leaders, teams and individuals to identify and navigate priorities; collaborate for success, and accelerate and achieve sustainable results.

USAF SAF/CIO A6

US Department of Defense (DoD), Arlington, VA

Tolero Solutions

November 2010 – August 2011

Business Transformation & Communications Specialist (Contract)

Tolero Solutions served as a Subk on a Strategic Campaign program for USAF SAF/CIO A6. This campaign is a roadmap to facilitate the transition of the Cyberspace C&I force from one focused on support functions to one focused on delivering operational cyber security capabilities. It identifies the necessary steps and actions needed to transform the mindset and culture by laying out the broad components of process, people, organizations, policy, and technology needed to improve cyberspace capabilities, develop greater cyberspace expertise and responsiveness to cyber threats, define roles & responsibilities and protect mission critical infrastructure.

Responsibilities Included:

- Assisted SAF/CIO A6 with refinement of the vision and mission based on transformational influences
- Performed external scan analysis
- Developed and delivering a clear, integrated Strategic Communications Campaign Plan to guide, inform, and align the organization's leadership and major stakeholders. Plan included a variety of print, web-based, and face-to-face communications actions and a roadmap for the development and deployment of a portfolio of communications tools.
- Developed integrated metrics to track execution of the strategic plan and measure progress toward meeting strategic end-state goals
- Developed integrated individual Leadership Action Plans for key organizational leaders and/or leadership groups, detailing specific actions that leaders should take in order to drive transformation in the organization
- Facilitated strategic planning and visioning sessions with leadership and personnel
- Developed the change management strategy and framework for implementation, facilitated sessions, and trained associated personnel on roles and responsibilities

Accenture, Reston, VA

Tolero Solutions

Project Manager, Subcontractor Services Industrialization Program (Contract)

July 2010 – October 2010

Serving as Project Manager for the Subcontractor Services workstream of the Subcontractor Industrialization Program (SIP).

SIP is an internal Accenture program designed to meet increased procurement demand for subcontractor resources required to support client work, reduce cost to serve, and reduce risk and address internal audit issues.

Responsibilities Include:

- Issues Resolution & Risk Management
- Status and Reporting
- Project Planning and Delivery Metrics
- Budget and Staffing
- Relationship Management & Global Liaison
- Strategic Communications & Change Management

**Business Transformation Agency (BTA)
US Department of Defense (DoD), Arlington, VA**

Tolero Solutions

July 2008-December 2009

Strategic Communications & Change Management Lead (Contract)

Served on the PMO of a partnership program between the Department of Defense's (DoD) and the Business Transformation Agency (BTA). The Security Cooperation Enterprise Solution (SCES) program established to develop an approach to define, design, develop, field and implement a solution to improve business operations in the Security Cooperation (SC) community focusing on foreign military sales (FMS). Leading strategic communications and change management and providing facilitation support, performing PMO duties and delivering solutions to mitigate and overcome people and organizational change issues.

Program Management Office (PMO)

- Implemented program risk management process and developed and delivered associated training based on Defense Acquisition University (DAU) guidelines
- Designed and implemented program issue resolution process and developed and delivered associated training
- Manage all team training and responsible for on boarding of new hires
- Perform other PMO duties as assigned
- Served as PMO liaison and communications lead with multiple DoD ERPs: GARMY, GFEB, Navy ERP, ECSS, DEAMS, LMP, GCSS-MC

Change Management & Process Definition

- Facilitated process mapping and requirements definition workshops per system architecture
- Implemented a change management and transition framework and methodology and managed to project plan
- Lead and facilitate various PMO team building sessions and events to minimize conflict and maintain high performance
- Designed and administered 360 degree assessment for 30 people SCES PMO team designed to provide developmental feedback and increase team performance

Strategic Communications & Stakeholder Awareness

- Developed and manage multiple customized communication action plans for tracking and delivery of strategic communications to various stakeholder communities (Security Cooperation Community, International Customers, USECDEF Business Transformation, ERPs etc.), write newsletters, journal articles and other materials and present associated content
- Utilize the DoD Business Capability Lifecycle (BCL) framework
- Implemented a 'Reachback' structure for SMEs and Military Department (MILDEP) representatives for validation of requirements, information exchange, and faster responses from the field to questions from the PMO
- Contributed to development of program charter and mission, vision and objectives
- Build briefings, read-aheads and status updates for senior leadership
- Created PMO organization and governance structure for communication and engagement with multiple leaders and stakeholders
- Content manager for public team website. Developed and published all content and work with web services team on site design, layout and maintenance

NJVC, Herndon, VA

September 2007-July 2008

Manager, Business Transformation & Change Management

Served as external consultant delivering solutions to mitigate and overcome people and organizational change issues around an Oracle ERP implementation, and provided additional non ERP change management post production support per ongoing organizational changes. Briefed senior executives and subcontractors on recommendations and facilitated implementation of people, process, and technology improvements.

Change Management & Business Transformation

- Developed the change management framework and methodology for the Oracle ERP implementation at a 2000 person government subcontractor. Managed to the process and deliverables through Go-Live implementation
- Performed roles and responsibilities mapping for multiple directorates and facilitated process documentation review sessions with key personnel
- Performed data collection and customized solutions for ongoing post production governance and support
- Designed, implemented and participated in a formal change network within the organization leading to a successful ERP implementation and ongoing commitment and sustainability
- Developed and implemented various initiatives to facilitate employee acceptance of transition and change
- Served as a business transformation liaison from the PMO to the organization
- Coordinated with functional and technical team members as needed to maximize the ERP for business needs

Communications & Facilitation

- Created a Business Transition Agents group within the organization, consisting of diverse personnel to serve as key change agents and communicators. Planned, led, and facilitated all business transition agent meetings
- Created a Strategic Planning Team group within the organization, consisting of project sponsors, executives, and stakeholders to increase buy-in and communication of the change at a senior level. Planned, led, and facilitated all Strategic Planning Team meetings
- Formulated a customized communication plan around the Oracle ERP and drafted key messages and communications for delivery to multiple stakeholders, audiences and client sites
- Designed, developed and facilitated Education Sessions for executives, managers, and employees on change management, new processes and procedures, and changing responsibilities

Accenture, Reston, VA

February 2005-September 2007

Consultant, Human Performance, Organization & Change Management

As an internal and external Consultant delivered solutions to mitigate and overcome people and organizational change issues. Briefed senior executives of both public and private sector on recommendations and facilitated implementation of improvements. As both a team leader and team member successfully designed and introduced new programs to staff teams, individuals and organizations, increasing personal growth and development while leading to a more efficient and effective work environment and high return on investment.

Change Management & Transformation

- Managed the change process for a successful large scale new system conversion effort. Developed and delivered change management and key communication vehicles to the impacted groups, 55,000 employees externally and 250 employees internally. Enhanced understanding, promoted acceptance and instilled ownership throughout the development and implementation of the conversion leading to high buy-in and minimum resistance. Employee utilization and uptake rate was above **80%** with significant reduction in helpdesk inquiry calls. Within the first 2 weeks only 33% contacted the helpdesk and 91% of employees received their new paychecks on time.
- Designed and implemented various initiatives to facilitate employee acceptance of transition and change
- Delivered collaborative change initiatives via working with C-Level executives, management, and employees to communicate and maintain buy-in for change and minimize resistance to organizational changes
- Conducted cultural assessments and provided recommendations for culture change and alignment
- Provided change management support in transactional, transitional, and transformational change initiatives

Organization Design & Development

- Implemented an organization design for structural change and strategic alignment. Developed and analyzed organization design options for the *Asset Management Integration* department of a global government agency. Researched and recommended various structural designs ranging from cross functional to shared services.
- Conducted environmental scans and data-gathering, utilized Action Research methodology
- Designed process maps for every operations function – worked independently to interview all process “players” and to assess how to utilize current processes within potential future state

Survey Design & Analysis

- Developed and designed a people development and values survey deployed to focus groups consisting of a cross section of employees and leadership, analyzed results and made recommendations aimed at increasing employee development and engagement
- Developed & deployed, questionnaire for *Global Career Management* as data collection tool regarding success of people initiatives, analyzed data and offered recommendations for improvements

- Performed ChangeTracking® analysis on global employee survey data and leadership development survey data to target areas for increased engagement and develop gap closure initiatives

Leadership Development & Coaching

- Delivered consistent and timely feedback upward and downward improving leadership development and motivation
- Served as coach and career advisor for colleagues
- Utilized adult learning theories to increase organizational performance, communication, and buy in to change
- Designed and delivered customized leadership development and coaching training (based on the *Human Element FIRO Element B*) to career advisors and Sr. Executives aimed at increasing communication and establishing trusted advisor relationships

Project Management & Business Development

- Authored the training and development and change management methodology and implementation plan portion of a Multi-billion dollar plus proposal for a Government client. Proposal won, value **\$54,000,000**
- Perform Project management, program planning and resource loading/leveling for projects varying in size and price from **\$5,000 to \$3,000,000**
- Coordinated global multi vendor relations and communications for a 7 month internal R&D project valued at **\$1,400,000**
- Spearheaded the design and development of a *Leadership in Customer Service Diagnostic* model and online survey sales analysis tool, rolled out as a firm-wide application, and contributed content to corresponding published study
- Served as US Team Lead on a global retention and attrition initiative. Project managed portions of the effort inclusive of vendor relations, thought leadership, timelines and budget

Facilitation & Team Performance

- Raised diversity awareness and understanding and increased team and group inclusion, targeted training
- Implemented strategic process improvement methodologies and facilitated working groups in the development and alignment of strategic goals and objectives
- Performed team building and action planning sessions leading to increased team communication, team cohesiveness and increased productivity
- Increased team cohesion and communication and raised accountability amongst multiple global teams required to interact to serve various functions

Careers, Performance, Engagement & Retention

- Served as a *US Team Lead and Human Capital Strategy Consultant* for the firm wide employee value proposition ('Real Deal') initiative. Initiative designed to reduce global attrition and increase retention firm wide. Deliverables consisted of global and workforce specific communications & messaging via various vehicles, frequency and content aimed at allowing the firm to make good on promises and intentions and provide awareness to the employee as to what the firm expects of them and what they can expect from the firm (by workforce and workgroup)
- Developed custom designed Change Network Model to support deployment of the employee value proposition globally in providing a format to train & develop geographic cultural ambassadors and change champions
- Implemented communications planning and integrated messaging for multiple gap closure initiatives designed to increase performance, engagement, and retention
- Created the first *HR Global Mobility* blueprint in support of the new global people strategy, documented the current as-is systems and tools and created to-be design leading to execution of new strategies and policies and increased people satisfaction

LMI, Mclean, VA

January 2004-February 2005

Consultant, Organizations and Human Capital Group

As a project team member for both Civil and Defense clients was responsible for the development of performance management and strategic improvements. Successfully met mandates such as the *President's Management Agenda (PMA)* and the *Performance Assessment Rating Tool (PART)*. Conducted workforce analysis and implemented human capital improvements.

Human Capital & Workforce Analysis

- Co-Lead a human capital and organizational analysis for an HR center for the *Department of Health and Human Services (DHHS)*. The most visible initiative systematically consolidated 40 operating HR offices functioning into four Departmental HR service centers. Project included business process analysis and redesign; workforce planning and demographic analysis; communication planning and strategies; competency assessment and facilitation support

Strategic Improvement & Performance Management

- Executed a strategic planning effort for the DHHS to create and update their balanced scorecards per mandates

- Implemented a strategic planning and balanced scorecard effort for the Army's *Surface Deployment and Distribution Command (SDDC)*. Effort included facilitating working groups through identifying objectives, measures and initiatives to get the organizations to "green" per the PMA and updating 15 scorecards
- Managed the *Office of Management and Budget's (OMB)* PART process at a large Department of Defense (DoD) Intelligence Installation. Briefed government agencies on the newly developed PART and assisted agency personnel in increasing rating scores per OMB/OPM recommendations
- Identified, and developed performance measures for additional civil and defense top-level governmental entities, with specific emphases on moving agencies to green per the PMA
- Performed workforce and workload analysis for *IMDB* leading to proper resource leveling and cost savings
- Lead collaborative strategic planning sessions with executives and line managers, held interviews and focus groups to determine gaps between present and desired state; developed mission and vision; created a model for change
- Made recommendations per the design update and development of internal performance measurement and strategic management systems
- Facilitated development of measures and initiatives and moderated discussions, assisting participants in reaching a consensus and documenting recommendations and action planning

Education:

Masters in Organization Development (MSOD), American University/NTL Institute (AU/NTL), June 2005
 B.A. Psychology and Interdisciplinary Studies (National Deans list), Hofstra University, May 2000

Volunteer Work:

Diversity, Communications, Team Performance & Change Management

Department of Labor (DOL), Washington DC. Performed Team performance and diversity training for DOL HRD division. Facilitated feedback and action planning on diversity awareness leading to group cohesion and increased team performance.

American Chemical Society (ACS), Washington DC. Conducted an initial Diversity Audit. Formulated a custom survey and conducted employee interviews and analyzed and themed responses. Offered recommendations to increase employee inclusion and satisfaction.

USDA BARC, Beltsville MD. Co-Facilitated a team performance training session. Assisted USDA with coordinating and fully utilizing its internal resources to achieve its mission in providing support to the 13 research laboratories. Increased knowledge within the team regarding member's individual skill-sets leading to reduction of inefficiencies and uneven distribution of work.

Fairfax County Park Authority, Fairfax VA. Independently conducted a 9 month project leading to the development of new communication policies and procedures and increased employee retention and satisfaction. Performed as-is analysis via a custom developed survey targeted at multiple levels of employees at multiple sites. Applying the Action Research method fed back the data collected to key employees involved. Facilitated various working groups with employees leading to a developed action plan for improvement. Presented findings to the Board of Directors and facilitated additional Executive working sessions.

Publications, Certifications and Organizational Memberships:

- Contributed content published in a 2006 global research study: *Leadership In Customer Service: Building the Trust.*
- Authored "*Top 10: Ways to Engage Gen Y Employees*", published in via multiple vehicles
- Certified in *FIRO-B Human Element*, Behavioral instrument- 3/06
- Certified in *ChangeTracking*® analysis and methodology-6/07
- Certified Process Mapping & Balanced Scorecard Rutgers University-10/01
- Completed Defense Institute of Security Assistance Management (DISAMS) Orientation course-8/08
- Completed Consultative Sales Training-CRC-11/02
- Organization Development Network
- AU/NTL Association

Security Clearance: Active Secret (Past Top Secret)