

Beth MacLean

Organization Design, Change & Transformation

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Summary

- Experienced organizational consultant concentrating on organizational strategy including strategic change, organization design, organization effectiveness, and performance management
- Change leader, experienced in designing and facilitating large scale change initiatives
- Experienced in aligning strategy, process, people and technology to drive performance improvement
- Highly skilled in designing and facilitating customized OD interventions
- Experienced in coaching executives to meet individual and organizational objectives
- Former senior director of organization development for Fortune 150 global retailer

Key Strengths

- Organization design
- Change management
- Strategic thinking
- Organization effectiveness
- Group facilitation
- Executive coaching
- Performance management
- Relationship building

Experience and Accomplishments

Beth MacLean Consulting LLC

2013 - Present

Sample client engagements include:

- Built current state assessment for Clif Bar & Co. to help identify organizational change opportunities
- Created strategic change plan for introduction of new Total Rewards plan for Clorox, including stakeholder impact identification, change strategy creation and coaching to senior leaders
- Completed strategic organization re-design of StubHub, helping them align resources with their strategic intent
- Designed and facilitated strategic human capital planning process for Blue Shield of California
- Developed change management strategy and plan for “office of the future” implementation at NetApp
- Designed and facilitated leadership team sessions for Sustainable Business & Innovation team at Nike Inc.
- Provided change management and organization design consultation to Electronic Arts’ social media/marketing organization
- Completed functional HR assessment and developed strategic talent plan for The Children’s Place

Levi Strauss & Co.

2009 – 2013

Director, HR Business Partner/OD, Global Supply Chain

- Led Supply Chain client groups (Strategic Sourcing, Supply Planning & Distribution) developing comprehensive people and organization strategy, aligned with business strategy; led core cyclical HR processes
- Led comprehensive, strategic re-design of Levi Strauss & Co.'s supply chain organization, including defining key capabilities, designing new operating model, building transformation strategy, implementing changes and coaching senior executives throughout the process
- Designed, facilitated and led Global Supply Chain Leadership team meetings, acting as key advisor and coach to Chief Supply Chain Officer

Beth MacLean Consulting LLC

2006 – 2009

Clorox

- Led comprehensive, strategic re-design of Clorox's supply chain organization, including defining key capabilities, designing new operating model, building transformation strategy and coaching senior executives throughout the process
- Developed change strategy and implementation plan for key supply chain initiative; key change elements including sponsorship, decision governance, stakeholder identification, organization readiness, and communications
- Facilitated business process mapping sessions to design new transportation processes; ensured alignment of process with people and technology
- Coached key business leaders, supporting their change leadership efforts and ensuring alignment with key business strategies and initiatives

Nike US Retail

- Designed and facilitated senior US Retail Leadership team meetings to build strategic vision and plan for Nike's US Retail business
- Integrated change practices into work of senior US Retail Leadership team to move quickly from strategy to implementation as well as develop senior team performance
- Completed retail best practices study to understand key drivers that differentiate top tier performance

Gap Inc.

1995 – 2006

Senior Director, HR Operations (2005 – 2006)

- Developed change strategy and plans for implementation of PeopleSoft 8.8 to over 115,000 users
- Designed stakeholder engagement and governance approaches
- Planned, developed and executed senior executive stakeholder communications
- Created strategy and plans for delivery of HR products and services through enterprise portal
- Lead process design team that delivered core process designs for Gap Inc.'s employee lifecycle

Senior Director, HR Strategy (2003 – 2005)

- Built strategic people and organization strategy for Gap Inc. enterprise accountable to EVP of HR and CEO of Gap Inc. Key deliverables included retail talent market study, enterprise cost analysis and comprehensive strategic plan

- Established and led HR Transformation team, chartered to move HR to business focused approach and solution center organization design
- Served as key member of Gap Inc. Purpose, Values and Culture workteam, designing and delivering values based competency model
- Onboarded new EVP of HR, building and implementing executive transition plan and communications

Director/Senior Director, OD & Performance Management (2000 – 2002)

- Provided insight and thought leadership to senior executives of Gap Inc., helping with organizational diagnosis, intervention design and implementation
- Key support to HR Committee of Board of Directors, accountable for annual executive performance calibration and CEO succession planning
- Designed, aligned and integrated performance management approaches and tools across Gap Inc., including goal setting, succession planning, competency models, performance reviews and 360° feedback
- Led team of 8 OD consultants and 2 Performance Management consultants
- Played key role in company's first significant reduction in force

Senior OD Consultant (1995 – 2000)

- Facilitated senior leadership team of Old Navy through period of unprecedented growth, with focus on developing the strategic leadership capabilities of the total team and developing organizational strategies to meet growth demands
- Identified organizational issues and constraints to growth; recommended OD interventions to senior management; built strategic change plans and supported implementation
- Created strategic people and organization plans, implemented succession planning and aligned performance management systems
- Coached senior executive of Old Navy through promotion to Brand President
- Designed merchant, planning and production organizations to meet growth demands; facilitated process mapping and process re-design; designed and led strategic change efforts to successfully implement changes

Supercuts

1993 – 1995

Director, Human Resources

- Created new retail store management model, including organization design, job analysis, competency models, performance standards, and skills assessment
- Designed educational needs assessment, including survey design and statistical analysis

Education

MBA, Kellogg Graduate School of Management, Northwestern University, 1993

- Majors in Strategy, Organization Behavior, Human Resources
- Dean's List, Dean's Service Award for Outstanding Contributions to Kellogg Community

BA, Social Science, University of California Berkeley, 1987

Qualified to administer MBTI and FIRO-B