

Douglas J. Sietsema, Ph.D.

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Organizational effectiveness, change management, and talent management specialist experienced in applying organizational development, adult learning, and human resources management principles to improve individual and organizational performance. Effective in internal executive roles and as an external consulting partner. Experienced and comfortable with international or multi-national assignments and with remote delivery.

PROFESSIONAL EXPERIENCE

Organizational effectiveness consultant in several organizations providing services for external and internal clients in the U.S., Canada, Mexico, Europe, the Middle East, Asia, and Australia

Douglas Sietsema LLC, General Manager (independent consultant)	2003-present
PricewaterhouseCoopers (now PwC), Director	2004-2007
Deloitte Consulting (now Deloitte), Director	1998-2003
Ernst & Young (now CGEY), Senior Manager	1993-1997
Andersen Consulting (now Accenture), Manager	1989-1993

- Delivered consulting services in the areas of:
 - **Organizational communications** for key stakeholders and impacted employees, providing broader and clearer awareness of project purposes, outcomes, requirements, and participation expectations
 - **Executive alignment**, executive coaching, and process facilitation, resulting in agreed project direction and awareness of executives' expectations for the project and mutual interdependencies
 - **Change readiness assessment and remediation**, equipping managers to understand potential barriers to achieving project objectives and to take proactive actions leading to successful outcomes
 - **Instructional development and delivery**, providing employees with role-relevant skills and knowledge to allow them to fulfill performance expectations successfully and efficiently
 - **Organizational and human resources strategy and design**, helping executives translate the company's purpose into effective organizational structure, roles, responsibilities, staffing levels, and process coordination mechanisms, and to implement them effectively
 - **Project team development**, retention planning, and capability transfer management, enabling organizations to support the best performance of project team members, to reduce long-term dependence on consultants or contractors, and to reduce levels of team member attrition
 - **Skills and competency assessment**, resulting in greater precision in definition of skills required for roles, clearer requirements for skills development, and increased recruitment success
 - **Organizational culture assessment and development**, enabling managers to anticipate, and plan actions to mitigate, cultural factors impeding job and organizational performance
 - **Project and program office management**, enabling improved efficiency of project performance, achievement of project budget and performance objectives, and coordination of resources and results across projects to achieve optimal organizational productivity
- Projects included:
 - Large scale systems implementations (e.g., SAP, Oracle, PeopleSoft, custom development)
 - Organizational restructuring to improve efficiency and/or focus on key outcomes
 - Process and organizational performance improvement
 - Work force performance management
 - Pre- and post-merger integration support

(A detailed list of projects, responsibilities, and accomplishments is available separately)
- New business development and client relationship management
 - Proposal and RFP preparation
 - Client presentations
 - Ongoing client contact and relationship management for future opportunities
- Consulting practice management and administration
 - Staff recruiting and management of internal human resources processes

- Coaching, performance review, and development of professional staff
- Development and delivery of training courses for professional staff
- Development of thought leadership materials and consulting tools and models
- Identification of project resource needs and deployment of appropriate staff
- Knowledge management (gathering, screening, and managing distribution of intellectual property)

Allergan, Inc.

Global Director, IS Change Management

2012-2013

Responsible for supporting organizational change management for Information Services projects in all markets, filling several strategic roles:

- Implementation of an Allergan IS Change Management Center of Excellence to enable change management competencies among all IS employees
- Integration of change management work elements and project management checkpoints into the Allergan systems development life cycle and project review governance cycle
- Direct support and supervision of contracted support for change management components of critical Allergan IS projects
- Organizational effectiveness consulting and facilitation for the CIO and IS Management Team to support changes needed to satisfy evolving corporate objectives

Right Management (subsidiary of ManpowerGroup)

Regional Vice President, Talent Management

2009-2012

- Executive practice leader of a team of over 20 talent management consultants and project managers for western U.S. and Canada markets, providing services in human resources and workforce strategy tied to business strategy, talent assessment (individual and organizational), leader development, executive coaching, organizational effectiveness, employee engagement, organizational change management, and related workforce solutions for the full employment life cycle (strategic sourcing through termination)
 - Shared (with sales organization) annual talent management services revenue goal of \$6.7 million
 - Solely responsible for talent management services gross margin goal of 48%
 - Shared (across Leadership Team) goal for operating unit profit of 30+%
 - Increased Talent Management revenue by 23% in first year in role (2010 final over 2009 final)
- Aligned and managed proposal scoping and pricing, budgeting and tracking, consultant skills and experience tracking, career development, performance management, knowledge management processes, and the full life cycle of strategic talent acquisition, development, and deployment

Computer Sciences Corporation

Corporate Senior Consultant, Human Resources Development

1985-1989

Lead corporate-level resource for culture and management development programs across the corporation, including international business units

EDUCATION AND CERTIFICATIONS

M.B.A., Organizational Development, UCLA Graduate School of Management, Los Angeles, CA

Ph.D., Educational Psychology (Adult Learning), UCLA Graduate School of Education, Los Angeles, CA

M.A., Educational Psychology (Adult Learning), UCLA Graduate School of Education, Los Angeles, CA

B.A., Psychology, Westmont College, Santa Barbara, CA

Deep Springs College, Deep Springs, CA

Certified Performance Technologist, International Society for Performance Improvement