

JANET COOKE

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Independent, seasoned professional with comprehensive background in organizational effectiveness, leadership development, team effectiveness, strategy development, business planning, product management and lifecycle governance, marketing and program management with excellent organizational and facilitation skills. Experience building and developing teams at all levels, including Executive and C-level, with a results-oriented approach.

REPRESENTATIVE EXPERIENCE



2003 – Present, Principal/Owner, Results by Design, LLC

Independent Consultant – Organizational Development, Strategic Planning & Team Effectiveness

Organizational Development & Leadership

• Certified Consulting Partner for **Patrick Lencioni**, NY times bestselling author of *The Advantage* and *The 5 Dysfunctions of a Team*

- Lead and facilitate organizational health / development efforts for broad range of industries at the Executive Level providing transformational change that includes:
 - Sr. Executive / Leadership Team Effectiveness
 - Development of Organizational Mission/Purpose, Strategies, and Core Values for strategic direction
 - Development of Organizational Goals, Objectives, Plans, and Roles for tactical execution
 - Cascaded sessions to engage workforce in change requirements for new organizational efforts
 - Providing tools that promote sustainability of the organizational plans such as dashboards, improvement suggestions in performance tools and communication plans
 - Coaching for leader(s) as needed to align with organizational priorities and functional cohesiveness

Additional services include:

- Certified in Myers-Briggs and Gallup StrengthsFinder for individual and team development
- Use of other personality based tools to provide team support (DISC, e-Colors)

Strategic Planning, Culture Change & Management Consulting

- Provide Executive Coaching support to clients to build leadership and organizational capability based on strategic direction and execution efforts
- Lead Strategic Planning efforts and team alignment for mid-sized service organizations to develop new markets and build on brand and core competencies
- Facilitated pre-purchase management review between private investors and executive staff of enterprise software firm to review & agree on business goals, objectives & outstanding issues including:
 - Gap Analysis against current market
 - Market SWOT Analysis
 - High level resource requirements and priorities
- Developed and facilitated Customer Advisory Board for public software company to:
 - Identify needs, gaps and requirements for future products
 - Develop process for implementation changes affecting customers
 - Design a structure for continual improvement of customer-driven features
- As Interim VP of Marketing, developed and led marketing efforts for 2 enterprise software companies to:
 - Develop start-up marketing plans, objectives and metrics
 - Work with outside vendors to support corporate-wide material development
 - Assist in Public Relations by developing relationships with key industry analysts
 - Initiate lead generation and branding campaigns using Salesforce.com including:
 - Webinars with/without business partners
 - Email campaigns including landing pages & surveys
 - Industry specific tradeshow
- Developed and presented Leadership, Coaching & Planning presentations to community business leaders and entrepreneurs
- Led and facilitated the development of the 5-Year Strategic/Pastoral Plan for the Oakland Diocese including updated mission, vision, goals, objectives, and actions. Included working with the Bishop and his Advisory Councils, and across multiple diocesan departments and parishes.

Culture / Change Leadership

- Independent Change Leadership Consultant for **Expressworks International, LLC**
Provide extensive Change Leadership and Project Management support to clients with Chevron's CSOC Project Management Process certification
 - At Chevron, work across corporation with teams on planning & implementation of Operational Excellence (OE) projects including Annual Management System Process, Leadership Accountability and other OE processes including Process Safety Management, Motor Vehicle Safety and Security of Personnel & Assets
 - Includes framing/scoping/roadmap, developing strategic stakeholder plans, engagement and communication plans. Work across Corporate, Operating Companies and SBUs to advise leaders on status of projects and gain decision support.
 - Currently providing Culture Change support to Upstream BU to shift process safety culture through leadership support and reinforcement of priorities, learning and development at all levels on importance of process safety and communications across all functional areas

1999 – 2003, Commerce One, Inc.



Senior Director, Program Management & Marketing Operations

- Designed, implemented and led the Program Management Office (PMO) and governance process for ensuring company wide accountabilities for product development and customer satisfaction:
 - Facilitated executive team through product/project decision processes and formal reviews
 - Supported development of business scenarios and alternatives to ensure success
 - Developed escalation procedures for plan changes or implications
 - Drove metrics for quality assurance of products
 - Led team of 6 program managers for 3,500 person firm and 5 product lines
- Developed and implemented a software development lifecycle process and systematic change management approach for product line business case development, project goal-setting, execution deliverables and executive follow-up. This included:
 - Assessing marketing opportunity and future potential
 - Identifying executive sponsors and staged decision points
 - Engaging all key stakeholders for project acceptance and deliverable accountability
 - Providing structure and MS-PPT templates for driving critical team meetings
 - Development of MS-Project templates that highlighted repeatable milestones and key dependencies
 - Management of requirements and development of business use cases for feature sets
 - Delivery of training to all implementation and support teams prior to general release or launch
- Managed \$1M marketing budget for all aspects of marketing and drove accountability through team deliverables and metrics to assess "plan to actual" compliance
- Led cross-functional team to define Product Retirement Plans for end of life of products and end of support for versions based on customer requirements and support resources

1990 – 1999 Interlink Computer Sciences (now Computer Associates)

Director of Marketing & QA/Information Technology

- Responsible for product management and marketing for core TCP/IP middleware and management applications resulting in \$10M annual revenues
 - Helped drive acquisition of core TCP/IP management technology
 - Launched new products and new messaging
 - Supported 3-4 tradeshows each year
 - Led team of 12 direct reports across all functional product lines
- Redesigned and repositioned product strategy into comprehensive solution for conducting electronic business within the mainframe TCP/IP enterprise
 - Received unanimous Board of Director approval
 - Helped enable a double stock evaluation during acquisition by Sterling Software/CA
- Established a cross-functional software delivery process, methodology and team meeting structure for launch of all new products from Market Requirements to General Availability
- Developed and managed complex cross-functional schedules to ensure on-time delivery of products using both iterative and waterfall engineering processes
- Managed relationship and alliances with 3rd party vendors, including major providers such as Cisco Systems, as OEM channels for software and hardware
- Developed and ran Beta program as Quality Assurance Director and Marketing Director for all products

ADDITIONAL EMPLOYMENT HISTORY

Date	Position	Company
1988-1990	Systems Programmer	Safeway Stores Incorporated
1987-1988	Operations Manager	PRC – Pearl Harbor
1984-1987	Production Control Engineer	AT&T Communications

EDUCATION, TRAINING AND DEVELOPMENT

- 2011 University of Phoenix, Bachelor of Science, Business Management, Graduated with Honors
- 2009 Certified Strengths Coach with The Gallup Organization
- 2006 Certified Change Leadership Consultant with Expressworks International, LLC & Chevron CSOC Certified
- 2005 Certified Consulting Partner with The Table Group, a Patrick Lencioni organization
- 2005 Certified Myers Briggs Consultant
- 1998-2002 Landmark Education – Introduction Leader & Seminar Head Coach
- 1996 American Management Association, Management and Leadership Training
- 1993 California State University, Hayward, CA
- 1991 Diablo Valley College, Pleasant Hill, CA, Phi Theta Kappa & Honors