



Barbara L. Schultz, MA
InsightOut Coach

Change Leadership Strategist
Transformation Guide
Leadership Coach

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Summary of Professional Experience and Services

Barbara L. Schultz is a seasoned organizational leadership coach and integrative change leadership and process consultant who is recently semi-retired from her formal professional practice. Her expertise spans the intersection between Leadership Coaching and Development, Community and Organization Development, Change Leadership and Communications, and both internal and external Corporate Communications. Her experience includes a wide range of professional OD activities including comprehensive change strategy and plan development, thoughtful stakeholder impact and readiness assessments, strategic stakeholder engagement, leadership coaching, change communication and implementation, and success and sustainability measurement guidelines on an extensive range of large-scale initiatives.

As leadership coach, mentor, thinking partner and consultant, Barbara has supported corporate executives, entrepreneurs and individuals in developing their skills and awareness of applied strategic and integrative whole systems thinking; organizational, intercultural and interpersonal communication; targeted change navigation; applied neuroscience and emotional/social/cultural intelligence; mindfulness and presence; embodiment and stress responsiveness. Her approach to leadership communication draws from proven guidelines for achieving clarity, consistency, credibility, authenticity and interactivity.

With 30+ years of practice and study in these arenas, her background includes an MA in Organizational Leadership from The Center for Leadership Studies and a BA in Journalism and Communication from UC Berkeley, along with extensive study, practice and teaching of mindfulness and meditation, applied neuroscience, intuition and awareness development, and a range of somatic disciplines.

Select industry and client experience includes hi-tech (Cisco, Symantec, HP, SGI, Cognos, Compaq, Apple, SPANworks-Toshiba), utility and energy (PG&E, Chevron), entrepreneurial global marketing (Global Connexus), telecommunications (AT&T), biotechnology/pharmaceutical (McKesson, IDS), consumer/office products (Clorox, Eastman-Kodak, Xerox, Polaroid), media (Knight-Ridder), marketing strategy development and implementation coaching for European entrepreneurs (Global Connexus, Oulu Innovation), executive team strategy development and implementation (Ulric Rudebeck and Urvision AB), high-performance team development and process consulting (The Grove International). She has also consulted with many small-medium businesses and socially-oriented organizations, and served as teaching staff at educational institutions (Ubiquity/Wisdom University, Dominican University). She is currently partnering with Beam Inc. and The Sea Ranch Association on pro bono and volunteer community-oriented projects.

Core Competencies

- **Community, Organizational and Change Leadership:** Large-scale change initiative strategy and planning, integrative whole systems thinking, strategic change process awareness
- **Leadership Coaching and Developmental Conversations:** Linking insight, clarity and awareness to the practice of leadership and life
- **Leadership and Corporate Communications:** Coaching leaders in effective communication at every level of their organizations
- **Mind-Body Awareness Development:** Applying neuroscience, practicing meditation, mindfulness and compassion, developing intuition, somatic and energy awareness, and embodied presence
- **Team Meeting and Workshop Facilitation:** Strategy and implementation planning, stakeholder alignment, engagement and adoption, innovation and creative interaction

Leadership Coach and Consultant Professional Highlights

1990 – Present

Community Organizing, Strategic Planning and Development

- As part of core Design Team, engaging a broad representation of community leaders and citizens from seven coastal townships within the Mendonoma Bioregion in a collective and collaborative process for envisioning resilient, regenerative, inter-related futures as they identify and adapt to 21st Century challenges. Acting as a resource and facilitator for those engaged as they envision, plan, finance and navigate the implementation of their desired futures.
- Served as member of Strategic Planning Task Force reporting to Board of Directors of a coastal community Homeowner's Association.
- Community volunteer active in researching and establishing science-based parameters related to identifying and maintaining healthy practices for stewarding coastal redwood forests and mixed stands along 10 miles of shared coastal forests.

Leadership Coaching, Organization Development, Change Leadership and Communications

- Change lead and leadership coach for system-wide field initiative within electrical distribution operations of a large utility. Included transformation of work-processes for significant increases in employee engagement, ownership, advance work visibility, decision-making capacity and safety awareness. Sustainable results also included more supervisor end-to-end management from the field, more efficient and stable schedule building and execution, optimal materials staging and handling, and timely communication, collaboration and feedback to all stakeholders.
- Change lead with deployment team of large utility supporting end-to-end process for transforming multiple, non-integrated manual record-keeping process into a comprehensive IT system including entry into electronic mobile devices connected to an SAP-based data recording and analysis system. Coached and supported project leadership as part of integrating change management activities into overall project deployment. Worked with project leaders to inform affected stakeholders, including

organizing remote presentations to regional leadership and on-site presentations to local end-user leadership, and related follow-up communications. Consulting also involved ongoing collaboration with project managers and teams, including IT developers, training and curriculum-development team, and change leads for inter-related work processes, along with creating success criteria and measurement surveys.

- For a global Fortune 500 company, coached and worked with CFO and his Business Process Operations team to develop and implement strategic stakeholder change management during various stages of an outsourcing initiative, from selecting offshore service providers to transitioning over 25 business processes to them. Along with developing the guiding strategy and plan, responsibilities included roll-out of change toolkit for managers, FAQs, C-level exec stakeholder comms and related coaching, content and presentations for leadership All Hands, support of related trainings and web site content, along with tracking alignment with HR/OD, corporate communications and legal stakeholders, and measuring results.
- Designed change strategy and implementation process for introduction of new business intelligence and corporate performance management software initiatives.
- Facilitated strategy sessions for communicating product development process change that included designing reliability into hi-tech hardware from the front-end; included management coaching.
- Conducted planning sessions, stakeholder analysis, change readiness evaluation and monitoring, and content development for employee change messaging during an in-depth IT outsourcing evaluation by external service providers for a large consumer products firm; included coaching IT managers in strategy development, communication and delivery.
- Developed and implemented communication plan for recruiting and adding a new layer of management to a national pharma sales operations team.
- Working in partnership with leadership, organizational development and employee communications professionals within a hi-tech firm, conducted employee focus groups, developed and implemented internal communication strategy and best practices, communicated change initiatives and produced educational events.
- Designed and facilitated live and virtual team meetings, strategic planning processes, local and global product value tests, management and production team development, visioning and goal-setting, roles and responsibilities clarification, and team alignment in hi-tech product development process.
- Conducted diagnosis and clarification of communication issues between executive team members and their new CEO for Silicon Valley office of large media firm; included creation of leadership transition strategy and leadership coaching.
- Facilitated international OTC Sales team in "To-Be" design workshops during an SAP Finance and Accounting implementation for a major energy company.

Internal/External Marketing and Content Development

- Strategic market development and inter-cultural business awareness for Finnish entrepreneurs taking their products and services global. Included long distance and one-on-one coaching, introductions to potential clients, GoToMeeting coordination, presentation and materials preparation.

- Designed and facilitated stakeholder and customer focus group processes for design and naming of consumer medical product linked to Smartphone application.
- For workshop introducing changes in software development process, developed collateral materials emphasizing communication essentials for influencing employees, management, and leadership.
- Collaborative production of Implementation Guide for communicating and integrating intensified reliability testing into front-end of product definition process.
- Researched, developed and implemented facilitators' script for real-time beta tests of laptop software supporting collaborative decision-making; facilitated principals in branding and marketing strategy.
- Conceptual and literary edit and review of books, technical and other materials.
- Researched and analyzed current literature covering elements related to the effective and efficient functioning of C-level executive teams, particularly in strategy development and implementation.
- Research and writing for magazines and trade publications.

Education

- M.A. Organizational Leadership - Center for Leadership Studies/The Graduate Institute, Milford, CT
- B.A. Journalism and Communication - University of California, Berkeley, CA
- A.A. Biology and Medical Technology - State University of New York at Buffalo, Buffalo, NY

Certifications

- The Change Leader's Roadmap Navigation School, Being First
- Leading/Managing Complex Change, Being First
- The Interaction Method, Facilitator Institute at Interaction Associates
- Team Performance, The Grove Consultants International

Advanced Professional Development

Leadership Development and Coaching, Neuroscience and Leadership, Emotional Intelligence, Mindfulness in the Workplace, Collaborative Leadership, Inter-Cultural Business Communication, Managing and Communicating Complex Change, Achieving Change through Collaborative Organization Design, Communicating for Results, Meeting and Conference Design and Facilitation, High Performance Team Development, Process Consulting, Conflict Resolution, Presentation Skills, Instructor/Trainer Skills, Transactional Analysis, Organizational Effectiveness, Whole Systems Consulting, Creativity Development, Deming's Total Quality Management, as well as Leadership and Mastery, Inquiry and Dialogue, The Enneagram, Psychosynthesis, Intuition Development and Personal Mastery oriented to effective leadership and organizational performance.