###### Fred Asher

fred.asher@yahoo.com Dallas, Texas 75072 Cell: (469) 450-4322

# ORGANIZATIONAL CHANGE MANAGEMENT LEAD

Action-oriented hands-on professional with documented success in driving global, enterprise-wide change initiatives: ERP implementations (SAP, Oracle, Workday), new product releases, productivity improvement and other large-scale transformation efforts (ITIL, Cloud, Digital, Agile, Mergers/Acquisitions).

Big 4 consulting experience with proven ability to influence C-level executives, business unit directors, key external stakeholders (Customers/Suppliers/SIs) and delivery partners (HR and IT). Experience and knowledge include remote delivery for:

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| * Business/Site Readiness | * Business Impact Analysis | * Communications Planning |
| * Business Process Design | * Stakeholder Engagement | * Org. Assessments |
| * Training Needs Analysis | * Super User/SME Development | * Knowledge Transfer |
| * Governance and Compliance | * Lean and Agile implementation | * PMO/Center of Excellence |

EXPERIENCE SUMMARY

**Soarington Change Management Consulting 2016 - Current**

**Senior Managing Consultant**

Lead small teams of organizational change management consultants for a boutique consulting firm focused on contracts with enterprise-wide, large-scale business initiatives for Fortune 50 firms in professional services, oil/gas and manufacturing industries.

***Organizational Change Management and Training Lead, Fujitsu Americas***

Remote OneERP Program OCM Lead for a conversion from Oracle 19c to SAP ECC6.0 implementation of Finance, Procurement, HR, and OTC for Fujitsu’s PSO organization with more than 2,000 employees worldwide.

* Developed a comprehensive Organizational Change Management plan based on a Change Readiness Survey for all impacted groups. ***Results:*** a more effective and efficient plan focused on identified issues and challenges for a smaller organization and a tactical implementation on a highly limited operational budget.
* Developing more than 15 training programs by leveraging and upskilling business resources to develop the required sessions using only one instructional design resource. ***Results:*** higher business engagement and lower instructional design costs.
* Developed a project communications web site for easy access by multinational employees that included monthly project updates, project status, business impacts reviews, and general project information. ***Results:*** increased end user understanding of the business roles and responsibilities.

***Organizational Change Management Lead. Texas Capital Bank***

Change Management Lead for the Commercial Card and related products. Led the organizational change management effort for the successful implementation of a new Commercial Card (CC) product that was integrated into their Salesforce application.

* Supported the Product Owners to develop organizational communications, training and identified potential impacts and mitigation plans to better support the CC pilot and offering. ***Results:*** support organizations prepared, involved, and engaged in support of the product release.
* Developed Product Sponsor communications distributed to the bank’s internal groups that would support the new commercial card product. ***Results:*** support organizations were well informed of the effort and more engaged in supporting the implementation.
* Developed a series of client and well as bank support end user materials using TCB’s training resources. Leveraged the Salesforce platform to distribute and manage the training documentation. ***Results:*** managed training costs and leveraged current source of sales documentation for sales and marketing teams that increased utilization of training materials.
* Developed a stakeholder management plan that identified all the support organizations and the gaps for those most important to the success of the pilot. ***Results:*** developed and implemented a stakeholder engagement plan for high priority internal as well as external stakeholders that mitigated potential engagement gaps during product development and launch.

***Organizational Change Management Lead, NTT DATA***

Program Organizational Change Management (OCM) lead for a $215M merger and acquisition of Dell Services (23,100 employees) into the NTT DATA organization which included SAP ECC 6.0 migration. Provided OCM strategic guidance to the Integration Management Office (IMO) at the program level across 90 projects for the merger of Dell Services and migration onto NTT DATA business systems.

* Developed the Change Leadership Network with more than 200 leaders in support of the organization change management efforts for the acquisition and merger of Dell Services. Developed and assessed leader readiness, established development plans, and provided knowledge transfer sessions. ***Results:*** provided increased leader project understanding and engagement from acquired Dell Services leaders.
* Provided alignment among managers for project-level efforts that supported consistency of OCM methodology approaches and tools. ***Results:*** ensured leadership alignment and consistent employee messaging of the acquisition’s goals and reduced costs for redundant OCM resources across multiple project teams.
* Conducted top-level business impact analyses to identify anticipated changes. Developed mitigation plans and executed initial leadership communications through a Change Central portal. ***Results:*** Provided visibility and direction for anticipated impacts and initiated business readiness planning with key leadership.

***Organizational Change Management Consultant, Tennessee Valley Authority***

PMO OCM Consultant providing OCM oversight and direction for the Enterprise Level Investment Management (ELIM) end-to-end development initiative. Provide leadership for the integration of OCM processes and systems.

* Conducted business unit OCM Discovery sessions to identify key OCM challenges and stakeholder business impacts related to the Enterprise Cost Controls (EPC) implementation. ***Results:*** identified business unit issues and developed readiness plans that reduced end user resistance and increased adoption for Wave One go live business units.
* Developed an EPC Organizational Change Management Plan and Schedule for a re-release of a failed program due to lack of effective executive alignment. ***Results:*** implemented an OCM plan that engaged and aligned project team members and stakeholders.

***Organizational Change Management Practice Architect, TEKSystems***

Supported TEKSystems to expand product offerings for their Organizational Change Management practice and led sales efforts by developing proposals for RFPs and other client requests.

* Developed new OCM product offerings based on client base requirements. ***Results:*** new products made TEKSystems more competitive in bidding on larger projects with higher revenue margins.

**IBM Business Consulting 2010 - 2016**

**Sr. Managing Consultant, Organization Change Management**

Consulting lead on IBM client projects as well as internal organization change and effectiveness initiatives. Lead consultant on $50M+ technology and other change efforts managing related organization change impacts for ERPs such as Workday, Oracle and SAP.

* Organizational Change Management Lead for a Workday implementation at the University of Texas at Austin. Identified business impacts for various university groups using the HR and Finance modules including the Technology Application Group and their end user community. ***Results:*** developed a group-specific plan for each impacted area and developed unique plans for each employee group.
* Deployed organizational readiness assessments that identified and prioritized business impacts for a 2+ year initial SAP implementation. Provided actionable mitigation plans to the Corporate Steering Team and C-level executives. ***Results:*** gained leadership commitment and budgets for executing OCM plans that increased employee engagement and speed-to-adoption for the global implementation with more than 20 business units, 4 business areas and 15,000 end users.
* Executed organizational change readiness reviews with multiple layers of stakeholders across HR, Finance, Contracts and Operations for a mid-west manufacturing firm. Identified critical issues and success factors included in a business process redesign and technical implementation. ***Results:*** Identified and addressed several previously unknown leadership challenges that would have had negative impacts on the project timelines and success.
* Conducted a business impact analysis that identified anticipated changes to the “as is” business processes for an Oracle EBS Fortune 50 CPG client. Provided recommended mitigation activities and plans to prepare the business for change such as a Shared Services model for staff resources. ***Results:*** provided streamlined business processes and efficiencies for a shared procurement services model.
* Supported IBM sales and marketing to develop multiple go-to-market request for proposals (RFPs), RFQs and orals. Delivered new business development orals for various Fortune 50 C-suite leaders. ***Results:*** provided knowledge expertise for detailed client questions as well as developed more realistic resource models that accurately estimated the actual required OCM efforts which increased project profitability.

**Keurig 2007- 2010**

**Manager, Organization Change Management (OCM) and Training**

Developed and led new centralized global resource of organization change management consulting and training professionals for one of the largest global beverage companies in the Americas with more than $5.7B revenues and more than 20,000 global employees.

* Developed a new DPS global competency center for organization change management. Developed knowledge repository and training programs for project managers to use as management tools for improving project delivery and performance. Results: Increased business engagement and adoption for the new SAP DPS enterprise-wide implementation and eventual divestiture from Cadbury
* Led the OCM and Training Lead (including offshore resources) on a SAP 6.0 integration upgrade (from 4.0/4.6). Included full life cycle process and all levels of team, business, and VP groups. Results: executed a robust and integrated set of business engagement plans that increased employee adoption and mitigated anticipated business impacts.

**SAP America 2004 - 2007**

**Manager, Organization Change Management (OCM) and Training**

Led multiple organization change management and training teams for the largest inter-enterprise software company and third-largest independent software provider with 34,000 people in more than 50 countries.

* Developed and executed OCM and training plans for 8+ enterprise-wide SAP implementations. ***Results:*** increased project success rate and end user adoption.
* Supported initial startup projects during Project Preparation Phase with best practices and lessons learned as part of Tiger Team approach. ***Results:*** reduced project start-up costs by 10% by establishing consistency across multiple large-scale change initiatives.
* Lead OCM Solution Architect on pursuit teams for global enterprise level SAP opportunities. ***Results:*** Prepared and submitted RFPs, RFQs and other sales documents in addition to conducting orals

PRIOR EXPERIENCE

**Deloitte Consulting,** Sr. Managing Consultant, Organizational Change Management

**Rockwell International**. Avionics Division. Internal Organizational Development Consultant.

**Software Skills**

* Microsoft Office 365 - Word, PowerPoint, Excel, Project, Publisher, Access, Visio, Outlook, Microsoft Teams, SharePoint, and WebEx, IBM - Lotus Notes and Sametime
* Familiar with training development programs – Uperform (RWD), Camptasia, Captivate, Lectora, Walk Me, and Workforce Performance Builder (SAP EnableNow)
* Experience with corporate Learning Management Systems (LMS) – Cornerstone, SABA

**Certifications**

* SAP Organizational Change Management (OCM), University of Texas at Dallas
* CCMP, Association of Change Management Professionals (in-process)
* IASSC LSSGB

**Professional Development**

* SAP 6.0, SAP S4, HANA, Activate HANA methodology
* Oracle EBS and Workday
* Business Process Re-engineering and Improvement, Lean Six Sigma
* SAP OCM (Organizational Change Management)
* Prosci ADKAR Change Management Methodology & Tools

**Education**

* Doctorate, Texas A&M
* Masters, Texas A&M
* Bachelors, University of Texas