

Caroline Sherwood

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Profile

Client-focused professional with 15+ years of experience seeking an opportunity to leverage strong leadership & project management abilities, superior communication skills, and a demonstrated capacity to manage Change. Held diverse roles & responsibilities for Recruiting, Marketing, Public Relations, Business Development, Training & Administration, Staffing, HR and Project Management. Proven team-building, and interpersonal skills with acknowledged ability to motivate others to excellence – consistently sought out by colleagues for coaching and mentoring. Lean Six Sigma Green Belt Trained.

Industry experience includes: Manufacturing, Telecom, High Tech, Retail, Travel/ Transportation & Professional Services.

Professional Experience

Accenture Management Consulting & George Group, LLP. (GG acquired by Accenture in 2007) **2005 - 2010**

Director of Recruitment for George Group (supporting a \$140M business unit w/400+ employees globally)

- Directed recruiting strategy, sourcing & delivery of new talent in a high-touch, high-volume environment which enabled annual business growth rate of 25+%, while lowering cost per joiner by 10% annually, 4 years running.
- Identified and implemented strategic business process improvements leveraging *PC Recruiter* & *Taleo*. Responsible for OFCCP/Federal compliance, vendor sourcing & delivery strategies, implementation of new recruiting technologies resulting in reduced time-to-fill cycle times, lower cost-per-joiner and increased efficiencies.
- Tactical Responsibilities: staff hiring and training, vendor & contract management, agency/ partnership management, and hands-on recruitment of all levels of talent acquisition (entry-level through Senior Executive).
- Partnered with Human Resource Managers, Compensation team, Legal, Immigration, and Employee Relations on hiring issues to establish seamless hiring administration. Particular focus on Federal & Legal Compliance.
- Led the integration of George Group's Recruiting organization (people, processes, technologies) into Accenture.
- Guided international rollout of consistent recruitment processes into Latin America, Canada, and Asia Pacific.
- Support sales cycle through contribution of resumes, metrics, etc., in the creation of proposals for service delivery.

Director of Operations – George Group Strategy Consulting Practice (startup service offering at George Group in 2005)

- Created capability development strategy & HR programs enabling sustainability & growth of a startup consulting practice which grew over 100% during the first year after startup.
- Developed position descriptions, job postings, compensation guidelines, and recruitment sourcing & delivery strategy to attract and hire top-tier talent from competitive boutiques.
- Developed and implemented competency development (training) & performance management model tied to corporate strategy. Supported engagement staffing & quality reviews based on competency model.
- Directed IP Marketing opportunities and marketing vehicles (Professional Conferences & Events) to increase awareness and visibility of our service offerings, developed marketing content & materials / collateral, managed participation in conferences and events to support Business Development and new client relationship development.

Everest Group / Outsourcing Center

2003 - 2005

Chief Operations Officer

Outsourcing Center is a privately held, revenue generating website which publishes authoritative information and highly actionable collateral related to the Outsourcing industry. The Center's mission is to build up the Industry by helping people understand how to create value through outsourcing.

- Administered a \$1M budget and provided leadership & coaching to 5 employees + external contractors.
- Slashed operational costs to turn business unit from break-even to profit making during first year in role.
- Redesigned the website and developed new pricing models which enabled revenue growth through advertising.
- Determined research agenda, set workflow priorities, reviewed proposals, wrote communications, managed and executed the development of a knowledge management agenda in alignment with Everest Group's Senior Executive Point of View. Marketed services to Clients & Business Partners via Business/Relationship development focus.
- Supported business development by serving as the central contact for communications and research needs, providing research & proposal support to industry-focused verticals within Everest Group with the goal of presenting reliable, authoritative, and consistent information about industry trends and benchmarks.
- Directed and managed on-line distribution of Everest's IP leveraging a de-centralized staff of writers, graphic designers, editors and web-based developers.

Pritchett Rummler-Brache (PRB) Group

2000 - 2003

Business Performance Improvement & Change Management Advisory Services

Senior Consulting Engagement Manager / Operations Director

- Supported new and existing business development as a subject matter expert in performance improvement and change management programs. Role involved selling and delivering performance improvement projects which ranged from 2-8 week diagnostics, to 4-6 month process redesign & implementation initiatives.
- Served as a “trusted advisor”/ engagement director with Clients utilizing PRB methodologies to conduct business process flow analysis, process re-engineering, industry benchmarking studies, and leadership coaching.
- Led the product re-design & development of an electronic Process Improvement Project methodology which was sold as part of our multi-pronged offering strategy (“improve it for them, improve it with them, or help them improve it on their own”).
- Coordinated new product packaging and distribution methods, worked with Marketing & Finance to develop product cost and pricing models, training delivery, coordinating the development of digital and print marketing materials supporting product.

Andersen Consulting (*name changed to Accenture in 2001*)

1996 - 2000

Senior Manager (sample / subset of consulting projects completed)

- Change Lead: developed the change management strategy (communications, training, organizational & operational readiness, organization & job re-design, policy & procedure modifications, performance metrics) and directed the project implementation team for a supply chain reengineering project for the world's 3rd largest PC supplier.
- Change management subject matter expert building the strategy & work plan development sessions (new business development) for a global supply-chain process redesign effort coupled with SAP implementation for a Telecommunications equipment provider.
- Change Lead: directed the change management program enabling the startup of a new business unit and green-field distribution facility for a leading North American sporting goods Retailer.
- Senior Change Manager responsible for rollout activities on the installation of a new Warehouse Management System (WMS) for one of the nation's oldest Retail chains. This effort included process & systems training development, organization redesign, culture change, communications, and human resource management.
- Hand picked to facilitated the design, development, communications, and rollout of an internal organizational structure to build a community professional development of employees in operational support roles for a Professional Services (highly “virtual” firm).

KPMG Consulting (*name changed to Bearing Point in 2002*)

1994 - 1996

Manager (sample / subset of consulting projects completed)

- Managed the reengineering of the crew acquisition and movement process for the world's second largest cruise line. Projected results include a 40% annual reduction in associated crew movement expenditures which equated to over \$20 million dollars during the next 5 years. Headcount reductions of 30%, due to productivity improvements, resulted in organizational redesign in operational and human resource departments. Integrated technology plan will allow a 100% increase in fleet crew capacity with no additional shoreside human resource requirements. Also served as advisory consultant during project implementation. (Travel & Transportation)
- Co-managed a distributed project team charged with determining the manufacturing and information systems support requirements for implementation of SAP software within the environment of both domestic and international order fulfillment for the world's largest tobacco products manufacturer (Consumer Products).
- Facilitated an operations improvement study and workshops for a \$500M Consumer Products Manufacturer. Analyzed productivity of inter-plant operations including sales order management, production planning, engineering change control, and purchasing for a multi-plant operation.
- Managed the reengineering of the Accounting department for a major private Telecom company. The project included the redesign of both processes and organizational structure. Also involved in software selection.
- Performed productivity analysis and provided process redesign recommendations for a various clients facing increasing competition within the manufacturing industry.

Previous Employers also include: IBM (*Mfg, Sales & Marketing roles*) & **General Dynamics** (*Industrial Eng. roles*)

Formal Education

M.B.A. – Nova Southeastern University – **Management**

M.S. – Texas A&M University – **Industrial Engineering**

B.S. – Texas A&M University – **Industrial Engineering**