

DR. ROCHELLE SHERLOCK

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LEADERSHIP STRATEGIST/ EXECUTIVE COACH/ ORGANIZATIONAL EFFECTIVENESS (OE) CONSULTANT

TRANSFORMING LEADERS AND ORGANIZATIONS

Strategic, results-driven, client-oriented consultant with 20+ years’ experience consulting across the consumer and service spectrum; Forward-thinking, innovative, and nimble leader able to drive results from strategy through execution; Politically savvy professional and recognized leader in building collaborative alliances; delivers a sustainable competitive advantage for clients through the strategic alignment of market, strategy, leadership, culture, structure, and systems.

Deep experience in board and leadership assessment and development, and organizational effectiveness; Systems-Thinking/Application; organizational, team, and individual diagnostics; process facilitation, addressing cultural issues, organizational dynamics; coaching leaders; and building core capabilities.

AWARDS

- 2019 Travis Airforce Base Hometown Hero
- 2018 Congress Woman of the Year
- 2018 Local’s Choice Award for Business Services
- 2017 Senate Woman of the Year
- 2016 Congressional Commendation
- 2015 Merit Award, California State Association of Counties
- 2014 Community Champion
- 2013 STA Advisory Committee Member of the Year
- 2008 Prime Time Heroes’ Award
- 2007 Special Recognition for Outstanding and Invaluable Service to the Community
- 2004 Most Dynamic Educator Award

RESULTS:

- Increased change adoption rates through engagement, coaching, and building leader capabilities
- Drove cultural change through diagnosis, engagement, development, and application of culture/change frameworks
- Improved employee engagement using talent management strategies and coaching
- Drove cost-savings/revenue generation through error reduction, increased sales, and improved efficiencies between cross-functional teams
- 150% improvement in the quality of leader-staff relationships

EDUCATION

- Doctorate in Human and Organizational Learning and Development, The George Washington University
- Master of Arts - Organization Development, Sonoma State University
- Master of Arts (ABT) – Experimental Psychology, CSU San Bernardino
- Bachelor of Arts, Sociology, CSU Turlock

EXPERTISE AND PRACTICE AREAS

LEADERSHIP EFFECTIVENESS	ORGANIZATIONAL EFFECTIVENESS	BOARD EFFECTIVENESS
<ul style="list-style-type: none">▪ Leadership Team assessment and development▪ Executive on-boarding▪ Executive coaching▪ Leadership assessment and development▪ Succession planning▪ Developing Strategic Leaders	<ul style="list-style-type: none">▪ Strategy▪ Organizational assessment and development▪ Culture assessment and change▪ Strategic talent management▪ Employee engagement▪ System improvement▪ Change management	<ul style="list-style-type: none">▪ Board assessment and development▪ Board member assessment▪ Board composition▪ Succession planning▪ Strategy

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Utilizes a suite of research based proprietary and established industry-wide assessments at the individual leader, team, group, and organizational level. The assessments include a mix of quantitative tools with benchmarking capabilities, and qualitative approaches to provide insight into targeted change levers.

Assessments are interpreted through the nexus of sector, industry, environmental, organizational factors (i.e., leadership, mission/strategy, culture, structure, and systems), and research-based models of organizational effectiveness, leadership team effectiveness, leader effectiveness, and Board effectiveness.

DEMONSTRATED CLIENT RESULTS

ORGANIZATIONAL EFFECTIVENESS, CULTURE, AND STRATEGIC PLANNING

Summary: Extensive work facilitating team and planning processes, strategy and implementation planning, change management, conducting comprehensive organizational assessments (to include employee engagement surveys, organizational culture), process improvement, and partnering with leaders to enhance overall organizational effectiveness.

Facilitated strategic planning processes with executive teams revisiting and refreshing their mission, vision, values, establishing Big Hairy Audacious Goals (BHAGs), and facilitating processes to develop strategic themes, goals, objectives, and measures ensuring alignment across systems, structure and culture.

Strategic planning for the Institute of Environmental and Natural Resources in the Dominican Republic. Facilitated multi-agency planning sessions, coordinating with the Ministry of Education and the Ministry of Environment, and aligning goals with the strategic direction of the country. Provided *executive coaching* on leading change and engaging the full buy-in and commitment of staff in the planning and implementation process.

Enhanced scaling capabilities via diagnosis of culture, management, structural and systems issues; identified system-level change levers and developed tailored cultural and change management strategies to align and engage the organization.

Increased competitive position of a struggling multi-site company in a rapidly changing industry; conducted comprehensive organizational diagnosis; identified cultural, leadership, structural, technology and systems issues; identified unique value proposition; developed strategies to engage employees, minimized change resistance, and improved talent management, technology, and culture.

Improved organizational effectiveness, reputation, and brand awareness of a start-up. Organizational diagnosis created an *organizational capacity plan* and guided implementation and change leadership. Improved leadership, structure, systems, processes, and culture.

Enabled scaling capabilities of a rapidly growing retail chain. *Improved change adoption rates, employee engagement, and organizational culture.*

Drove cost-savings/revenue generation through error reduction, increased sales, and improved efficiencies between merchandising and operations functions; addressed historical conflict; facilitated large group processes that fostered insight, awareness, and increase in change adoption.

Change leadership and change management with senior leadership teams undergoing rapid organizational change. Equipped leadership teams develop strategies to manage change, foster leadership excellence, and stabilize staff.

BOARD EFFECTIVENESS

Summary: Extensive work with Board assessment and development crossing the public, private, and social sector. Utilizing a variety of survey instruments, I tailor assessments to meet targeted objectives at the Board and individual board member level. Selected case examples follow.

Conflict Resolution: Guided an executive and Board of Directors to resolve historical conflict, clarify roles and expectations, obtain alignment on organizational goals/vision/mission and values, and establish an effective meeting structure and process.

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Turnaround. Assisted a struggling Board to identify key structural, system, and competency gaps. Results: Increased member engagement, well-rounded membership composition, organizational growth, and increased financial resources.

Addressed Founder Issues. Assessed corporate Board and member effectiveness. Findings were presented in organization's developmental context. Coached CEO and Board president to address member issues, clarify decision making authority, and establish member expectations. Coached Founder turned board member, to change behavior. Result: a peaceful resolution and a more effective Board.

CEO Performance Evaluation. Worked with the Board to assess Board effectiveness, clarify Board versus CEO roles, and create measurable performance objectives and evaluation. Results: Improved Board effectiveness, aligned CEO priorities with strategic objectives.

Crisis Management. The sudden and unexpected death of the Founder/CEO threw the organization into crisis. Assessed the Board CEO dynamic, Board structure, systems, culture, and composition. Results: Restored Board to their proper role in governance, strengthened Board structure and systems, resulting in improved culture, effectiveness, and risk management.

Succession Planning. Worked with Boards to assess core competencies, align with strategic goals, and develop succession plans. Results: Comprehensive, tailored succession plan that guided leader recruitment, selection, and onboarding.

LEADERSHIP DEVELOPMENT AND EFFECTIVENESS

Summary: Leadership development includes executive onboarding, situational and personality assessments, 180- and 360-degree feedback, executive coaching, and teaching/facilitating leadership courses and workshops. Selected case example:

Cost-savings of 33-1,000% ROI in executive turnover. Coached a leader who met all sales, quality, and profitability goals but lacked effective leadership skills resulting in low employee morale, and high turnover. Coaching focused on self-awareness; soft-skills development; and employee engagement, resulting in 180-degree change, retention, and advancement.

150% improvement in quality leader-staff relationships through targeted and tailored executive coaching/advising and skill development in crucial conversations, employee recognition and development, and team development.

Contemporary Leadership Development Program. Developed and deliver a six module Contemporary Leadership Development Program grounded on research-based leadership practices, and organizational effectiveness.

LEADERSHIP TEAM EFFECTIVENESS

Summary: My work with Leadership Teams revolve around increasing cohesiveness and effectiveness, as well as, onboarding new leaders to the team. A variety of personality and team assessments are used to illustrate team strengths and areas for development. Selected case examples include:

Building Cohesive Leadership Teams. Work with executive level leadership teams to successfully align team members and create a culture of healthy, constructive dialogue, break down silos, and enhance team effectiveness. My work with leadership teams has enabled them to push past political agendas, get aligned on the strategic direction of the organization, and achieve team goals.

Increased Leadership Team cohesiveness, minimized political agendas, created strategic alignment, and achieved team goals. Consulting focused on creating a healthy culture, constructive dialogue, and cross-functional collaboration.

Stabilized and aligned leadership team in midst of executive turnover and organizational crisis. Regulatory violations, equipment failures, legal issues, and a hostile workplace led to executive turnover in rapidly growing company. Partnered with CEO to diagnose the situation, and assess individual leaders and the team; designed, developed, and implemented individual and team interventions; individual coaching, CEO coaching, team coaching, and facilitated team development effectively addressing key underlying issues and increasing trust, cross-functional collaboration, and team cohesiveness.

Unified Executive Team under new CEO. Utilized team and individual assessments, identified residual culture of fear, distrust, and alienation; delivered candid/constructive feedback, normed the dynamics, and facilitated processes to improve communication structures, achieve alignment, and increase team cohesiveness.

SOCIAL/PUBLIC SECTOR WORK AND ACCOMPLISHMENTS

System Improvement and Step-Down Levels of Care for Justice Involved. Led the Prop 47 Stakeholder engagement process, developed strategies and the implementation plan. and wrote the successful \$6 Million grant to establish step-down levels of care and address key transition gaps.

Successfully developed a Coalition of diverse stakeholders in highly political, controversial environment. Facilitated vision and mission development; created a vibrant culture; developed strategies and drove execution through detailed plans, engagement, and building core capabilities. *Generated increased resources via strategic partnerships.*

California Department of Social Services 11-County Child Welfare Services Pilot Evaluation. As a member of the consulting team, conducted two pilot project evaluations for the California Department of Social Services.

STA Mobility and Transportation Studies/Community-Based Transportation Plans (CBTP). Consultant to the Seniors and People with Disabilities Transportation Studies and facilitated Transportation Summits in 2011 and facilitated seven Mobility Summits and 13 focus groups throughout the county for the 2018-2020 SPDTP. Consultant on the East Fairfield CBTP, and the Vallejo CBTP, and the Pedestrian Safety Project. Served on the Seniors and People with Disabilities Transportation Advisory Committee and the STA Equity Working Group.

Led a transformative effort, effectively preventing a non-profit, who addresses critical community needs, from closing.

Founded the *first Fire Safe Council* in Solano County and *secured \$965,000* to address wildfire risks and community engagement.

RELEVANT WORK HISTORY

Leadership Development Consultant - bluSPARC (2022-present)	Executive Vice-President Centerstone Executive Search (2012-Present)
Leadership Development Consultant – Texas A&M, May’s Business School, Center for Executive Development (2022-Present)	Instructor, U.C. Davis Extension (1999-2008) Adjunct Faculty, Columbia College (1998-2009)
Founder, CEO – Potentiate LLC (2014-Present) - Rochelle Sherlock Consulting (1996-2014)	Teaching Assistant, Sonoma State University, OD Master’s Program (2007) Instructor, Cal State San Bernardino (1994-1996)
