

Jennifer Gray Foucher

512-970-0359

jennifer@grayfactorconsulting.com

SUMMARY

Jennifer is a highly accomplished consultant with over 20 years of experience leading global enterprise-level change efforts. Jennifer provides practical solutions that help employees achieve tangible business results while ensuring leaders achieve their strategic, business and financial goals during transitions. She is known for her collaborative work style and successful record in leading and coaching people through daunting organizational changes.

PROFESSIONAL EXPERIENCE

Gray Factor Consulting, Austin, Texas

2004 – 2013; 2015 – present

Principal

- Provide management consulting services focused on the people side of strategy. Clients include Apple, AT&T, Chevron, ProBuild, Stewart, Texas Instruments, Whole Foods Market
- Representative projects:
 - Org design and change management to stand up new Sales & Marketing organization
 - Change management and HR planning/coaching for outsourcing organizational transition
 - Organizational and process assessment and design to support post-acquisition reorg
 - PMO and talent management role implementing professional services firm's new strategy
 - Global engagement strategy for energy company's information management organization spanning 15 SBUs and business functions
 - Change management, leadership coaching and communication for numerous systems implementations (Oracle BI & HFM, Oracle CRM, ADP GlobalView, and custom systems)

Alvarez & Marsal, Austin, Texas

2013 – 2015

Senior Director

- Led Operations for start-up business unit. Responsible for talent acquisition, onboarding, performance management, communication, resource management and employee relations
- Provided management consulting services to global companies

BearingPoint, Austin, Texas

2002 – 2003

Senior Manager

- Provided change management and organizational transition expertise on consulting projects

Andersen Business Consulting, Dallas & Austin, Texas

1994 – 2002

Senior Manager

- Sold, led and provided project management and change management expertise on multi-million dollar projects for global companies
- Mentored, coached and advised on consultants' professional development
- In addition to full load of client responsibilities, led recruiting process for change management team. Hired 31 team members in one year, yielding an 86% acceptance rate in highly competitive market

EDUCATION

Master of Business Administration

The University of Texas at Austin

Texas Longhorn Business Scholarship (full tuition academic scholarship)

Exchange Student, Erasmus University's Rotterdam School of Management, Rotterdam, The Netherlands. Internship at Unilever: College Recruitment in the Netherlands

Bachelor of Arts in Economics

Trinity University

National Merit Scholarship (full tuition academic scholarship)

Study Abroad, Institut für Europäische Studien, Vienna, Austria

REPRESENTATIVE CLIENTS

Technology, Media & Telecom

- Apple
- AT&T
- Verizon
- Nortel
- Texas Instruments

Energy

- Chevron
- Energy Transfer Partners
- Tesoro

Consumer Products

- General Mills
- LSG Sky Chefs
- ProBuild Holdings
- Tyson Foods
- Whole Foods Market

Services

- Andersen
- PRGX
- Citi
- Stewart

SELECTED CLIENT PROJECTS

Organizational Transformation

Post-Acquisition Process and Organizational Responsibility Assessment

Created new org design, prioritized implementation roadmap and change plan to support products company's post-acquisition integration. Assessed culture, designed new roles, org structure and processes, identified talent gaps, and coached leaders during transition.

Sales & Marketing Organizational Re-Alignment

Launched program to create structured sales organization across multiple lines of business and helped new leader transform Sales & Marketing org for real estate services firm. Assessed, designed and helped implement new org structure, roles, selection and onboarding processes, performance management and training programs.

Outsourcing Transition Planning and Support

Planned and led change management efforts and coached HR team on global real estate services firm's outsourcing organizational transition.

Acquisition Due Diligence

Performed acquisition due diligence and Day 1 planning for professional services firm. Role included assessing workforce, organizational change and culture issues and risks; comparing compensation and benefits programs; and communication planning.

Change Planning and Coaching

Created comprehensive change management plan and coached leaders on leading change for retailer's transition to new category management process.

Divestiture Transition Planning

Helped execute divestiture of one division of telecom company from corporate ownership and operation to vendor. Role included transition planning for HR, Finance, IT and real estate; coordinating functional area leads; and planning employee communication.

Business Strategy Articulation and Customer Relationship Analysis

Led a business strategy, organizational design, and process analysis effort to improve organization's customer retention. Recommended CRM solutions and helped redesign operating processes, create customer segmentation approach, conduct customer needs analysis, and implement a customer care program.

Human Capital/Talent Management

Talent Management Program Strategy Development & Implementation Planning

Provided project management and talent management process expertise to professional services company undergoing corporate transformation in support of new growth strategy. Areas of focus included workforce planning, talent acquisition, performance management, workforce development, succession planning and career development.

Performance Management, Competency Model and Talent Management Process Design & Implementation

Designed and implemented performance management program for global financial services company. Upon completion of this work, re-hired to develop a competency model and new competency-based recruiting, performance management, and employee development processes.

Employee Satisfaction Assessment

Assessed process, culture, organization and systems to determine key drivers of a reduction in work quality and employee morale among financial services company's financial analyst community. Presented findings and recommendations to CFO; re-hired to design and implement talent management processes and tools.

Technology Adoption

ADP GlobalView Payroll Implementation

Analyzed change impacts, created and implemented communication and cutover plans, and oversaw UAT and training efforts for \$156B technology company's ADP GlobalView payroll implementation.

Oracle Hyperion BI & HFM Implementation

Led team in assessing change readiness, conducting stakeholder analysis, and developing and executing communication and training strategies for \$120B telecom company's Oracle Hyperion Business Intelligence and Financial Management implementation. Project approach increased acceptance by involving users throughout the design and implementation processes.

SAP HR/Payroll Implementation

Led comprehensive change management effort for \$26B food company's SAP HR and Payroll implementation at 80 sites in 22 states. Helped 800 users, many of whom had never used a personal computer before, understand how SAP enables them to do their jobs more efficiently, thereby minimizing transition costs and false starts while increasing company's rate of return on its SAP investment. Designed change management strategy, assessed organizational readiness, created sponsorship and change agent networks, coached site leaders on how to lead change, developed multi-faceted communication strategy, managed execution of all project communication, assessed impact of process changes on jobs, assessed training needs, built training strategy, and worked collaboratively with client leaders and vendors.

SAP HR/Payroll Planning Project

Assessed organizational strengths and weaknesses and developed overall change, sponsorship, training and communication plans for global food products company's SAP HR/Payroll planning project.

Oracle CRM Implementation

Assessed change readiness, coached leaders, developed and executed communication plan, and designed training strategy for Oracle Customer Relationship Management implementation for business management software company.