

## SUSAN T. BLAKE

An innovative collaborator and builder of solutions who combines a strong customer focus with excellent communication, facilitation, organization, and technical skills. Known for helping to achieve higher employee satisfaction, stronger internal teams, successful projects, improved organizational effectiveness, higher customer satisfaction and retention, and increased revenues.

### AREAS OF EXPERTISE

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Change Management	Process Development, Mapping and Improvement
Needs Assessment	Strategic Planning and Balanced Scorecard Development
Training Design and Delivery	Metric Development
Group Facilitation	Customer and Employee Satisfaction Measurement
Leadership Coaching	Change Communications

### ROLES AND ACHIEVEMENTS

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#### Change Management

- Led change initiative to facilitate adoption of new processes and behaviors, leading to full participation and utilization of systems.
- Guided clients through development of customer surveys and interpreting and acting upon results.
- Identified key motivator for clients that shaped subsequent development of products and marketing materials.
- Designed, implemented, documented, tested, and refined processes resulting in consistent customer experiences and replication by new team members.
- Facilitated strategic planning, including situation analysis, targeted future states, and SWOT analysis.
- Ensured alignment between client teams and organizational objectives; lead efforts to provide value to customers and build out processes; strengthen teams through group facilitation and individual coaching.
- Coached internal customers on improving business performance through organizational alignment.
- Interviewed key stakeholders.
- Facilitated team meetings.
- Assisted customers in articulating missions, strategic objectives, and critical success factors for Balanced Scorecards.
- Built strategy maps.
- Identified key performance indicators appropriate to specific departments' objectives.
- Developed metrics.
- Created enhanced visibility into performance and measurable increases in efficiency.
- Served as Subject Matter Expert for multiple departments on design and implementation of surveys.
- Launched a survey user group to facilitate adoption of best practices.
- Introduced the Net Promoter Score concept to senior management and incorporated it into quarterly executive reports, providing both target benchmarks and progress data.

- Expanded North American customer satisfaction measurement program to include International operations, a change that represented a significant operational shift for International branches.
- Resulted in a world-class global program that facilitated customer retention and increased revenues while respecting regional differences.
- Collaborated with colleagues across multiple departments and countries, including Operational Support, Marketing, Legal, Sales, Human Resources, and IT.
- Provided support to client in launching online communities.
- Consulted with IT Managers and CIO's to provide strategic staffing solutions that enabled them to achieve objectives.
- Managed implementation and day-to-day operations of global customer satisfaction management program for more than 300 branches.
- Developed employee surveys and external customer surveys that fueled customer-based improvements.
- Developed metrics, implemented reporting, and recommended initiatives to improve service quality based on data.

### **Change Communication**

- Developed and delivered communication to community participants, ensuring positive user experience and optimal participation.
- Improved internal communication and reduced redundant initiatives by introducing managers who faced similar issues and facilitating information sharing between them.
- Developed internal and external change communications and marketing communications.
- Developed management reports for seven lines of business, four geographic zones and 15 districts.
- Provide webinar content consulting, marketing consulting and system testing for launch of new webinar series for Organization Development professionals.
- Developed communication materials for system rollouts, enhancements, training, and process improvement initiatives.

### **Training Development and Leadership Coaching**

- Utilized metrics to identify candidates for targeted training and improvement initiatives.
- Coached frontline sales managers on best practices for issue resolution and policy and regulatory compliance.
- Coached Executive Management and senior managers on setting and achieving strategic objectives for quality service, Coach Clients through issues including communication and leadership challenges, team building, business focus, customer service, tactical and strategic problem definitions and resolution.
- Coached managers on leading teams and individuals through strategic changes.
- Develop custom training modules tailored to client business models and needs.
- Developed custom Quick Reference Cards and Participant Guides based on client-specific business processes for implementation of new HRIS system.
- Developed and delivered customized training to non-technical users on tactical and strategic uses of a new customer satisfaction measurement system and integration into human processes.

- Developed Training ranging from one-on-one to district-wide presentations. Customer satisfaction scores after one district-wide training program transformed the district from the lowest rated to the second-highest rated in two quarters.

## **WORK HISTORY**

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ORGANIZATION DEVELOPMENT CONSULTING	May 2009 – Present
ROBERT HALF INTERNATIONAL INC.,	September 1995 – February 2009
Business Performance Analyst, Pleasanton CA	February 2008 – February 2009
Quality Assurance Manager, Pleasanton CA	September 2001 – February 2008
Senior Account Executive (IT Recruiting), Minneapolis, MN	September 1995 – September 2001
FOURGEN SOFTWARE TECHNOLOGY, Seattle WA	
Inside Sales/Sales Administration Manager	January 1992 – March 1995
GROUP DYNAMIC, INC., Portland ME	
Co-Founder/Business Manager	January 1990 – January 1992

## **AWARDS & RECOGNITION**

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Nominated for 14 Circle of Excellence Awards (2003 – 2008)  
 Million Dollar Milestone (1998) and Three Million Dollar Milestone Awards (2001)  
 President's Club Sales Awards for revenues generated (1997 and 1998)

## **AFFILIATIONS**

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SF Coaches (Chartered Chapter of the International Coach Federation)	2010 – present
Sedaa's Global Brain Trust	2009 – present
Bay Area Organizational Development Network	2009 – 2010

## **EDUCATION**

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Bachelor of Arts, Cum Laude, Seattle University  
 Open Space Technology - Group Facilitation, Opening Space, 2010  
 Triple Impact Practitioners Program - Organization Development, Center for Human Systems, 2010  
 ChangeWorks! Practitioner Certification, 2009