



SUMMARY

20+ years of professional experience in the areas of organizational dynamics, change management, and leadership engagement



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EXPERTISE

Strategy

Change Management

Organizational Assessments

Training & Facilitation

Organizational Design

Human Behavior & Dynamics



DR. MARY BARNES

Coach/Advisor in Leadership, Change Management, and Workforce Transformation

With more than 20 years of leadership experience across commercial, local, and federal government organizations, Dr. Barnes brings a deep knowledge of organizational dynamics, change management, and strategy development from both a practical and academic perspective. Dr. Barnes assists leadership teams in solving their big problems – the problems that disrupt productivity and impact employee engagement. She has a proven track record of designing and implementing programs that get results and move the organization forward. Dr. Barnes focuses on empowering leadership to achieve their desired results by focusing on human dynamics and organizational behavior at all levels.

SAMPLE PROJECTS

CURRICULUM DESIGN AND DELIVERY

2018–2019

Dr. Barnes led the development of a curriculum for an innovative executive leadership development program. It was a US-Canada partnership program where acquisition leaders from both countries participated in a year-long program. The program focused on developing practical skills, developing the individual leadership of the participants, and solving a shared organizational problem. Dr. Barnes was also the faculty for this program, delivering Master's level courses in organizational learning and change, providing executive coaching to each participant, and conducting 360 interviews. Results included increased relationship building and provided a broader reach within the organization as well as individual development around leadership and solution development.



TALENT PIPELINE PROGRAM DEVELOPMENT

2017–2019

Dr. Barnes developed and led the Emerging Leaders Program (ELP) for the U.S. General Services Administration's Federal Acquisition Service. The program included strategic recruitment, individual coaching, group training, managing a two-year rotational program, and handling performance management. The program has developed several executive "fans" who reserve spots and projects for the ELPers every year.

EXECUTIVE COACHING

2016–2019

Dr. Barnes coached and advised executives, both on an ongoing basis and while working on addressing a specific problem. Dr. Barnes' coaching approach is human-centric and based in questions. She helps leaders see the larger implications to their actions and helps them understand how human behavior and dynamics impact their organization's bottom line.

SKILLS

Executive Coaching

Mind Mapping

Qualitative Research

Microsoft Office

Visual Design

EDUCATION

DOCTOR OF EDUCATION

GEORGE WASHINGTON UNIV |
2018

*Human and Organizational
Learning*

*Dissertation: Understanding the
Sustainability of a Planned
Change: A Case Study Using an
Organizational Learning Lens*

MASTER OF BUSINESS ADMINISTRATION

UNIVERSITY OF MD | 2007

Project Management

MASTER OF SCIENCE

UNIVERSITY OF MD | 2006

Financial Management

BACHELOR OF SCIENCE

FROSTBURG STATE UNIV | 1998

*Recreation Management with an
Adventure Sports concentration*

SAMPLE PROJECTS

(continued)

FACILITATION

2016–2019

Dr. Barnes regularly designs and facilitates strategic sessions for executives. She has facilitated session with various goals from co-facilitating a three-day strategic planning session for more than 20 C-suite level leaders to create organizational goals, a roadmap, and programmatic timelines to a full-day session for a single executive and his workforce to co-create strategies and address team synergy issues.

ORGANIZATIONAL ASSESSMENTS

2016–2019

Dr. Barnes led qualitative organizational assessments to help executive leadership identify the root cause to an identified organizational problem. Problems included things such as low employee engagement scores, lack of synergy among leadership teams, and distrust of the executive. Dr. Barnes custom-designed a questionnaire to interview key stakeholders, identified the root cause, and implemented the solution based on the findings of the assessment.

MERGER WORKING GROUPS

2017–2018

Dr. Barnes led the merger of the Technology Transformation Service into the Federal Acquisition Service. She created a highly collaborative methodology that engaged representatives from both organizations around eight topics: procurement, customer relationship management, finance and budget, administrative, cross-pollination, human resources, communications, and culture. Over the course of about a year, several logistics were resolved and longer-term recommendations were identified and briefed to leadership for action.

ORGANIZATIONAL RE-DESIGN

2016–2017

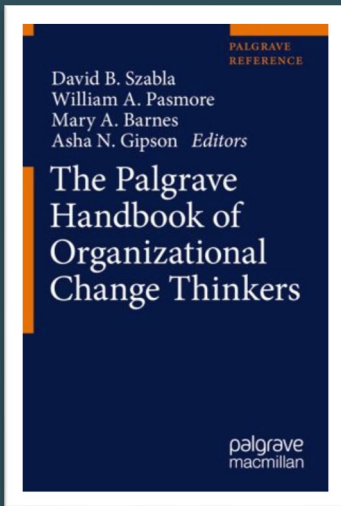
Dr. Barnes redesigned GSA Federal Acquisition Service to align with a new strategic sourcing operating model and procurement practices – a fundamental change to Federal procurement that saved taxpayers \$2 billion from 2012-17. She led a Tiger Team of organization representatives, facilitated the mapping of organization functions of over 3,000 employees, created the business case for organizational realignment, and worked with executive leadership to obtain buy-in and approval.

MAJOR CHANGE INITIATIVE

2015–2016

Dr. Barnes led the change management strategy to consolidate nearly 6,000 employees into a single location designed to accommodate roughly 4,000 employees – requiring a cultural shift and focus on new methods of management, oversight, and accountability. The effort utilized innovative change management tactics, such as experiential learning and reduced GSA Headquarters' DC-area real estate and energy footprint by 50 percent, saving \$24 million in leasing costs annually.

PUBLICATIONS



The number-one paid downloaded book in Palgrave's Business and Economics category. Over 150,000 downloads.

Szabla, D. B., Pasmore, W. A., Barnes, M. A., & Gipson, A. N. (Eds.). (2017). *The Palgrave Handbook of Organizational Change Thinkers*. Palgrave Macmillan.

Dr. Barnes also authored a chapter in the edited book:

Barnes, M.A. (2017). Robert Chin and Kenneth D. Benne: *Change Management Biography*

SPEAKING ENGAGEMENTS

PANEL MEMBER

JULY 2019

Customer service mindset panel for the Federal Protective Service

ADJUNCT PROFESSOR

2018– 2019

George Washington University, Graduate School of Education and Human Development, Organizational Leadership and Learning Master's Program

FEATURED SPEAKER

JUNE 2015

"Workplace Flexibilities and Change to HR Practitioners", 2015 Society for Human Resource Management (SHRM) Conference

PRESENTER

NOVEMBER 2014

"Learning Through Interaction", 63rd Annual American Association of Adult and Continuing Education (AAACE) Conference

PRESENTER

JUNE 2014

"Using experiential change strategies during a major organizational change," 5th International conference and doctoral consortium in the theme "Current Challenges in Organizational Change and Interventions", organized in partnership with the ISEOR Research Center (Magellan, IAE Lyon, University of Jean Moulin), the "Organization Development and Change" Division and the "Management Consulting" Division of the Academy of Management. This paper won "Best Paper" at the conference.

PRESENTER

FEBRUARY 2014

"Wait, what?! Experiential learning doesn't increase employee preparedness for change?," International Academy of Human Resource Development conference

FEATURED SPEAKER

MAY 2013

Webinar entitled "Workplace Flexibility: Business Strategy vs Employee Entitlement"

KEYNOTE SPEAKER

APRIL 2013

Organizational storytelling, Strategic Communication Community of Practice and Organizational Change Community of Practice joint learning session