

Cynthia Scott, Ph.D., M.P.H.

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Dr. Cynthia Scott is Professor, and Dean Witter Foundation Faculty in Sustainable Management Presidio Graduate School. She designed and teaches the required communication and leadership courses to MBA and MPA students. She is a member of the curriculum development, recruitment and retention committees and leads the faculty mentoring and student advising programs. She led the Executive Certificate in Sustainable Leadership Program with responsibility for student and faculty recruitment, and teaching and student mentoring. She earned the Outstanding Faculty Award from the students Spring 2015.

With ChangeWorks Lab she consults on projects with mission driven organizations related to leadership development, organizational change and social innovation. Some of her recent projects have been: Design and facilitation of Sustainability Summit for Boy Scouts of America, Design of Social Innovation Forum for Emzingo and Certification and Learning Labs for 5 Dynamics.

Cynthia has over 25 years of experience as an organizational consultant, author and executive coach. She is the founder of ChangeworksGlobal where she led numerous organizational change engagements. She brings depth and broad scale experience to the design, development and implementation of large-scale organizational change and leadership development projects.

With her books and learning tools, Cynthia has been a pioneer in the application of behavioral science research to create business impact. She has provided thought leadership in the areas of professional burnout prevention, personal performance improvement and organizational change and transformation. She has consulted with leaders to improve the quality of organizational environments and leadership performance.

Cynthia is co-author of 14 books among them: Leadership for Sustainability and Change, Take This Job and Love it, Getting Your Organization to Change, Empowerment, Rekindling Commitment, Managing Organizational Change, Empowerment, Organizational Mission, Vision and Values and numerous articles in management and trade journals.

Her clients have included Google, VMware, Boy Scouts of America, El Camino Hospital, Blue Shield of California, California State Automobile Association, Atlas, Benjamin Moore, Charles Schwab, Kaiser Permanente, AT&T, Intermune, The Private Industry Council, Pioneer Hybrid, Abbot Labs, Bank of America, The Monterey Herald, Daughters of Charity, Internal Revenue Service, ITT Hartford, Union Bank, Deloitte & Touché, Estee Lauder, National Semiconductor, IBM, and other organizations in financial, healthcare, high technology, and government sectors.

She is a frequent keynote speaker at national conferences on the topics of: Leadership, Mastering Change, and Innovation. Reports of Cynthia's work have been featured in publications such as the **Wall Street Journal**, **Business Week**, the **Stanford Business School Newsletter** and **Worthwhile Magazine**. She earned a Ph.D. in Psychology from the Fielding Institute, a M.P.H. in Health Planning and Administration from the University of Michigan and a B.A. in Anthropology from University of California, Berkeley.

EDUCATION

Ph.D. Clinical Psychology. The Fielding Institute. Dissertation, *Sources and Levels of Stress Among Family Physicians*. 1983.

M.P.H. Health Education and Administration. University of Michigan, School of Public Health, 1977.

B.A. Anthropology. University of California, Berkeley, Regents Scholar, Honors and Distinction. 1975

Certifications/Licenses

Licensed Psychologist California #PS 9154

Executive Coaching Certificate, Professional School of Psychology, 2000

TEACHING/RESEARCH EXPERIENCE

Presidio Graduate School

Core Faculty 2009-current

Designing and teaching MBA/MPA courses, curriculum and faculty recruitment, student advising and faculty peer mentoring.

Course Title: Effective Management Communications in Action

First required course (4 units) provides the foundation of self-discovery, team building, management skills and interpersonal communication. Student's create a personal vision statement, inventory personal strengths, assess their Emotional Intelligence and team social intelligence.

Course Title: Principles of Sustainable Leadership.

This is the second required course (4 units) in the Leadership Strand. It is designed to deepen the student's ability step into leadership roles, influencing and respond to conflict, leading teams in virtual environments, guiding crucial conversations and providing actionable feedback; and mobilizing personal and organizational change.

Hult International Business School

Adjunct Faculty Spring 2013

Course Title: Strategic Agility and Change Management

This course is idea for students who aspire to implement change and are still sufficiently early in their career (manager level) that they have not achieved high levels of organizational power, including brand managers, project managers, entrepreneurs, consultants and social philanthropists.

1. Understand how to use high engagement group and team based strategy generation tools
2. Understand change models and frameworks and the basic steps in developing organizational alignment with a focus on strategic change projects
3. Develop competencies in designing, managing and executing a strategic change intervention

Bainbridge Graduate School 2007-2008

Designed and taught Management 557 to MBA Graduate students. This course is the first in a sequence of three that provides management tools related to people and organizations. The focus of this quarter is on how each person participates within groups, teams, and organizations in a way that supports the formation and facilitation of high performance teams. Evaluated team based learning projects.

Institute for the Future, San Francisco

Research Project Director-Generations at Work

Led data collection team on global trend identification project. Supervised analysis and designed product/ tool kits and presentations for business partners.

Department of Family and Community Medicine, University of California, School of Medicine, San Francisco 1984-1987

Research associate and clinical faculty, designing Coping Skills for Residents: Protocols for Self-Management, a 6 session, modular stress management program for residency training programs,

Community Health Programs Coordinator, Family Practice Department, School of Medicine, University of California, Davis 1977 - 1978

Designed and taught geriatrics curriculum, designed continuing education seminars in clinical geriatrics, conducted these programs throughout California.

Behavioral Science Faculty, Family Practice Department, School of Medicine, University of California, Davis 1978 –1980

Developed and taught comprehensive curriculum in behavioral science for nurse practitioner and physician's assistant students. Using a competency based approach; course emphasized behavioral aspects of clinical practice, self-care techniques, health promotion approaches and self-regulation methods. Developed courses in community health and advised students in the Masters of Health Services Program.

EXECUTIVE EXPERIENCE

Saatchi & Saatchi S, VP Consulting Strategy Practice, San Francisco

She lead a national group of strategists that engage organizations (Wal-Mart, Frito-Lay, AT&T and Duke Energy) in setting strategies and designing and implementing programs that promote personal and organizational sustainability. Sales and proposal development, product design and staff development.

Lee Hecht Harrison, SVP of Product Development, Leadership Development Practice, San Francisco

She set the strategy for the development of the practice offerings and worked as a resource to multiple client organizations to develop customized solutions for the development of global

leadership capability at the emerging, core, accelerated and legacy levels. Designed and created overall leadership consulting methodology revised existing programs and developed new products (listed below). Consulted with 300+ consultants and coaches in a worldwide network to provide customized solutions for a broad range of clients (midsize-Fortune100). Upgraded the conceptual foundations and blended learning approach to adapt to multiple client requirements. Created product packages:

- Coaching Practices for Leaders Program
- Building Organizational Resilience
- Enhancing Personal Resilience
- Agility Toolkit

Towers Perrin, West Coast Change Practice Leader, San Francisco

As part of Global team, initiated business development, professional staff development and cross business-consulting projects. Provided consultation on mergers, change capability development and human resources initiatives.

ChangeWorks Global Founding Partner 1983-1995

Cynthia was a founding principal of ChangeWorksGlobal; a San Francisco based consulting firm where she focuses on mobilizing organizational capability for change, which results in enhanced service and quality. She served as a thought leader and consultant on a broad range of consultation engagements, working with executives in the change-management arena, including, downsizing, executive team visioning and alignment, large-scale strategic planning, work-process redesign and implementation management.

CONSULTING PROJECTS:

Boy Scouts of America: Sustainability Summit, Dallas, Texas

Design of organization summits (face to face and virtual)

- Senior Leader Consultation/ brand repositioning
- High engagement-interactive design and facilitation
- Sustainability Toolkit-web site content and
- Strategic illustration of BSA Sustainability Journey

5 Dynamics: Product Development/Strategic Positioning, Ruston, Louisiana

- Development of core certification process
- Design of materials and customer tools
- Client engagement

El Camino Hospital - Mountain View, California

- Fundraising strategy
- Client engagement
- Team development

Deloitte Consulting, Global

Change Management Methodology Design

Member of Global design team to develop change management methodology for world- wide projects. Reviewed and synthesized current practices and literature to create tool kit and frameworks for mobilizing the organizational for change, revitalizing organizational culture and employee involvement and sustaining the change. Provided partner and associate trainings and joint engagement consultation.

Blue Cross, San Francisco, California

Change capability development

- Design consultation to internal team
- Custom 3 day curriculum and tool development

Veraz: Milpitas, California and Israel

Merger consolidation, senior team alignment

- Senior Leadership Team Consultation/ Alignment
- Senior Team Offsite design and facilitation
- Organizational Assessment and site visits
- HR Design and consultation

Symbol Technologies, Melville, New York

Cultural transformation to initiate a high performance culture

- Executive Team development-group and individual coaching
- Leadership Team alignment-values and vision
- HR design consultation-leadership development
- Formulation of Organizational Development Plan
- Change Management Consultation

Monterey Herald, Monterey California

Organizational re-design, senior team development

- Culture and leadership assessment

- Whole organization meetings (#80+) to focus and refine strategy
- Executive team development and alignment
- Established and facilitated cross department teams

Executive Women's Alliance, San Francisco, CA

Leadership development for senior and emerging women

- Designed yearly conferences for Women Executives
- Designed and facilitated Leadership Alliance year long development corporate program
- Created one day seminars and products for upcoming women

Chevron-Texaco, San Ramon, CA

Worldwide merger integration

- Create coordinated approaches for cultural and organizational integration
- Designed change management approach with a customized learning process comprising ten, single-point learning modules
- Developed and facilitated train-the-trainer sessions

Capital One, Credit Card Services, Fredericksburg, VA

Development of internal change management capability development

- Design and facilitation of team sessions for year long Change capability program
- Consultant to operation unit leaders for leadership of large scale re-organization

Charles Schwab-Brokerage Operations & STech (CIO), San Francisco, CA

Maintain focused culture amid fast growth and innovation

- Senior leadership team development and coaching
- Design and facilitation of team alignment sessions
- Created Conversation Kitssm for managers to engage their teams about vision and strategy
- Coaching for managers facilitated simultaneous sessions with 2,700 employees

Solutia, St. Louis Missouri

Cultural Transformation/ERP Implementation

- Culture and leadership assessment
- Customized change management architecture for ERP implementation
- Consultation to design team
- Large group sessions to focus implementation rollout
- Created Leading for Resultssm toolkit-work team based learning curriculum

Kaiser Permanente, Oakland CA

Executive Development, Leadership development for physician leaders

- Designed leadership development course for Physician Chiefs
- Facilitated day-long session (quarterly) change leadership

National Semiconductor, Santa Clara, CA

Large-scale cultural transformation, leadership development

- Executive team presentations
- Consultant to internal organizational transformation team to design and implement leadership development session for 600 global leaders
- Developed high-involvement processes to close 4" wafer fabs (multiple locations).
- Designed and facilitated senior leadership sessions for 650 managers

IBM-Santa Teresa Santa Teresa CA

Culture/leadership transformation

- Designed and led multiple large group session (300 people+).
- Developed a unique approach to involving employees at all levels in understanding their responses to change and providing skills and tools to use in that transition.
- Developed tools and processes for increasing empowerment, accountability and self-management in a culture of entitlement.

Thought Leadership and Tools Development

- Developed and designed core change management tools (**Transition Curvesm**) and training programs (**Mastering Changesm**, **Change Leadershipsm**) that are used by numerous organizations.
- Supported the customization of assessment tools, train-the-trainer, and internal capability development of numerous change management initiatives. This work has been used to create CDROM, audiotape packages and online seminars – You Achieve.com, Athenaonline.com. and capability development memes for Memeworks.
- Created **Conversation Kitssm** a self-facilitated method of engaging large groups of people in conversations about key issues such as vision, performance, strategy and accountability. These Conversation Kitssm have been used in multiple organizations worldwide.
- Pioneered the development of **Values Cards** and published **Mission, Vision Values** toolkit for teams to have discussions about how individual values are connected to team and organizational values.
- **Building High Commitment Workplaces**, one-hour video produced by Executive Communications.
- **Take This Job and Love It!** three-hour audiotape (Escape Burnout-Create Heartwork, Discover Personal and Professional Vision and Mission, Increase Your Personal Power), 1988.
- **Mastering the Change Curve** (1st edition [1997] and 2nd edition [2003] editions), facilitators guide includes CD-ROM, PowerPoint presentations, workshop activities and step-by-step instructions (published by HRDQ press).
- **Entrepreneurial Government Workshops/State of California** Nationally syndicated seminars focused on implementing “entrepreneurial” government. Designed and presented live broadcasts with studio audience on: Visionary Leadership, Empowered Performance, and Rekindling Commitment.

BOOKS PUBLISHED

Leadership for Sustainability and Change, Scott, Cynthia and Esteves, Tammy. Do Sustainability Press, 2013.

Getting Your Organization to Change: Putting A Guide for Putting Your Strategy into Action, Jaffe, Dennis and Cynthia Scott. Menlo Park, California, Crisp Publications, 1999.

Take This Work and Love it, Scott, Cynthia and Dennis Jaffe. Los Altos, California: Crisp Publications, 1997.

Organizational Vision, Values and Mission: Building the Organization of Tomorrow, Scott, Cynthia and Dennis Jaffe. Los Altos, California: Crisp Publications, 1994.

Rekindling Commitment: How to Revitalize Yourself, Your Work and Your Organization, Jaffe, Dennis and Cynthia Scott and Glenn Tobe. San Francisco, Jossey-Bass, 1994.

Self-Renewal: High performance in a high stress world, Jaffe, Dennis and Cynthia Scott. Los Altos, California: Crisp Publications, 1993.

Empowerment: A practical guide for success, Scott, Cynthia and Dennis Jaffe. Los Altos, California: Crisp Publications, 1991.

- Managing Organizational Change: A Practical Guide for Managers**, Scott, Cynthia and Dennis Jaffe. Los Altos, California: Crisp Publications, 1989. (Revised 2002).
- Managing Personal Change: A Primer for Today's World**, Scott, Cynthia and Dennis Jaffe. Los Altos, California: Crisp Publications, 1989. (Revised 2002).
- Self-Renewal: A Workbook for Achieving High Performance in a High Stress Environment, Jaffe, Dennis and Cynthia Scott. New York: Simon and Schuster, 1989.
- Take This Job and Love It: How to change your work without changing your job Jaffe, Dennis and Cynthia Scott. New York: Simon and Schuster-Fireside (1988).
- Stressmap: The Ultimate Stress Measurement and Self-Assessment Guide: Personal Diary Edition Esther M. Orioli, Dennis T. Jaffe, and Cynthia D., Ph.D. Scott (1987)
- Heal Thyself: The Health of Health Care Professionals**, Scott, C. & Hawk, J. (Eds.) New York: Brunner-Mazel, (1986)
- From Burnout to Balance: A Workbook for Peak Performance and Self Renewal**, Jaffe, D. & Scott, C. New York: McGraw-Hill, 1984. Winner, Medical Self-Care Book Award.
- The Healing Partnership**, Rosenthal, R. F. & Scott, C., Health promotion resources. In R. Rosenthal & J. Gordon, (Eds.), Washington, D. C.: Aurora Associates, 1984.
- Eldercare: A Practical Guide to Clinical Geriatrics**, O'Hara-Devereaux, M., Andrus, H., & Scott, C. (Eds.), New York: Grune & Stratton, 1981.

SELECTED PUBLICATIONS AND CITATIONS

- Agility: Fast feedback Leadership, **Lee Hecht Harrison**, 2006
- Enterprise Excellence: Transforming Learning into Knowledge, **Chief Learning Officer**, 2005.
- Personnel Today** (Surrey, England): January 2003.

- Navigating the Badlands*, **ASTD Training and Development Journal**, January 2003.
- Business Week**: She's Gotta Have it, July 22, 2002.

Channel 4, KRON San Francisco: Business Watch, July 2002

Working Wounded: 2001 Newsletter

- Change Leaders and Navigators*, **Executive Excellence**, Vol 17. No. 12 December 2000.
- Rhapsody in Change*, **Journal for Quality and Participation**, The Association for Quality and Participation, March-April 2000.
- Values: The Organization's Cultural Bedrock*, **Perspectives on Business and Global Change**, World Business Academy, Volume 12 No. 1.
- How to Link Personal Values with Team Values*, **ASTD Training and Development Journal**, March 1998.
- Re-engineering in Practice - Where are the People? Where is the Learning? **Journal of Applied Behavioral Science**, September 1998.
- The Human Side of Re-engineering*, **Healthcare Forum Journal**, Sept-Oct 1997.
- Rekindling Work Commitment and Effectiveness through a New Work Contract*, **The New Organizational Reality**, American Psychological Association, 1995.
- Managing the Human Side of Change, **Journal of AHIMA**, May 1994.
- Quality consciousness as a Stage of Organizational Growth in an Emerging High-Tech Company, **Vision Action**, 1992.
- Career Development for Empowerment in a Changing Work World, **New Directions in Career Planning in the Workplace**, 1992
- From Crisis to Culture Change*, **Healthcare Forum Journal**, May-June 1991.
- Bridging your Workers' "Motivation Gap," **Nation's Business**, March 1989.

Experience Prior to 1987

ESSI Systems Inc., San Francisco

Founding partner in an organizational consulting firm specializing in management development, organizational development, and stress management products and services. Responsibilities included: design of products, i.e. ESSI Systems StressMapSM and StressWorksSM; design and implementation of OD efforts, "Managing Change" workshop and Train the Trainers; design and implementation of management development efforts, Executive Development, Supervision Skills, Time Management and Stress Management. 1984-1987.

Management Development Representative, Pacific Gas & Electric

Initiated division wide management development effort, including needs assessment, designing and implementing computer tracking system, training design and implementation and tailored executive development plans. 1983 - 1984.

Director, Health Psychology Institute, Berkeley

Founder of a health psychology clinic providing psychological services for people with physical illnesses and stress related difficulties. Modalities include family therapy, relaxation training, hypnosis, guided imagery, biofeedback, stress management, nutritional counseling, and health education/self-care workshops. 1982 - 1983.

Consultant, Spanier Associates, San Francisco 1982 - 1983.

Employee assistance coordinator for business and industry, providing on-site consultation regarding alcohol and drug abuse, stress and other work related problems. Training in stress reduction, identification of impaired employees and effective management techniques.

Consultant, Parenthood After Thirty Project, Berkeley

Program planning and analysis, development and writing of health education materials, training of health professionals. 1980 - 1982.

Project Coordinator, Aging Health Policy Center, University of California, San Francisco

Curriculum coordination and development for multidisciplinary project in geriatrics for health science and social science students. Project development, implementation, and evaluation. Coordinator of a national conference on curriculum in geriatrics with special funding. Lecturer in geriatrics to health science students. 1980 - 1981.

Program Assistant, Training and Development Division of Personnel Department, University of Michigan, Ann Arbor 1976 - 1977.

Surveyed affirmative action training needs within university. Produced "Women's Life Planning Packet" for division use.

Counselor/House Manager, Charilla Foundation, San Francisco 1972 - 1973.

Member of treatment staff at residential treatment center for young women.

Counselor, Terros Drug Treatment Center, Phoenix, Arizona 1968 - 1969.

Co-founder, community developer, fundraiser for community based drug treatment/crisis intervention center for teens.

Selected Conference Presentations – Pre-2000

- Society of Human Resource Managers (SHRM) Human Capital Advantage 1998.
- Business and Consciousness-Puerto Vallarta, Mexico Become a Change Navigator 1998.
- International Public Personnel Association, Orlando, Florida-Creating Commitment through Collaboration, 1998.
- Human Resources Professionals-San Francisco Becoming a Change Navigator, 1998.
- University of Utah-Business Partnerships Conference-Career Resilience 1998.
- Washington State Society for Clinical Laboratory Services, Workplace 2000, 1998.
- Society of Psychologists in Management, 1998.
- ASTD International Conference, 1998.
- Deloitte Touche-partners meeting Ottawa 1997.
- Young Presidents Organization 1997.
- Stanford Business School- Becoming a Change Navigator1997.
- American Medical Group Association-Leading Change 1997.
- "From Burnout to Balance" University of California, San Francisco, 1987.
- "Heart Work," American Society of Training and Development, San Francisco, Ca. 1986
- "Stress Management in Corporations" Univ. of Calif. Occupational Medicine Conference, San Francisco, 1986
- "Heal Thyself: Overcoming Burnout in the Health Professions" Saybrook Institute, San Francisco, 1986.
- "Stress Management: Protocols for Self-Management" American Medical Students Association, Annual Conference, Las Vegas, Nevada, 1986.
- "Managing Change," ODN/ASTD Conference, 1986.
- "The Future of Health Promotion," Assoc. for Fitness in Business, San Francisco, 1986.
- "Visionary Management," Organizational Development Network, San Francisco, 1985.
- "Using StressMap," Association of Fitness in Business & Industry, Dallas, Texas 1985
- "From Burnout to Balance," Wellness in the Workplace Conference, Norfolk, Virginia 1985.
- "Employee Assistance Programs in Health Promotion," Organizational Development Network Conference, Pasadena, California 1982.
- "Sources of Stress in Family Physicians," American Medical Association Conference on the Impaired Physician, Portland, Oregon 1982.
- "Social Support in a Medical Setting," Society of Public Health Educators Annual Meeting, Los Angeles, 1981.
- "Stress Reduction Techniques," Northern California Conference on Occupational Stress, Oakland, 1980.
- "Clinical Geriatrics for Health Professionals," Western Gerontological Society Annual Meeting, San Francisco, 1979.
- "Innovations in Geriatric Care," University of California, Davis, 1978.