

Anna Ewins, Ph.D.

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Summary of Experience

Anna Ewins is a consultant in the field of organizational behavior, human systems design, and the dynamics of change. She works with enterprise leaders to build competitive advantage by identifying and building the organizational capabilities required for success.

For the past twenty years Anna has led the design and implementation of strategic change initiatives for companies across a wide range of industries, from healthcare, high technology, and financial services, to oil, public utilities, and aerospace. Prior to establishing her consulting practice, Anna Ewins Company, in 1988, she held several internal organizational and management development positions in the UK and US. Her line management experience includes serving as an executive in Ernst & Young's health care practice and as a partner with Global Accelerator, an international consulting and investment firm supporting high technology start-ups.

Anna began her career as a research scientist in microbial genetics at the Lister Institute of Preventive Medicine and at the Royal Postgraduate Medical School in London. Turning her focus to human development, she joined the Polytechnic of Central London as a career counselor, and then went on to The City University, London, when she began her management consulting practice. Career opportunities brought her to the Bay Area in 1982, where she has now established her home.

Anna has been an adjunct professor on Ph.D. and M.B.A. courses in organizational behavior, culture change and leadership, most recently with JFK University and California School of Professional Psychology. She has also served as faculty for professional development courses such as Stanford University's Continuing Education program and Consulting Psychologists Press. Anna has been an editor for two professional journals and is a published author in the fields of organizational psychology and microbial genetics.

Areas of Consulting Expertise

Organizational Design: Designs both an organization's "hardware" (e.g. structure, systems and procedures) and its "software" (e.g. culture, leadership, team and individual behavior), ensuring that all of these complex factors are aligned to maximize organizational performance. E.g., if organizational restructuring is required as part of a solution, identifies the roles and behavioral changes necessary to support the new structure. Conversely, if the focus is on culture change, makes sure that the newly desired behaviors are fully supported by the company's performance management and reward system.

Change Management: Provides practical approaches and tools to help successfully navigate complex organizational changes. Advises on the organization's change strategy, assessing whether the needed changes are primarily structural or behavioral, and how best to sequence them. Guides the leadership team through each step of the process, from determining the need for change and assessing organizational readiness, to building organizational commitment to implementing and sustaining the change. Assists in establishing a project team infrastructure to implement necessary changes. In large complex change initiatives typically partners with the organization's Program Management Office and Human Resource department and teams with business consultants engaged by the company from other disciplines.

Leadership Coaching: Provides a confidential setting in which to help leaders clarify the personal and organizational issues they face in deciding how to shape their organization and implement their plans. Acting as a sounding board, helps examine and test their assumptions as well as deal with difficult issues that stand in the way of productive action. Designs leadership skills assessment and development plans and supports their implementation through feedback and coaching. Strengthens teamwork in the senior management team to promote strategic clarity, sound decision making and goal alignment.

Education

Ph.D. in Psychology, (organizational focus) Saybrook Institute, San Francisco, California.

M.S. in Industrial/ Organizational Psychology, San Francisco State University, California.

Dip. in Career Counseling, Kent College, England.

M.Phil. in Microbial Genetics, London University, England.

B.Sc. in Life Sciences, Aberdeen University, Scotland.

Work History

1988 – 1998 and 2001 – Present

Partner, Ewins & Winby: San Francisco. Provides strategic organization and management development consulting services for companies undergoing significant business change and cultural transformation. See www.ewinswinby.com for details of consulting services and approach, selected client list, testimonials and consulting associates.

2000

Partner, 54th Street Partners, a division of Global Accelerator LLP: San Jose. Responsible for building the Organization Effectiveness practice of Global Accelerator, an investment and consulting firm providing operational support, strategic consulting and capital to allow early stage companies to focus on their technology and accelerate their value.

1998 - 1999

Senior Manager, Ernst & Young LLP: Walnut Creek. Provided leadership in Health Care consulting practice with expertise in Business Change Implementation. Responsible for business development, recruitment, engagement management, as well as service delivery. Engagements included implementing a post merger integration initiative for a major Californian HMO, built around SAP; and building a Shared Services organization for the largest supplier of health care in California.

1985 - 1988

Organization and Management Development Consultant, Longs Drug Stores, Inc.: Walnut Creek. Established Organization Development function; designed and facilitated management development and training programs in stores throughout the chain, extending through the Western States and Hawaii, and at headquarters.

1983 - 1985

Human Resource Consultant, McKesson Corporation, San Francisco: Managed and facilitated organization development projects in operating units in California and Wisconsin; designed Human Resource Development system for career management.

1978 - 1982

Career Development Consultant, The City University, London: Consulted to industry on graduate recruitment, management development and career development. Managed and conducted in-service training programs for career development professionals, regionally and nationally. Provided career planning services to students, including the design and delivery of an undergraduate course, which won a Nuffield Award for curriculum innovation. Consulted to faculty on change leadership strategies during a 20% organizational downsizing.

1974 - 1978

Career Counselor, Polytechnic of Central London: Provided all career planning services to students. Specialized in mid-career change counseling.

1972 - 1973

Assistant Director, Royal Institute of Public Health and Hygiene, London: Planned conference and Board of Directors meetings. Negotiated solutions between Institute's laboratory and industrial clients on testing and certification problems.

1967 - 1971

Research Scientist, Hammersmith Hospital/Lister Institute of Preventive Medicine, London: Designed and conducted microbial genetics research. Published research results in five international medical journals.

Sample Consulting Engagements

- Developed business readiness strategy and plans for effective acquisition of a major oil company, covering Day 1 readiness and execution, risk management, management handover, leadership onboarding, cultural assimilation and retention.
- Created communications strategy and plan for \$3 billion, 5 year asset development project for Eurasian oil company. Implemented plan, including establishing a group to provide internal and external communications.
- Guided design and launch of worldwide culture change effort for international oil company with executive and senior management group to meet competitive challenges following privatization.
- Prepared California's largest healthcare provider for implementing a post merger integration strategy based on SAP solution, through redesigning the organizational structure, roles, and performance management systems.
- Provided change leadership consultation to managed care company on launch, design and implementation of large-scale change initiative to build consumer focused health plan. Change initiatives included health care innovations and new technology systems and e-commerce.
- Led design and implementation of "people" components of business renewal initiative for executives of a large, statewide insurance company to overhaul existing operations and create new market opportunities.
- Designed and facilitated management off-sites for director of major high technology company to determine strategic goals and priorities, clarify role of management team, and identify and address leadership development needs.
- Led team of change management consultants in design and delivery of a new Shared Services organization for multi-state health care provider system of 45 hospitals, including ERP implementation.
- Project managed talent selection improvement initiative for investment bank, from developing selection criteria through to interview training and evaluation.

Partial List of Clients

Apple Computers, Allied Signal/Bendix, Blue Shield of California, British Petroleum, California State Automobile Association, California State Lottery, Central Contra Costa Sanitary District, ChevronTexaco, Coherent, Consulting Psychologists Press, Health Net, Kaiser Permanente, Levi Strauss, LSI Logic, McKesson HBOC, Pacific Bell, Pacific Gas & Electric, Redwood Health Services, Robertson Stephens, Stanford University, Sun Microsystems, The Healthcare Forum.

Professional Development

- Center for Creative Leadership: Certification in "Benchmarks" 360-degree feedback instrument for executive assessment and development, 1999.
- The Coaches Institute: Advanced Coaching Skills, 1999.
- Institute of Group Analysis, Venice, Italy: On the Meaning of Money, 1999.
- Development Dimensions International: Developing High Impact Performance, 1998.
- Ernst & Young, LLP: Post Merger Integration Strategies & Methodologies, 1998.
- Acclivus: Selling for Value, 1998.
- The Axelrod Group: The Conference Model: A Whole Systems Approach to Work Redesign, 1995.
- The Gestalt Institute of Cleveland: On Presence: The Use of Self in Organizational Consulting, 1995.
- Chris Argyris & Action Design Associates: Action Learning Advanced Consulting Skills, 1993.
- American Arbitration Association: Conflict Resolution, 1987.
- Berkeley Extension: Consulting Skills, 1982-3.
- Surrey University, England: Human Potential Research Project courses in Adult Learning, 1979-81.
- Tavistock, London: Group Relations Training, 1978-80.
- Institute of Group Analysis, London: Group Dynamics Theory and Experience, 1974-5.

Professional & Community Affiliations

Current

- *Psychodynamic Counselling*, London, UK: Member of Editorial Advisory Board since 1995.
- SFMOMA docent since 2003 and Docent Council member since 2004, responsible for Docent Enrichment Program
- National Museum for Women in the Arts: SF Chapter Launch Committee Member
- Commonwealth Club and Churchill Club: Member

Former

- Bay Area Organization Development Network: Officer, Board of Directors, 1988 and 1989. Member since 1983.
- *Vision/Action*, Journal of BAODN: Associate Editor, 1987- 1995.
- Business Volunteers for the Arts, San Francisco Chamber of Commerce, 1990s