

Carole Lyles Shaw: Experience Overview

Carole Lyles Shaw is founder and President of the Columbia Resource Group. Her clients include the World Bank, Deutsche Bank, Infineum, Luminex Corporation, Goddard Space Flight Center, Maryland Department of Motor Vehicles, Smithsonian Anacostia Community Museum, Social Security Administration, NASA Goddard Space Flight Center, Department of Commerce [US&FCS], LifeNet, Pearson plc [publishers of the Financial Times, Penguin and other imprints], The Hospital for Sick Children, Space Telescope Science Institute, Washington Suburban Sanitary Commission, the District of Columbia Government and other government and commercial clients.

Since 1989, Carole has consulted on change management, managing performance, organizational development, leadership development and executive coaching, executive team development, large group retreat planning and facilitation. She has successfully managed numerous projects that required engaging, integrating and managing teams of consultants from multiple firms. As a presenter, Carole receives consistently high evaluations on her ability to engage individuals and groups in difficult conversations, where they can explore the strategic and operational dilemmas that face leaders in today's complex organizations. Participants in her sessions state that Carole provides deep challenge while providing the type of psychological safety that is so necessary for learning.

Carole's experience includes serving as Program Director for master's programs in human resources, organizational development and leadership development at the Johns Hopkins University School of Continuing Studies [now known as the JHU School of Professional Studies—Graduate Division of Business and Management]. While at Hopkins, she was the founder, lead designer and program manager for the JHU Leadership Development Program, a cohort based leadership development experience for minority managers. This program was the first of its kind to link graduate education with an intensive personal growth experience for minority managers. The LDP won major awards from national higher education associations for innovation in program development.

Carole has also conducted group and team coaching for students in masters level programs at American University. In one program, she served as a co-facilitator for 'community time'—a full group experience for the cohort that focuses on improving their skills in collaboration, giving and receiving feedback, emotional intelligence and conflict resolution. Carole has also conducted problem solving interventions with learning teams and other groups in academic settings and with her commercial and government clients.

Prior to launching her consulting firm, Carole served as an HR executive for Citicorp and other private sector firms. As an HR executive, she developed many management development programs that linked organizational objectives at a strategic level with pragmatic, high impact HR programs and systems. Her responsibilities and achievements included: employee relations; managerial, professional and non-exempt staffing; division compensation program; and training and development. She was responsible for personnel policy development and implementation and established and managed the training function for the division. She developed and conducted

management training in personnel policies and practices, diversity, conflict management, leadership, coaching techniques and interviewing skills. While at Citicorp, she developed a model for supervisory and staff training that emphasized transfer of training to the workplace.

She is a past member of the NTL Institute for Applied Behavioral Science. She has been invited to speak on leadership, change management and emotional intelligence at many professional conferences. Carole holds an MBA from Columbia University, a bachelor's from Morgan State University, and has pursued advanced graduate study in organizational behavior at George Washington University and in public policy at the University of Southern California. She is currently completing her certification as an Action Learning Coach with the World Institute for Action Learning.

EXPERIENCE: Focus Areas

PROGRAM MANAGEMENT Carole has over 20 years experience as an internal and external program manager. She has managed major consulting contracting contracts (some over \$1,000,000) and delivered these projects within budget, on time and with high standards for quality.

ORGANIZATIONAL ASSESSMENT/TRAINING PROGRAM DESIGN: Carole has more than 20 years' experience conducting organizational assessments and designing leadership development programs starting as an HR Executive and since 1989 as an external consultant. She has designed programs for senior executives in the federal government, local government, private and non-profit sector (senior vice presidents, vice presidents and business heads).

FACILITATOR/TRAINER : Carole has more than 20 years experience as a presenter and has designed and delivered training programs on group facilitation, group process and related skills for clients and in graduate school programs.

INDIVIDUAL/GROUP/TEAM COACHING: Carole has more than 20 years experience coaching intact work teams, project teams and other groups for federal, local and private sector clients. She has also conducted group coaching in masters level programs at American University and Johns Hopkins University.

UNIVERSITY TEACHING: Carole has more than 15 years experience developing and teaching innovative courses at the Masters level in the areas of organizational behavior, leadership, organizational change and high performing teams. Carole developed the first course on Virtual Teams for Loyola University's MBA program.

EDUCATION

Morgan State University. B.A. English.

Columbia University. Masters in Business Administration.

Advanced studies public policy and organizational development at George Washington University and University of Southern California.