

## Christopher W. Symons – Change Management Executive

202 County Line Auburn Road, Auburn Georgia, USA 30011-3089 – 1+ (770) 843-0496  
[cwsymons@cwsymons.com](mailto:cwsymons@cwsymons.com) – [www.linkedin.com/in/cwsymons](http://www.linkedin.com/in/cwsymons) – [www.cwsymons.com](http://www.cwsymons.com)

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### Professional Summary

A distinguished Change Management Executive, and Trusted Advisor, influenced by a remarkable career in Information Systems and Organizational Change, delivering wisdom, integrity, and value. Recognized as a principled leader in organizational and operational discovery focused on Objectives and Key Results (OKR), including Key Performance Indicators (KPI), resulting in high rates of change adoption and sustainable utilization. Known for creation and connection of transformative outcomes that drive organizational agility and operational excellence, I drive Strategy, Quality, Efficiency, and Innovation impacting Individuals, Organizations, Cultures, and Systems. Decades of strategical and tactical management experience, including Information Systems and Organizational Change, resulting in a legacy of value which greatly enriched the lives of others and the process by which change resistance was mitigated across a wide range of unique and tailored change initiatives. My experience has provided for change clarity, resulting in high degrees of mid to senior level change capabilities and capacities, with robust return on investment (ROI). Applying the PROSCI/ADKAR structured methodology has resulted in equally high rates of sustainable change adoption and utilization. My career spans multiple industries, most recently, Professional Services, Software, Technology, Government, Public Health, Insurance, Financial, Energy, Pharmaceutical, Manufacturing. My approach to bringing order to chaos begins with quality relationships and continues with highly transferable, strategically integrated, skill sets, structured methodologies, artifacts, deliverables, governing standards, comprehensive work plans, and personal accountability, including a dedication to professional development.

- Recognized for organizational agility by increased change capability and capacity an average of 40%, across 8 organizations with an average increase in adoption and sustainable utilization of 35%.
- Recognized for operational excellence with gains in operational flexibilities and efficiencies averaging 23% across 12 organizations, with the very successful establishment of Objectives and Key Results (OKR), and Key Performance Indicators (KPI).
- Reduced change resistance by an estimated average of 21% through mentoring, coaching, training, and strategic communications campaigns spanning 8 clients, 60 business units averaging an audience of 153 staff per business unit.
- Aggressively advanced value through mission centric ITSM (Operational Level (OLA), Service Level (SLA) and Data Use (DUA) Agreements resulting in customer service satisfaction consistently above 90%, client service improvements of 38%, revenue increases of 20% and staff retention rates of 92%.
- Delivered a wide variety of waterfall, Agile, and Hybrid Enterprise Resource Planning (ERP) projects, averaging EVM for SPI/CPI of 1.02 to 0.98 over 30 years.
- Secured high value opportunity win rates of 75%, including 6% growth in new business, as Consulting Services Manager.
- Delivered highly valued OCM, systems, artifacts, and deliverables, exceeded client expectations, for 10 technical efforts and 30 end user communities.
- Recognized for organizational change management (OCM) executive advisory services, recalled on 3 long term and numerous one-off follow-on contracts.
- Through strong and consequential interpersonal skills, established and maintained numerous decades long, multi-generational, personal and mentor relationships.

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### Skills

**Functional** – Organizational Change Management | Change Management | Operations Management | Contract Management | Requirements Management | Project Management | Risk and Issue Management | Release Management | Configuration Management | Compliance Management | Service Management | Stakeholder Management | Complex Problem Solving | Business Systems Analysis | Information Process Management | Communication Management | Communication Campaigns | Quality Assurance | Performance Management | Training | Time Management | Team Building | Team Development | Training | Research and Analysis | Principal Consulting | Personnel Management | Business Development | Mergers | Acquisitions | Divestments | **Interpersonal** – Compassionate Leadership | Active Listening | Assertive Verbal/Written Communication | Conflict Resolution | Win-Win Negotiation | Coaching | Mentoring | **Technical** – Information Systems | Microsoft; Windows 11, Edge/Bing, OneDrive, Office 365, Word, PowerPoint, Excel, Team, Skype, SharePoint, Project, Visio, OneNote | WinZip | Zoom | Firefox | Chrome

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### Artifacts and Deliverables

OCM Characteristics and Attributes | Change Impact Assessments and Analysis| OKRs | KPIs | OCM Strategies with Detailed Assessments | Comprehensive OCM Plans | Stakeholder Analysis – Registries/Logs | Integrated Project and OCM Schedules with Detailed Activities | Standard Operating Procedures (SOP) | Extensive Process Documentation and Job Aids | Sponsor Tools - Readiness Assessments, Guidance, and Sponsorship Roadmaps | Group and Individual Resistance Management – Assessments, Plans, and Schedules | Communications Campaigns – Key Messages, Content Curation, Assessments, Distribution and Schedules | Training - Needs Assessment, Comprehensive Plans, Coordination, Delivery, and Proctoring | Annual Operational Assessments – Schedules and Reports | Operations Plans | Annual Budgets | Profile and Loss (P&L) | Performance Assessments, Corrective Actions, Awards, and Celebrations | Business Cases, Business Needs Statements | Root Cause Analysis | Functional/Non-Functional Requirements with Traceability Matrixes | Swimlane and Business Flow Diagrams | Comprehensive Project Charters and Plans – Scope, Process Agreements, Work Breakdown Structures, and Status Reports | Product Backlog Reports | Quality Management - Test Plans, Scripts, and Reports| Risk Management and Contingency Plans - Issues, Risks, and Lessons Learned Registries/Logs | Product Configurations, Operations and Maintenance Manuals | Memos of Understanding (MOU)| Operational Level Agreements (OLA) | Service Level Agreements (SLA) | Data Use Agreements (DUA) | Successful High Value Contract Proposals

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### Governing Standards

**Primary** – **Organizational Agility** - ADKAR Organizational Change Management (PROSCI) | Federal Office of Personnel Management (OPM) | **Operational Excellence** - International Organization for Standardization (ISO) | Integrated Use of Management System Standards (IUMSS) | | **Change Management** – Association of Change Management Professionals (ACMP) | **Secondary** – **Business Analysis and Process Management** - International Institute of Business Analysis (IIBA) | **Service Management** - Information Technology Infrastructure Library (ITIL) | Service Management (ITSM) | **Federal Incident Management** - National Incident Management System (NIMS) | **Program and Project Management** – Project Management Institute (PMI) | Scrum Master (Scrum Alliance) | **Software Engineering** - HHS Enterprise Performance Lifecycle (EPLC/SDLC) | Software Engineering Institute (SEI/SDLC) | Americans with Disabilities Act (ADA) – Section 508 | Federal Capital Planning and Investments Controls (CPIC) | Office of Management and Budget (OMB) | Clinger-Cohen Act - Divisions D and E | Technology Business Management (TBM) | **Contract Acquisition and Performance Management** – Federal Information Technology Acquisition Reform Act (FITARA) | Federal Acquisition Registry (FAR)

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**Professional Experience**

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**Change Management Specialist****12/22 to 09/23****Hite Consulting Inc. Atlanta GA**

Function(s): Organizational Change Management

Client(s): Centers for disease Control and Prevention

- Authored, collaborated, and proposed comprehensive preliminary change management strategies and practices, allowing for extensive flexibility, bringing order to chaos across diverse environments, driving advanced positioning for greater change adoption and sustainable utilization.
- Collaborated with agency teams, as one of many subject matter experts, to address system data modernization requirements, operational key objectives, key performance indicators and related dashboards, including status and metrics.
- Guided senior center and divisional leadership in identifying stakeholders, change characteristics and attributes for enterprise change.
- Guided divisional branch leadership in assessing change impacts, change readiness, and identifying areas of potential resistance.
- Maintained essential center and divisional dashboards, utilizing status and metrics from which to focus upon emerging impacts and reinforcement activities.

**Founder and Change Management Executive****06/81 to 6/23****CWSymons L.L.C. – Atlanta GA**

Function(s): Organizational Change, Operations, Information Systems

Client(s): Private personal business of one affording contracting flexibility and negotiation as needed.

- Across many industries and clients, delivered IT systems services focused on SDLC (EPLC), DevOps, Office of Management and Budget (OMB)/Capital Planning and Investment Controls (CPIC), ITIL and ITSM.
- Established, executed and managed numerous full 360 IT system change management programs, including EPLC and OMB/CPIC Compliance.
- Authored substantial client IT system documentation, including end user guides, systems operational guides and compliance artifacts.
- Developed and executed numerous formal client customized PROSCI centric change management plans.
- Delivered numerous communications campaigns, including content creation and curation for a wide range of management levels and consumers.

**Senior Business Analyst****02/21 to 09/22****Austin and Associates – Atlanta GA**

Function(s): Information Systems, Operations, Organizational Change

Client(s): Guidehouse, Centers for Disease Control and Prevention

- Recognized for federal grants management operational research, organizational development, and concept of operations subject matter expertise.
- Conducted extensive multiple year research and discovery of federal grants activities and results by unique agency with the federal Government.
- Delivered executive analysis, and summary reports including comparisons and expert observations by and across federal agencies.
- From Extensive research, delivered overarching analysis and trends in federal grants management operations highlighting operational impacts.
- Recommended IT system normalization across grants management operations, including organizational impacts.

**Senior Project Manager****11/21 to 05/22****vSecureLabs – Atlanta GA**

Function(s): Organizational Change, Information Systems

Client(s): Tata Consulting (TCS)/American Energy Power (AEP) – Atlanta GA

- Recognized for OCM support, Information Systems subject matter expertise and divestiture support, achieving strong team performance.
- Collaborated with client operational teams assisting in understanding of and applying mitigations for organizational change management.
- Authored and communicated PROSCI centric change management stages and activities, awareness to celebration, including resistance management.
- Guided key efforts in stakeholder management, change impact analysis and resistance mitigation, including communications and training plans.
- Guided first level line leadership in understanding and managing to organizational change management metrics and status level reporting.

**Senior Project Manager****01/20 to 6/21****iD5 Technologies – Atlanta GA**

Function(s): Information Systems, Operations, Organizational Change

Client(s): Leidos - Centers for Disease Control and Prevention – Atlanta GA

- In 18 months, turned around a challenged social media driven, situational, public health awareness system enhancements effort, including COVID-19, obtained a 93% success rating, and celebrating an average rate of 87% engagement with 90% commitment.
- Recognized for ERP OCM, program and project leadership, planning, delegation, and execution through assessments, strategic communication, coaching, mentoring, artifacts and deliverables, consistently exceeding 98% of client expectations, including EPLC and OMB/CPIC compliance.
- Aligned operational practices with stated business objectives, achieving an operational excellence rating of 82%, including COVID Surge Support.
- Guided key efforts in stakeholder management, change impact analysis and resistance mitigation, including communications and training plans.
- Guided first level line leadership in understanding and managing organizational change management metrics and status level reporting.

**Senior Business Analyst****02/19 to 08/19****Chenega Government Consulting – Atlanta GA**

Function(s): Information Systems, Operations

Client(s): Centers for Disease Control and Prevention – Atlanta GA

- Secured 100% compliance with assigned federal information resource reporting, governance, policies, procedures, and data calls.
- Guided center division branch staff in compliance efforts with IT Technology Business management (TBM) reporting.
- Guided annual IT systems OMB/CPIC activities including annual investment selection processes.
- Tracked and reported divisional IT systems EPLC and OMB/CPIC compliance progress and achievements.
- Guided annual IT System investment selection processes, including enhancements definitions, funding requirements and return on investment.

**Senior Business Analyst****10/17 to 09/18****Chenega Professional and Technical Services – Atlanta GA**

Function(s): Organizational Change, Information Systems

Client(s): Centers for Disease Control and Prevention – Atlanta GA

- Applied holistic PROSCI, Kotter and McKinsey methodologies, artifacts, and deliverables to mature OCM strategies, including readiness and progress assessments, IIBS and PMI compliance, resulting in an on-time schedule at 60% of budget, achieving an average of 80% of objectives and 85% of intended outcomes before lack of continued federal funding terminated the project.
- Secured 100% governance compliance for artifacts, deliverables, and updates, in support of a major federal shared service investment, including EPLC and OMB/CPIC Compliance.
- Lead OCM planning discussions focused on proposed change analysis, impacts, stakeholders, change sponsors, and potential resistance, including mitigation.
- Mentored client staff on the analysis and implementation of PROSCI organizational change management stages and activities.
- Provided senior executive coaching and sponsorship roadmaps to enhance organizational change success probabilities, including adoption, utilization and sustainability.

**Managing Director****07/14 to 9/17****Acquisition Workforce Inc. – Atlanta GA**

Function(s): Information Systems, Operations, Organizational Change

Client(s): Centers for Disease Control and Prevention

- Recognized for improved account stability and business growth by 28% through service quality assurance, active and visible leadership participation.
- Applied holistic structured methodologies, artifacts, and deliverables to mature OCM strategies, IIBS and PMI compliance, resulting in 7 on schedule/on budget projects, achieving an average of 92% of objectives and 98% intended outcomes.
- Recognized for OCM program leadership, planning, delegation, and execution through formal artifacts and deliverables, exceeding client expectations.
- Aligned operational resources and practices with stated business objectives, achieving an operational excellence rating of 98%.
- Secured federal authorization to operate for 5 systems and 4 major federal investments, across 6 organizations, including EPLC and OMB/CPIC Compliance.
- Coached and mentored Acquisition Workforce staff on performance and delivery support and continuous improvement.

**Pro-Bono Consultant****12/13 to 12/15****Organizational Change Alliance – Atlanta GA**

Function(s): Operations, Organizational-Change

Client(s): Organizational Change Alliance

- Program Support – Meeting Preparation and Facilitation
- Membership Services – Spearheaded Growth and Value Streams
- Opportunity Seekers – Provided Special Interest Group Leadership
- Community Service – Delivered Pro Bono Organizational Change Management Consulting
- Personal Development – Facilitated and Attended Monthly Meetings Featuring Industry Experts

**Senior Principal Consultant****09/12 to 12/13****NTT Data Americas – Bloomington IL**

Function(s): Organizational Change, Information Systems

Client(s): State Farm Insurance – Bloomington, IL

- Recognized for organizational agility through reduced change resistance an estimated 40% by execution of strategic communications and campaigns for 1 client, covering 47 business units and an audience of with wide acceptance.
- Recognized for developing and implementing an organizational change enterprise readiness SharePoint Service, becoming the enterprise readiness model at the end of 3 months, including standard operating procedures and job aids.
- Applied PROSCI/ADKAR methodologies, formal artifacts, and deliverables to mature ERP OCM Strategies, resulting in 9 on schedule/on budget projects, achieving an average of 87% of objectives and 90% intended outcome, before overall contract transition to new vendor.
- Recognized for ERP OCM leadership, planning, delegation, and execution through formal artifacts and deliverables, exceeding client expectations, celebrating an average rate of 75% engagement and 69% commitment before contract transition to new vendor.
- Established an inaugural enterprise level OCM Community of Practice and functionally transitioned to client.

**Principal Consultant****10/11 to 09/12****Infosys Limited - USA – Atlanta GA, Phoenix, AZ, Irvine CA, Weehawken NJ**

Function(s): Information Systems, Operations, Organizational Change

Client(s): American Express, Capital Group, United Bank of Switzerland

- Recognized for Organizational agility through artifacts and deliverables including resistance management and mitigation,
- Delivered organizational proposals supported by cost benefit analysis and key performance indicators for 2 clients which were adopted and adapted in client strategic planning, including SOPs, job aids and informal individual coaching.
- Recognized for operational excellence through non-production environment management, governance operations, and business process engineering using proprietary frameworks for 2 clients.
- Advocated, established, and delivered 2 operational agreements, SLAs and DUAs: technical and non-technical for 1 client with both remaining the ERP standard following continuous service improvement.
- Delivered a Service Program Management Office proposal for 1 enterprise client within 30 days leading to strategic client reassessments.
- Aligned operational practices with stated business objectives, achieving an operational excellence rating of 92%.

**Senior Systems Analyst**  
**Lockheed Martin – Atlanta GA**

05/08 to 10/11

Function(s): Information Systems, Operations, Organizational Change  
Clients: Centers for Disease Control and Prevention

- Recognized for organizational agility through formal artifacts, contract deliverables, resistance management and mitigation, and organizational proposals supported by cost benefit analysis, OKRs, and KPIs, including OBM/CPIC and EPLC Compliance
- Both corporate and client adopted and adapted deliverables into strategic planning standards along with pervasive SOPs and Job Aids.
- Recognized for operational excellence through a strategic multi-functional technical team and services, covering ERP program and project management, business and systems analysis, web services, application support services, employee performance and financial performance for 1 client.
- Recognized for strategic ERP communications and campaigns for 1 client, covering 5 business units and an audience of 1200. Applied holistic structured methodologies, artifacts, and deliverables to mature OCM strategies, IIBS and PMI compliance, resulting in 7 on schedule/on budget projects, achieving an average of 92% of objectives and 98% intended outcomes.
- Recognized for ERP OCM, program and project leadership, planning, delegation, and execution through assessments, communication, coaching, mentoring, artifacts, and deliverables exceeding client expectations.
- Secured 100% governance compliance for major 2 federal investments, iSupport, and HP Suite; SM, QC, and PPM, having produced a high volume of quality artifacts, deliverables, and annual reports, including 4 operational agreements, SLAs and DUAs; technical and non-technical, for 3 clients satisfying governance of federal certification and accreditation, obtaining authorization and continuing authorization to operate, including EPLC and OMB/CPIC Compliance.
- Aligned operational resources and practices with stated business objectives, achieving an operational excellence rating of 95%.

**Help Desk Lead/Manager**

05/04 to 04/08

**Women of the World (WOW) Corporation – Atlanta GA**  
**Business Computer Applications, Inc (BCA) – Atlanta, GA**

Function(s): Information Systems, Operations, Organizational Change  
Clients: Centers for Disease Control and Prevention

**Additional Professional Experience Upon Request**

**Certifications**

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Federal Emergency Management Administration, National Incident Management System (NIMS) Level 2 - 2009  
PROSCI/ADKAR, Organizational Change Management (OCM) - 2013

**Education**

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Associate of Arts Degree in General Studies with an emphasis in Data Processing, Phoenix College - 1982