

Christopher W. Symons

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Professional Summary

A distinguished change management executive, senior leader, and trusted advisor, influenced by a remarkable career in information systems delivering wisdom, integrity, and value. Recognized as a principled leader in qualitative operational and strategic organizational discovery. Known for creation and connection of transformative outcomes that drive operational excellence and organizational agility across multiple industries, impacting people, organizations, cultures, systems, and technology. With decades of dedication to transformative leadership, exceptional performance, sustainable change, and a robust return on investment (ROI), my approach to bringing order to chaos begins with quality relationships and continues with structured methodologies, artifacts, deliverables, governing standards, comprehensive work plans, and personal accountability.

- 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 Organizational 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.

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 | Microsoft Edge/Bing | Microsoft OneDrive | Microsoft Office 365 | Microsoft Word | Microsoft PowerPoint | Microsoft Excel | Microsoft Teams | Microsoft Skype | Microsoft SharePoint | Microsoft Project | Microsoft Visio | Microsoft OneNote | Jira | WinZip | Zoom | Firefox | Google Workspace

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

Governing Standards

Primary – **Organizational Agility** - ADKAR Organizational Change Management (PROSCI) | **Operational Excellence** - International Organization for Standardization (ISO) | Integrated Use of Management System Standards (IUMSS) | **Change Management** – Association of Change Management Professionals (ACMP) | Federal Office of Personnel Management (OPM) | **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 | **Tertiary** – **Federal Information Standards** - National Institute of Standards and Technology (NIST) SP 800 | International Standards Organization 2700 (ISO 2700) | Federal Information Processing Standards (FIPS) 199 & 200 | Federal Information Security Management Act (FISMA) | **Investment Management** – 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)

Industries

Professional Services | Software | Technology | Government | Public Health | Insurance | Financial | Energy | Pharmaceutical | Manufacturing

Professional Experience

- 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.
- 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.
- 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.
- 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.
- 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.
 - Aligned operational practices with stated business objectives, achieving an operational excellence rating of 82%, including COVID Surge Support.
- 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.
- 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 investments.
- 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.
- Pro-Bono Consultant** **12/13 to 12/15**
Organizational Change Alliance – Atlanta GA
Function(s): Operations, Organizational-Change
Clients(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

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 benefanalysis 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**05/08 to 10/11****Lockheed Martin – Atlanta GA**

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 benefanalysis, OKRs, and KPIs.
- 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.
- 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**

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

Education

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