Jennifer Nahman

Transformational change, Talent, Leadership and Organizational development Leader

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# Profile

As a results-driven executive with over 25 years of global experience in human resources, organizational development, and change management, I excel at building strategic relationships with key stakeholders. My collaborative approach enables effective solutions for complex business challenges across diverse industries, including Oil & Gas, Utilities, Consulting, and Automotive. I have successfully led organizational development projects that drive transformation, cultural change, and process redesign through a holistic systems approach which encompasses strategy, design, and execution of large-scale transformation initiatives, optimizing operating models and organizational structures.

I am adept at implementing innovative systems and programs to enhance engagement, streamline processes, and reduce cost. As an ICF Certified Coach, I empower leaders and teams, fostering a positive impact on culture and employee engagement. My energy and passion cultivate trust and alignment, positioning me as a strategic partner committed to the company’s future success.

# PROFESSIONAL EXPERIENCE

## April 2019 - July 2024

## Shell | Director & Consultant Organizational Development

**Organizational Development and Design**

* **Mergers, Acquisitions & Divestments:** Successfully led multiple integrations in 2023 and 2024, including RESA-Shell Energy Services and Volta/E Charging. Focused on SPF Diagnostics, Operating Model, Organization Design, Process Simplification, Change Management, and Cultural Integration. Led vision, strategic alignment and planning sessions.
* **Strategic Workforce Optimization:** Achieved $150 million in annual OPEX savings across 14 refineries, effectively closing a $350 million personnel cost gap by leveraging data-driven workforce strategies.
* **Global Reorganizations:** Directed multiple reorganizations (Deer Park, Scotford, Norco), delivering $20-$30 million in cost savings each. Developed and implemented comprehensive organization design strategies and change management plans.
* **Shell People Survey –** Downstream Project Manager (40,000 employees), analyzing themes and trends to deliver engagement, organizational effectiveness, leadership and team interventions.
* **Organizational Design:** Conducted organizational analysis and agile design enhancing adaptability and efficiency.
* **Reorganization Leadership:** Managed change and engagement for initiatives like Reshape, portfolio integrations, and offshoring projects.
* **Offshoring Transition:** Oversaw the successful transition of over 200 maintenance, production, and engineering roles annually to TAO (2019-2022), equipped leaders with Thriving in Change tools during the process.

**Strategic Change Orchestration & Execution**

* **Change Management:** Led upskilling initiatives for leadership in the Downstream sector, utilizing the Thriving in Change and Metro Map tools through team coaching and bi-weekly skills labs.
* **Culture Change Initiatives:** Led the Mindset and Behaviors workstream for Chemical and Products in 2021-2022, driving cultural transformation and experimentation.
* **Business & Digital Transformation:** Established the Core Transformation Management Office/PMO at Scotford and Norco, focusing on People and Process Workstreams. This initiative contributed to a $100 million OPEX reduction over five years and included developing a Scenario Planning tool linked to Power BI for benefits tracking.
* **Thought Leadership:** Actively led multiple Shell-wide tools and COE’s, including Thriving in Change, the Shell Performance Framework, Organizational Diagnostics and Data Insights Methodologies and Organizational Design and Operating Model

## January 2014 - April 2019

## Joule Coaching | Company Founder – Talent, Leadership & Organizational Development Consulting and Coaching

Specialized in consulting, coaching, change management and program delivery with a focus on Organizational Development, Leadership and Coaching. Designed, planned, and implemented effective change initiatives utilizing methodologies such as ADKAR/Kotter.

* **Change Management:** Developed and executed change management strategies by creating comprehensive plans that aligned with the organization’s strategic goals and cultural objectives. Defined enterprise wide change management programs as the project manager responsible for driving results, collaborating with senior leaders, leading cross functional teams to orchestrate and deliver change.
* **Organizational Development:** Led extensive projects in operating model, organizational design and change management, enhancing leadership, team effectiveness, operational effectiveness and cultural alignment.
* **Learning, Talent and Leadership Development:** Implemented tailored coaching, training, and talent development strategies to improve employee engagement and leadership scores by 15%. Developed and facilitated unique programs for Graduates, High Potential, and Executive Talent, including Leader’s Journey/The Living Leader, "Manager as Coach" and "Developing a Culture of Accountability." Competency identification and opportunity development in over 40 sub-disciplines within Upstream Gas & Oil at DaimlerChrysler, BP, and Direct Energy.
* **Global Learning Strategy:** Designed a comprehensive Global Learning and Development Strategy for a company of 15,000 employees, managing a Global Executive Development Program for 200 participants focused on leadership, engagement, and business acumen. Spearheaded the translation of 30 courses into 14 languages for enhanced accessibility.
* **Coaching :** ICF Certified Executive Coach with 3,000 coaching hours, I leverage assessments from Korn Ferry, Harrison, Hogan and Birkman to raise EQ, provide feedback and support development, through team interventions and coaching.

## August 2006 - April 2015

## BP | Talent Development Manager and SR HR Business Partner

## **Talent Development Manager (June 2013 - April 2015)**

* Led a Global Upstream Graduate Talent Development Program for 1,500 graduates, overseeing recruitment, onboarding, competency assessments, and development planning. Improved the global demand planning process, reduced planning hours by 40% and decreased time to hire by 15 days.
* Designed five leadership competency training programs and collaborated on technical competency road maps. Launched an onboarding and coaching program that boosted retention by 20% and accelerated leadership readiness by 18 months.

**Sr HR Business Partner (August 2006 - June 2013)**

* Managed Global Projects in HR, Systems and Processes, efficiency and organizational redesign projects, serving as the HR lead and project manager.
* Handled the entire employee lifecycle, including recruitment, onboarding, employee relations, and performance and compensation management. Facilitated feedback, team-building, learning and talent development
* HR Business Partner during the Macondo spill, leading crisis management efforts and a centralized recruiting model to address high attrition rates, successfully hiring 2,500 staff.

## April 1996 – July 2006

## DaimlerChrysler/Daimler Trucks | Employee Relations

# EDUCATION

## Royal Roads University

Master of Business Administration

## McMaster University

Bachelor of Arts – Labor Relations

# SKILLS & ABILITIES

Consultation, Coaching, Strategic Thinking, Leadership, Communication, Project Management, Change Orchestration, Data Insights and Analytical Skills, Emotional Intelligence, Adaptability and Stakeholder Engagement

**Coaching & Assessment Certifications**

* 2014 – IPEC & ICF Certified Coach, 2016 – ICF PCC Coach, 2019 – CPLP – Talent Development
* Korn Ferry – Leadership Architect, KFALP, Assessing Leadership Potential, Voices 360

Booth 360, Extended Disc, Insights and Lumina Learning, Harrison Assessments,

The Birkman Method, Hogan and Heartmath

**Learning, Organizational & Leadership Development**

* E-Learning Design, Articulate Storyline, Rise and Studio, Mural & Iobeya Virtual Facilitation
* Hult Ashridge – Certificate in Operating Model and Organizational Design, CRF certification

in Organizational Analysis and Diagnosis and Organizational Design for Agile Organizations

* The Living Leader – Master Trainer & Facilitator, Covey Training Facilitator (5 courses)