

**SHARON BENJAMIN, Ph.D.**

406 Highland Place  
Alexandria, VA 22301

[sharon@sharonbenjamin.com](mailto:sharon@sharonbenjamin.com)

Office: 703/836-1303

Cell: 703/597-7965

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**SUMMARY**

Executive with current experience in both consulting and teaching, a proven success record in the areas of strategic leadership, change management, executive coaching, designing and teaching leadership development classes and seminars, and improving organizational performance. Skills include:

- Leadership & Team Development
- Change Management
- Strategy Design & Execution
- Evaluation & Research
- Organizational Accountability
- Resource Analysis & Expansion

**PROFESSIONAL EXPERIENCE**

Consultant, Washington, DC, 1996-present. Selected clients include: Washington Hospital Center, Albert Einstein Medical Center, Secretary of Health and Human Services on behalf of the American Health Information Community, Population Council, Population Reference Bureau, Maryland Patient Safety Center, Covering Kids & Families: A Project of the Robert Wood Johnson Foundation, Common Cause, National Wildlife Federation, The John S. and James L. Knight Foundation and the Investor Protection Trust.

Adjunct Faculty, New York University, Wagner School of Public Service. 2006 - present.

Adjunct Faculty, Master of Public Administration Program, George Mason University, 2007 present.

Adjunct Faculty, The Graduate School, USDA. 2007.

Visiting Faculty, Winthrop University, 2005-2006.

Vice President for Marketing, Rails-to-Trails Conservancy, Washington, DC, 1992-1996.

Executive Director, Human Environment Center, Washington, DC, 1991-1992.

Director for Major Gifts, Union of Concerned Scientists, Cambridge, Massachusetts and Washington, DC, 1990-1991.

Vice President for Development and Finance, Environmental Policy Institute, Washington, DC, 1985-1990.

Consultant, Washington, DC, 1982-1985. Partial client list: Federally Employed Women, Recording for the Blind, and Vietnam Veterans of America.

Associate Director and Director of Planning, Jackson County United Way, Jackson, Michigan, 1980-1982.

Program Officer, Jackson Community Foundation, Jackson, Michigan, 1980 - 1982.

**ACCOMPLISHMENTS**

**Organizational and Leadership Development**

- Evaluated management and resource systems for multiple clients resulting in the successful implementation of performance-driven management systems.
- Led, as outside counsel, a core process reengineering project for a \$2.9 billion organization.
- Guided a blue-ribbon expert evaluation panel, supervised two international consultants in Mexico and India, and conducted the US portion of an evaluation resulting in significant leadership and management improvements for a large NGO.
- Led leadership development and coaching with boards and executive leadership.

- Designed and co-facilitated five innovative leadership seminars.
- Conducted ground-breaking research on leadership, governance and complexity.

### **Resource and Human Development**

- Developed data-based performance indicators in three organizations.
- Raised over \$100 million for nongovernmental organizations (NGOs) through direct marketing, individual and institutional giving, sales and licensing agreements.
- Managed organizational and program budgets ranging in size from \$250 thousand to \$3 million, including day-to-day oversight of accounting departments for three organizations, overseeing cash flow, budgets, financial statements and audits.
- Produced four major human resource policy reports and referred hundreds of individuals, including over 200 people of color, to staff positions with NGOs.
- Secured, in less than five days, a \$6 million program-related investment (PRI) to launch a land conservancy program and assisted in securing an \$11 million one-year grant to launch an international program for a client.

### **Operations Management and Improvement**

- Cut costs by almost 18% while maintaining average organizational revenue growth of over 26% every year for four years by developing and using performance metrics.
- Turnaround architect in three organizations including identifying and managing the intended, and unintended impacts of systems change during times of intense organizational volatility.

### **SELECTED CLASSES, WORKSHOPS, & SEMINARS**

**National Association of Counties:** Leadership Training for County Executives, July, 2007

**Maryland Patient Safety Center:** Storytelling to Ignite Collaboration in Teams, January, 2007

**National Association of County Officials & New York University:** Executive Leadership Training Program for high potential county executives. June, 2006 & 2007

**City University of New York's Executive Leadership Program:** Self and Group Assessment (day one) and Designing New Leadership Roles: Personal and Professional Development/Group Assessment (day two). March, 2006

**Greater Orlando Organizational Development Network:** Contemplative Leadership: The Change within the Change. How Organizational Development Experts Can Accelerate Successful Organizational Change, April, 2006

**Visiting Faculty, Winthrop University:** The Art of Leading: What Makes an Effective Arts Leader?, Master of Arts in Arts Administration Program, 2005-2007, Rock Hill, SC

**Co-convenor, Union Institute & University:** Contemplative Leadership Five-Day Training Labs, Designer/facilitator of five doctoral seminars which explore reflective leadership strategies, 2002-2005, Montpelier, VT and Cincinnati, OH

**Smithsonian Institution Resident Associates Program and Golden Fleece:** Creating Context for Successful Change, April 2004, Washington, DC

**New Jersey Organizational Development Network:** Organizational Change: Velocity & Storytelling, April 2004, Newark, NJ

**Designer and Facilitator for USAID and the US Embassy in Japan:** Governance and Resources Workshops, Designer and presenter, held in Tokyo and Hammamatsu, Japan, October 1999

## **SELECTED LIST OF PEER-REVIEWED PUBLICATIONS**

- Benjamin, S., Balboa, C., & Kirkwood, W. (2007). "Solving Intractable Problems Using a Positive Deviance Approach" Conference Proceedings, American Society for Quality (ASQ) 2007 Conference, Orlando, FL, May, 2007
- Arena, M., & Benjamin, S., (Pending). "Storytelling that Illuminates Values: Facilitating Double-Loop Learning in Complex Adaptive Systems" E:CO, Mansfield, MA: ISCE
- Benjamin, S., (Ed) (2005). Making the Match: Covering Kids and Families: A Project of the Robert Wood Johnson Foundation, Washington, DC: GMMB
- Arena, M., Benjamin, S., & Kirkwood, W. (2006). "The Odysseus Paradox: Navigating Organizational Change Using Mutually Exclusive Change Models" Conference Proceedings, Southern Management Association, Clearwater, FL: SMA  
<http://www.southernmanagement.org/meetings/>
- Benjamin, S. (2003). An Intervention Addressing a Wicked Problem: Leadership Tension between Executives and Boards in National Nonprofit Organizations. Unpublished Doctoral Dissertation, Union Institute & University, Cincinnati

## **CERTIFIED TO DELIVER**

- Mastering Leadership - The Leadership Circle 360° Profile - Plexus/Team Spirit Team Building - Noble Purpose: Igniting Passion for Work and the Myers-Briggs Type Indicator (MBTI)

## **PROFESSIONAL AND VOLUNTEER ACTIVITIES**

- Board Member, The Plexus Institute, 2005-present  
Board Chair, Read-the-Bill.org, 2006-2007  
Selection Committee, Golden Fleece Storytelling & Change Conference, 2005  
Organization and Leadership Studies Program Redesign Team, The Union Institute & University, 2004-present. One of four alumni appointed  
Board of Governors, Oceana, 2002-present  
Board Chair, BlueVoice.org, 2001-present  
Doctoral Committee Advisor for six doctoral candidates, 2000-present  
Board Secretary and Treasurer, Earthworks/Mineral Policy Center, 1993-present

## **EDUCATION**

- Ph.D. in Organizational Behavior from The Union Institute & University, Cincinnati, Ohio  
Master of Public Administration, Michigan State University, East Lansing, Michigan.  
Concentration: Organizational Management  
Bachelor of Arts, Taylor University, Upland, Indiana. Majors: Political Science, Psychology.  
Minor: French. Dean's List

## **PERSONAL**

- Multiple listings Marquis Who's Who in America, Who's Who of American Women and Who's Who in Business and Finance  
Member, Irish Wolfhound Club of America