

# Diane Shelgren

Consultant



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Diane Shelgren is a seasoned strategy, operations, customer service and business development executive with domestic and international experience in Fortune 500 companies such as Dun & Bradstreet, Ceridian and Spherion, private companies such as Fidelity, and global consultancies PricewaterhouseCoopers and Accenture.

Ms. Shelgren's expertise encompasses all facets of strategy and operations, with extensive work building and developing service delivery organizations and business development teams, including the change management and transition work required to ensure success.

While she has consulted in a wide array of assignments, including interim executive roles, process design, organizational design and change management transitions, Diane has a passion for helping companies understand what will make their organizations function at optimal effectiveness and efficiency. She then guides them through the change management communication and process transition required to successfully execute on their plans. Based on her broad experience, she has a keen sense of what needs to happen to leverage the people and tools available to meet business goals.

## Professional Experience:

Prior to starting her consultancy over four years ago, Diane's background included corporate experience with Veritude, a Fidelity Investments company where she developed and implemented a new product strategy that resulted in significant revenue growth. The new strategy involved significant organizational and process redesign along with the change management steps required to execute the plan.

As Chief Operating Officer and Senior Executive for Accenture HR Services, Diane revitalized the business, building and developing a new management team and increasing revenues. She leveraged her expertise to build service centers to handle client HR services for Fortune 500 companies in the Americas as well as off-shore. Every client implementation required change management work to transition the processes and communicate appropriate handoffs.

While serving as Senior Vice President – Strategy and Professional Services for Spherion, she developed an off-shore strategy for Spherion's call centers and transitioned work to India and Panama. She also led a team that started a recruitment outsourcing business that operates today as a stand-alone enterprise.

As Managing Director of Business Process Outsourcing at PricewaterhouseCoopers, Diane was responsible for the start-up of their HR outsourcing business. She was named Global Leader for HR outsourcing services in 2000 and developed business in Europe, Australia and the Americas. She was directly involved in designing processes and change management plans for each client.

At Ceridian, Diane was the Vice President of Service with responsibility for account executives and operations in 31 districts with a revenue base of \$260 mm. She set up a call center to handle servicing for payroll clients consolidating the servicing function from the districts. She also oversaw the Customer Satisfaction Measurement process, which drove many of the operational changes in the business.

As a Vice President at Dun & Bradstreet, Diane set up and managed 15 call centers that were engaged in gathering credit and marketing information nationally. She managed a telephone sales organization handling \$160 million in revenue. A major accomplishment was the start of a customer service center that delivered support to 60,000 clients for 122 different products. Diane also set up a customer satisfaction measurement process, which influenced sales and service processes at Dun & Bradstreet.

## Areas of Expertise

- Development of business vision and strategy
- Change management & transition
- Net Promoter Score measurement for customers and employees
- Business Process Outsourcing advisory services
- Operational efficiency and business measurements (KPIs)
- Process design
- Building customer service and shared services
- Start-up and turnaround advisory services

## Continuing Education

Ms. Shelgren received a bachelor's degree from the University of Minnesota. Advanced studies include the NACM Graduate School of Credit and Financial Management and executive studies in strategic planning and marketing at the University of Texas.

