



IGNITING LEADERSHIP FOR SUCCESS

KAREN E. JACKE

Principal



Karen Jacke has 30 years experience in growing and developing leaders, boards, coaches, and brands as an executive, consultant, trainer, and certified Integral Coach. Throughout her career Karen has had a strong and steady commitment to generating sustained organizational results by focusing on the foundational elements of strategic focus, organizational excellence and leadership development.

Karen's personal qualities and professional experience enable her to contribute to a wide variety of individuals and teams across industry, level and size. She has coached executives from C-level to first time managers in biotechnology, nanotechnology, software, internet, gaming and non-profits. At companies such as Cirrus Logic, Cisco, Clorox, Logitech, PlayFirst, BDBioSciences, KodakGallery, Intuit, BabyCenter (J&J), and Bigstep and with Boards and staffs of organizations like the Washington Dental Service Foundation she is known for clearly articulating strategic purpose and direction, fostering effective executive teamwork and transforming managers into effective organizational leaders. With coaching clients she is known for increasing the social and emotional intelligence required both to meet their work challenges and to sustain contribution and fulfillment while in the middle of living their busy, complex life.

Throughout the last two decades, Karen has led major strategic planning, leadership development and change efforts at large and small organizations. At Washington Dental Service Foundation she led a strategic planning and development effort coordinated between the Board, staff and an ad hoc Strategic Planning Committee. At fast-growing small companies like BabyCenter, Sun Light and Power, and 3DConnexion she has been senior consultant for sustained multi-year contracts with the CEO and their team that focused strategy, defined and stabilized core processes and built the significant leadership bench strength required to grow the business. Karen's initiatives at Intuit spanned the company's growth from 175 to 4000 employees. She leveraged visioning, strategic planning, management coaching, training, and process improvement to effect change that resulted in more satisfied customers, significant cost savings and a more engaged and satisfied workforce.

Karen's executive experience reflects a powerful combination of organizational effectiveness, marketing, and product management. As VP of Human Resources at Bigstep she guided the organization through the rapid growth, consolidation and successful sale of the company. As VP of Product Marketing & Management at SuccessFactors she launched the product upgrade that assured the company's survival. Early in her career, Karen spent 12 years in marketing and brand management at Procter & Gamble where she established a track record for both growing market share for highly competitive brands and significantly increasing retention rates and employee satisfaction.

Karen holds a bachelor's degree in education and psychology from Wellesley College and graduated first in her class with an MBA in finance from Washington University. She is a certified Integral Coach who mentors, certifies and trains coaches. Karen is also a certified Enneagram teacher and provides EnneaGuide Integral Development programs to leaders, parents and coaches in the Bay Area. Karen is trained in a number of 360 and personal assessment systems, strategic planning models and facilitation methods that aid her in coaching and developing clients and teams.



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STRATEGIC PLANNING EXPERIENCE

3Dconnexion (Logitech)

Designed and facilitated a 3-day Strategic Planning retreat on fast timing that significantly re-directed and re-focused the company. Effective deployment and communication of the strategic plan increased the coherence and effectiveness of execution. Designed and implemented Quarterly Executive Team Development sessions and a High Potential Leadership program to increase leaders' emotional and social intelligence as well as build the bench strength needed to support company growth.

BabyCenter (Johnson & Johnson)

Facilitated Strategic Planning process for three years as we built capability first at the Executive Team level, then Directors and finally all functional teams. Included Mission, Vision, Values, 3 Year, Annual and Quarterly Plans for the Company and individual Functions.

Bigstep.com

Facilitated Strategic Planning process as this start-up redefined its business model from a free service to a fee service. Included broad environment and industry assessment, in-depth financial analysis of initiatives and involvement of VC Board members in the process.

Dalai Lama Foundation

Facilitated development of Mission and Operating Principles for this new initiative pairing Silicon Valley executives and Tibetan Buddhists. Facilitated ongoing staff/volunteer meetings to define pragmatic programs given volunteer and funding limits.

Ethics in Education and Project Happiness (Non-profit)

Facilitated development of Mission and Vision for these two DLF sponsored initiatives with a range of university, elementary and secondary educators and Valley technologists.

Great Entertaining

Facilitated development of Vision and Values with the Executive Team of this dot com start-up and then enrolled the 40 employees during a half day offsite.

Intuit

Engaged for seven years as a consultant doing strategic planning (Vision, Mission, Values, competitive, environmental and internal assessments, business and functional unit Strategic, Annual and Quarterly planning), leadership development, coaching and cultural change management at Intuit as they grew from 175 to 4000 employees.

Kodak Gallery

Facilitated 6 month planning cycle for this online photo site which included multiple offsites and working sessions reviewing implications of internal and external assessments and brainstorming and evaluating a range of complex product initiatives.



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PlayFirst

Worked on a 15 month retainer for the CEO of this Gaming company as she replaced the founder and sharpened the culture and strategy via overhauling the Mission, Values, Strategy and instituting the Denison Organizational Cultural Survey to monitor progress. Instituted well-received system for quarterly Strategic deployment and goal setting/evaluation for all employees.

Procter & Gamble

During nine years as a Brand Manager, Group Product Manager and Diaper Category Strategy Manager for the 4500 person Diaper organization, I learned and practiced all of the fundamentals of Strategic Planning while having bottom line responsibilities for some of the largest businesses at P&G.

SuccessFactors

As VP of Product Management and Marketing at this dotcom start-up, facilitated many meetings at department and corporate level to address product and company strategy. Worked closely with the CEO as we negotiated a merger and developed the organization structure and strategic direction for the new entity.

Sun Light & Power

Facilitated 6 month strategic planning effort with this solar power engineering and installation firm. Included internal, external and competitive assessments, mission, values, 3 and 5 year strategic plans developed by the representative strategic planning group and annual planning developed by department in an all-company offsite.

WalMart.com

Facilitated a 3 month strategic planning effort conducted initially in cross-functional teams to do assessments and develop new strategic initiatives and culminating in a two day 40 person offsite to articulate a common assessment, define high level strategy and select among the proposed initiatives.

Washington Dental Services Foundation

Ongoing facilitation of a collaborative strategic planning process with the Foundation CEO, staff and Board of Trustees as well as the parent corporation. By the end of the initial year-long process, everyone was fully aligned behind the thorough environment scan and internal assessment, the completely revamped Foundation mission, vision and values, and the strategically focused Five Year Initiatives Portfolio and Investment Plan. Subsequent strategic renewal at Board Retreats has kept the Foundation focused in a changing healthcare environment.

Women's Initiative (Non-profit)

Facilitated a two month effort to develop vision, values and a strategic re-direction with the staff and Board of this non-profit organization.



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Reference Information

Washington Dental Service Foundation

Laura Smith
President and CEO

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Tel: (206) 528-2335

Services provided: Strategic Planning with Staff and Board including Mission, Vision, Values and Five Year Business Plan for this foundation dedicated to eliminating oral disease.

Project Description: The Washington Dental Service Foundation engaged Karen Jacke to direct a collaborative strategic planning process with the Foundation CEO, staff and Board of Trustees as well as the parent corporation. By the end of the year long process, everyone was fully aligned behind the thorough environment scan and internal assessment, the completely revamped Foundation mission, vision and values, and the strategically focused Five Year Initiatives Portfolio and Investment Plan. Throughout the process, development activities woven into meetings and off-sites increased the leadership and strategic planning capability of Board, staff and the ad hoc Strategic Planning Committee. The corporate CEO and Board's initial hands-on approach gave way to a confident conclusion they could step back and let the Foundation staff and Board fulfill its mission to eliminate oral disease in the state of Washington.

PlayFirst

Mari Baker
Former CEO PlayFirst

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I have also done strategy, leadership development and OD consulting with Mari at Intuit, Navigenics and BabyCenter

Worked on a 15 month retainer for the CEO of this Gaming company as she replaced the Founder CEO and sharpened the culture and strategy via overhauling the Mission, Values, Strategy and instituting the Denison Organizational Cultural Survey to monitor progress. Instituted well-received system for quarterly Strategic deployment and goal setting/evaluation for all employees as well as systems for onboarding new hires, building leadership capability and performance management.

BabyCenter, LLC – a Johnson & Johnson Company

Colleen Hancock
COO BabyCenter

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Services provided: Over an eight year period my services at BabyCenter have included Strategic Planning, Leadership Development, Organizational Development, Exec Team Offsite Planning and Facilitation, and Executive, Performance and High Potential Leadership Coaching.