

# ROBERT J. CALDERA

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## MANAGING PRINCIPAL

*Culture & Change | Communications | Strategic Foresight | Future of Work*

Dedicated to helping organizations make the transformational shift needed to the Future of Work so they can thrive in this ever-increasing accelerated age. Employs **three decades of experience** as a change agent to build strategies aimed at making organizations more adaptive, responsive and change-ready. Brings a Futurist's perspective by applying the principles of foresight to enable organizations to better **anticipate and navigate disruptive change**.

Significant experience utilizing organizational change management (OCM) techniques and methodologies to drive internal change on initiatives such as implementations of new systems, processes, and policies, organizational restructurings, rollout of new product/service models, digital/social strategies, and HR/people development efforts.

Certified in the **Prosci Change methodology** (ADKAR) and the discipline of **Strategic Foresight** (Univ. of Houston).

## PROFESSIONAL EXPERIENCE

**FUTURE|SHIFT CONSULTING LLC**, Verona, NJ

**2016 – present**

*Management Consulting*

### **Managing Principal (Senior OCM Lead on Projects)**

Highly experienced in corporate change initiatives ranging from large transformations to smaller focused projects, with extensive experience on technology implementations. Worked on internal change projects in multiple industries, including Pharmaceutical, Financial, Publishing, Engineering and Construction, leading activities such as:

- Guiding clients through the process of mapping out organizational change management strategies for transformational initiatives, providing expert insight.
- Developing and executing comprehensive change management plans, while serving as OCM Lead embedded within client project teams (conduct stakeholder impact assessments and change readiness analyses; manage stakeholder engagement; lead change champion networks).
- Providing internal communications services in support of change initiatives (develop project narratives and messaging frameworks; draft stakeholder communications; create briefing decks; prepare newsletters; produce promotional project pieces; create and maintain intranet project pages; oversee creative agencies).

Key project examples include, but are not limited to:

- *Future of Work Transformation & OCM Center of Excellence Development for a Fortune 50 Financial Firm*
- *Program and Project Management Optimization & Solution Implementation (Pharma)*
- *IT Program Management Global Approach & System Implementation (Pharma)*
- *Clinical Trial Management (CTMS) Solution Global Implementation and Systems Integration (Pharma)*
- *Clinical Sample Management (CSM) System Implementation (Pharma)*
- *Global Document Lifecycle Platform for Regulatory File Management (Pharma)*
- *Clinical Data Repository & Analytical Platform Implementation (Pharma)*

**PEARSON EDUCATION**, Hoboken, NJ

**2014 – 2016**

*Publishing, Education Products & Services*

### **Director of Communications and Change Management**

Led a small Change Management & Communications team in support of the Global Content Solutions (GCS) and Higher Education organizations. Served as part of the GCS leadership team. Developed and led an integrated portfolio of change and communications projects, ranging from process improvements and policy changes to large transformations.



Managed relationships with many leaders, business teams, and central resources. Participated in the Higher Ed People Task Force (employee development and engagement initiatives). Highlights include:

- **Internal communications:** Created a communications program and brand identity that built awareness and support for GCS's purpose of unifying fragmented ways of working under a common global framework.
- **Rights & Royalties Transformation:** Led change management for the Rights & Permissions workstream of this enterprise-wide process redesign and system implementation.
- **Higher Ed Product Development Review (PDR):** Served as communications/change lead and steering group member for this high priority initiative aimed at creating a new operating model and organizational structure. Developed a people-focused change and communications strategy that included a more collaborative approach.
- **Pearson's Change Management Community of Practice** – active participant and contributed to the development of a Change Essentials Handbook for non-change professionals.

**PRICEWATERHOUSECOOPERS**, Florham Park, NJ**2007 – 2014***Assurance, Tax, Advisory Services***Senior Communications Manager (Social Collaboration & Knowledge Services)** 2011 – 2014

Drove the communications and change strategy for the launch and adoption of a social networking and collaboration platform to over 180K employees worldwide and helped teams adapt to a more open and collaborative way of working. Presented often to leaders and stakeholders on how to employ social collaboration for advantage and how to communicate and drive these changes (e.g. presented to an audience of over 100-people at an HR town hall).

- Represented PwC on a 6-month research-working group on social collaboration for The Conference Board – contributed to whitepaper and was guest speaker on "[Getting impact from internal social collaboration](#)" webinar.

Also served as communications lead for the Knowledge Services Organization (starting in 2/13); worked with leadership to roll out staff development programs, a leadership blog, and technology changes.

**Senior Communications Manager (Marketing & Sales)** 2010 – 2013

Built and executed comprehensive internal communication programs in support of external marketing initiatives and internal change efforts within the 800-person M&S team. Managed multiple stakeholders and advised internal clients, providing subject matter expertise on communications, intranet strategy, and change management.

- Pursuit™ methodology rollout: Prepared the change-focused communications strategy for this high profile and highly successful M&S initiative

**Communications Manager (Independence Office and US Communications Team)** 2007 – 2010

Independence Office (part of Risk Management): Prepared communication plans and sensitive leadership messages for organizational restructuring, staff development and retention, town halls, policy updates, complex regulatory requirements, and internal marketing initiatives to build awareness and shift perceptions.

- Co-led an effort to explore the first-time use of social media tools for improving internal communications. Drafted project goals, built business case and presented strategy and recommendations to team leadership.

**KAJIMA CONSTRUCTION SERVICES**, Rochelle Park, NJ**1999 – 2007***Construction Management, Design-Build***Manager, Corporate Communications & Knowledge Systems** 2006 – 2007**Business Systems Analyst / Web Strategist** 2004 – 2006**National Marketing Coordinator** 1999 – 2004

Held visible positions within the corporate headquarters working closely with the senior executive team. Coordinated the marketing efforts of five regional offices, managed national marketing initiatives, led all web-based projects, and prepared C-suite internal communications. Built business cases and managed high-profile change initiatives to improve how employees share information, communicate actions, and collaborate virtually. Received the Kajima **President's Award** as part of the team that pioneered Kajima's record sales activities in the Telecom industry.



**URBITRAN ASSOCIATES, INC.**, New York, NY

**1992 – 1999**

*Consulting Engineering, Transportation Planning*

**Marketing Manager**

1997 – 1999

Managed five-person team reporting to the President. Oversaw submittal of all client proposals.

**Marketing Coordinator, Project Engineer, Transportation Planner**

1992 – 1997

**EDUCATION & CERTIFICATION**

**MS**, Technology Management, Stevens Institute of Technology, Hoboken, NJ

**BS**, Mechanical Engineering, Hofstra University, Hempstead, NY

**Certified Change Practitioner**, Prosci (ADKAR methodology)

Advanced Certificate in **Strategic Foresight**, University of Houston

**PROFESSIONAL AFFILIATIONS**

**Association of Professional Futurists (APF)**, 2020 – present

**Change Management Institute (CMI)**, 2020 – present

**Toastmasters International**, 2018 – present

- Essex Toastmasters Chapter Board of Directors – Treasurer, 2020 – 2022

**International Association of Business Communicators (IABC)**, 2008 – 2021

- NJ Chapter Board of Directors, 2010 – 2015, 2017-2019
  - Positions held: President, Past President (advisor), VP of Professional Development, VP of Social Media.

**Co-founder and member, Change Agents Worldwide, LLC**, 2013 – present

- A network of independent and enterprise-based professionals, specializing in the Future of Work, who share a passion for helping forward-thinking leaders adopt new and better ways of working for their organizations.

**Social Business Council**, 2010 – 2013

- A community of practice for enterprise professionals executing social collaboration strategies.