

**TRACY SAUNDERS, ACC, MA**  
**Organizational Consultant and Executive Coach**

It's hard to miss how much Tracy Saunders genuinely enjoys her role as an organizational development consultant. There's the energy she brings to each project, of course. But, more than that, it's the way she can simultaneously support and challenge her clients, fearlessly pursuing issues that have gone undetected—or at least unmentioned. For the past 25 years, Tracy has worked with startups, small businesses and Fortune 50 firms, and is highly-regarded for helping companies and individuals access new potential, improve their performance and achieve desired results. She has worked in Aerospace & Defense, Banking & Financial Services, Federal/State Government, Professional Services, national Not-for-Profits and Healthcare. Her clients include Freddie Mac, NASA, McKinsey & Company, Northrop Grumman, Orbital Sciences Corporation, GenVec, Digene, Children's National Medical Center, Fair Oaks Anesthesia Associates, Philips Electric, Reading is Fundamental, National Education Association, and National Wildlife Federation.

Tracy's strengths lie in executive coaching, designing and facilitating intensive leadership development programs, leading strategic organizational change, building high performance teams, productive conflict resolution, and facilitating small and large group meeting and retreats. Her strong business acumen and intimate knowledge of organizational dynamics provide clients with satisfying, sustainable and profitable business results. Examples stem from getting an entire division to rethink strategic planning and organizational change to capture more business, reduce redundancies, strengthen customer-facing competencies and improve risk management -- to helping create a radically different culture fostering collaboration, creativity, ownership, and fun as part of a 3-year, \$500M technology systems change.

Equally comfortable with every level of an organizational system, Tracy never loses sight of the fact that individuals are at the heart of all change. She is just as likely to be found helping a manager evaluate the way team interaction in his previous position shaped his future expectations as coaching a Senior VP in a newly-created division come to terms with thousands of employees and all the different mental models, methods, styles and cultures they embody. In short, Tracy never underestimates the impact of organization on individuals or the potential for any individual to transform an entire organization.

Tracy earned a Master's Degree in Human Resources from George Mason University and completed post-graduate work in organizational development at Columbia University. Later, she extensively studied organizational change, group process and coaching at the Gestalt Institute of Cleveland, the Gestalt International Study Center in Cape Cod, MA and the Strozzi Institute. She is an ACC-certified coach through ICF. She is qualified to administer a range of leadership assessment instruments including The Leadership Circle Profile™, Hogan Talent Assessment Suite, Hay's Emotional Competency Inventory (ECI), the Cultural Orientations Indicator®, FIRO-B, the Survey of Influence Effectiveness, and the Myers Briggs Type Indicator™.

Tracy owns Tracy Shanahan Saunders & Associates, LLC, an organizational consulting firm in Virginia and was an initial partner in developing the Intruequest® brand.