

Carolyn A. Whaley

carolyn.a.whaley@gmail.com | [Carolyn Whaley, CCIM](#) | [LinkedIn](#)

KEY SKILLS

Strategy | Business Transformation | Cross-Functional Team Leadership | Complex Problem-Solving | Consensus-Building | Consulting | Negotiation

PROFESSIONAL EXPERIENCE

INTERNATIONAL BUSINESS MACHINES, Armonk, NY – November 2018 – Present

December 2020 – Present **Director, Change Management and Communications NewCo PMO, Enterprise Operations & Services**

Tapped by VP of Enterprise Operations and Services (EO&S) to lead change management and communications for organization of ~18,000 in response to IBM spinning off managed infrastructure services business unit (“NewCo”) consisting of ~90,000 employees and ~\$19 Billion in Revenue. Target spin-off date in 2021. Member of corporate PMO and leader in EO&S PMO.

November 2018 – December 2020 Director, Global Real Estate Strategy and Implementation

Hired to establish Global Real Estate Strategy organization, re-align the value chain, and reposition Global Real Estate to as a strategic partner within IBM. Managed team of eight employees and responsible for business strategy and customer relationship management, M&A and Divestments, Data Analytics & Business Insights, Strategic Portfolio Planning, Complex Transactions. Responsible for portfolio of ~1450 properties in ~175 countries. Jointly responsible for Multi-Billion dollar annual budget, and indirectly managed ~625 employees.

- Led global strategy and business transformation to reposition brands for new strategic future in hybrid cloud and AI leveraging real estate as the vehicle for change
- Created IBM’s Global Real Estate strategy and secured senior executive buy-in in 2019, generating \$1 Billion repositioning o/w \$250 Million realized and 3+ Million Square Feet reduced in Year 1
- Established IBM’s strategic enterprise markets based on revenue, client concentration and strategic skills availability. Ratified by senior executive leadership.
- Developed global workplace and workforce strategy for enterprise and by brand and executed in partnership with the brands
- Supported SVP of Marketing in digital go-to-market strategy and f2f selling ecosystem to shorten sales cycle to revenue realization
- Per request of CFO, developed capability to determine enterprise competitiveness at building level in location strategy
- Generated \$400+ Million in cash for corporation through property disposition and financing structures
- Created in-house predictive analytics model on workforce mobility to make better business decisions on future office demand post-COVID.
- Lead M&A and Divestments team for Global Real Estate inclusive of strategic repositioning for hybrid cloud. Notable transactions:
 - In 2019, closed acquisition of Red Hat for \$34 Billion.
 - In 2020, managing spin-off of NewCo, IBM’s managed infrastructure services business unit, consisting of ~90,000 employees and ~\$19 Billion in Revenue.

RICE UNIVERSITY, Houston, TX – July 2018 – Present

July 2018 – Present **Lecturer**

Develop and deliver Corporate Real Estate curriculum for all MBA programs.

THREEPLEX GROUP, Houston, TX – August 2016 – November 2018

August 2016 – November 2018 **Managing Partner**

Determined strategic direction of the firm and its investments in real estate. Led other partners who oversaw development, operations, supply chain, and accounting. Managed organization of ~100 contractors. Responsible for firm's P&L, legal and lender relationships. Managed property acquisition/disposition, marketing, and branding.

BLUEPRINT ADVANCED STRATEGY GROUP, Houston, TX – May 2016 – November 2018

May 2016 – November 2018 **Managing Director**

Led strategic management consulting practice that provided the right team of experts on a scale that meets executive clients' needs to create long-term success for their companies. Created and achieved company strategy, managed P&L, developed human capital, oversaw portfolio management, managed client relationships, and pursued business development. Provided clients with executive advisory, business strategy, portfolio planning, and transactions management services.

SHELL, Houston, TX – October 2012 – October 2016

January 2014 – October 2016 **Portfolio Planner: US and Latin America, Strategy and Portfolio | Real Estate**

Engaged executive leaders regarding corporate strategy and engage senior leaders across all lines of business to align corporate strategies with business objectives. Member of global Real Estate Executive Leadership Team; Chair of Territory Leadership Team consisting of other essential leaders in the Global Functions and Real Estate organizations. Oversee US and Latin America \$20 Billion portfolio. Established global culture of collaboration and people development in Real Estate. Promoted global culture of safety leading by example and in partnership with HSSE. Conducted scenario planning to develop optimum solutions, integrated portfolio plans, and real estate options that align business goals with corporate objectives. Served as architect of the real estate footprint including M&A, divestment and site selection impact strategies.

- Highlights:
 - Engaged senior executive leadership in development of global corporate reorganization. Develop territory strategy and lead cross-functional execution teams.
 - Engaged executive leadership in BG acquisition (\$53 Billion). Developed strategies for sites and human capital in US and Latin America and led cross-functional execution teams.
 - Reclaimed ~700 Acres for redevelopment at US refinery, 50% of which to rededicate to technical, revenue generating processes (Multi-Billion revenue opportunity)
 - Developed site development strategy (process and non-process) for a US chemical plant, a global strategic growth location, and identified \$200M in cost avoidance.

October 2012 – January 2014 Portfolio Manager: US & Latin America, Program Delivery | Real Estate

- Recruited to Shell to solve for shale business management and stakeholder relations resulting in repositioning shale portfolio and earned trusted advisory
- Strategic partner with all lines of business providing portfolio, asset management, and E2E business advisory.
- Managed ~50 contractors.
- Managed US & Latin American portfolio of construction, development, and refurbishment projects and conduct complex and strategic negotiations for commercial and industrial property transactions.
- Supervised real estate legal matters for all lines of business.
- Led Diversity and Inclusion program for Real Estate employees in US and Latin America including developing policies and relationships across global business lines and affinity groups.
- Highlights:
 - Identified and solved gap in Motiva's supply chain preventing a refinery shut-down saving 500+ jobs and 235,000 bbl/d in production.
 - Developed global Diversity & Inclusion program and policy adoption for Global Real Estate, Travel and Business Services.

SCHLUMBERGER, Sugar Land, TX – May 2012 – October 2012

May 2012 – October 2012 North America Assistant Real Estate Manager

- Recruited to Schlumberger to create global real estate organization. Directly managed two employees, indirectly managed ~12 employees.
- Managed North American portfolio, including P&L responsibility for ~1,200 properties

WEATHERFORD INTERNATIONAL, Houston, TX – April 2004 – April 2012

November 2010 – April 2012 Real Estate Manager – Western Region

Led global Real Estate organization. Managed portfolio of assets for the Western Region of United States consisting of ~200 properties, 2.2 Million Square Feet and situated on ~600 Acres. Managed P&L.

Highlights:

- Developed financial strategy for global portfolio
- Applied financial and market analysis to modify company approach to real estate from a leasing mandate to ownership for projects in which an ownership position is justified.
 - Approval to purchase/construct manufacturing plant in Shafter, CA creating savings of \$31 Million in Total Real Property Expenditure and \$9 Million in NPV funds.
 - Approval to purchase and construct over integrated 200,000 SF facility on 166 Acres in Williston, ND creating savings of \$80 Million in Total Real Property Expenditure and \$7+ Million in NPV funds.
- Developed critical relationships with city officials to overcome zoning and subdivision platting challenges to position company for market entry or expansion.
 - Maneuvered company through publicly controversial issues.
 - Collaborated with city officials to achieve potential school redistricting desired by city and to create an optional solution to city's existing lack of sewage capacity in Williston, ND.

- Aligned with Operations goals for P&L growth generation by proactively approaching real estate as a means of entering/developing, sustaining and growing markets and market share.
 - Developed and execute short-term and long-term solutions in real estate for emerging Frac markets (time sensitive). Develop consolidation opportunities in Western sub-regions for hub-and-spoke operations.

October 2008 – November 2010 Global Senior Project Manager – Real Estate

- Managed global Real Estate organization and organizational restructuring.
- Managed P&L.
- Developed, strategized and coordinated consolidation and disposition efforts with company executives and senior management.
- Strategies included evaluation of assets related to product line development or divestiture to raise capital, reduce capital leases and on-balance sheet debt per GAAP accounting requirements, and reduce overall real property inventory.

July 2006 – October 2008 Global Real Estate Supervisor

Managed global Real Estate organization of twenty-five employees and ~250 contractors.
Managed P&L.

Oversee all property negotiations & transactions internationally – 65 countries with a portfolio of 1,800+ properties.

- Highlights:
 - Made company \$2.5 Million in income by negotiating payment from one Landlord to vacate office premises (for Landlord to capitalize on market prices) and \$750,000 in concessions to consolidate operations into another Landlord's office building.

May 2005 – July 2006 Global Real Estate Specialist

Managed eight employees and ~100 contractors

Specific focus on construction, negotiation and strategic deal making.

Integrated acquired companies' human capital and real property with Weatherford assets and dispose of duplications in geographical or market presence.

- Highlights:
 - Negotiated \$1 Million in income in unused tenant allowance and saved \$2 Million in savings on US Operations Headquarters relocation
 - Integrated Precision Drilling acquisition (\$2.28 Billion), largest in company history

July 2004 – May 2005 Global Real Estate Administrator

Managed two employees in five-person organization; managed global relationships internally and externally. Negotiated global transactions and prepare lease documentation for renewals, amendments, contracts and riders to lease agreements.

April 2004 – July 2004 Global Temporary Administrator (Employee of Walker Personnel)

Same responsibilities listed above for Global Real Estate Administrator.

GENERAL GROWTH PROPERTIES – July 2001 – March 2004

February 2003 – March 2004 General Manager, Mall St. Vincent, Shreveport, LA

- Recruited internally to turnaround asset and regain market share within 24 months; completed in 11 months.
- Primary focus to increase Net Operating Income (NOI) with minimal capital invested:

- Cash Value Added (CVA) at year-end 2.5 times Net Operating Income (NOI).
- 5th most profitable mall year-over-year in company.
- Managed organization of sixty-five employees and contractors.
- Managed P&L

July 2001 – February 2003 Assistant Marketing Director, Willowbrook Mall, Houston, TX

Developed marketing and tenant mix strategy for execution with local and senior management teams for a mall with over eighteen million visitors per year. Managed CRM program. Directly managed ten employees, indirectly managed ~100 employees and contractors.

EDUCATION

Executive MBA, Rice University, Houston, TX

Bachelor's Degree, Trinity University, San Antonio, TX

Majors in Business Administration and Political Science with a concentration in American Politics and Law; Minor in Communications Management

CERTIFICATIONS & PROFESSIONAL LICENSES

Foundations of Business Strategy Certificate, UVA Darden School of Business

Certified Commercial Investment Member (CCIM)

Real Estate Salesperson License - TX

AFFILIATIONS

CCIM Institute

CoreNet Global

Jones Partners – Rice University