

### Impact on the Bottom Line

Regardless of industry, organizational size, or geographic location, I consistently created efficiencies, reduced expenses, and implemented programs that had a positive impact on the bottom line.

**\$1,500,000**

**in personnel costs saved**  
by revising workforce planning models,  
redesigning jobs, effectively staffing positions,  
and training to new competencies

**\$482,000**

**in annual training costs saved**  
by creating an in-house, multi-tiered  
leadership development program for all  
supervisory, management, and  
C-suite personnel

**\$400,000**

**in annual operating expenses saved**  
by redesigning linen utilization processes,  
implementing best practices, and educating  
1,500 staff on new policies and procedures

**\$500,000+**

**in potential litigation outcomes saved**  
by successfully defending the multi-hurdle selection system used to hire  
pilots, thus averting class action suits and payment of individual remedies  
in alleged discrimination cases

### Impact of Organizational Development Initiatives

Having worked in safety-sensitive industries including healthcare, aviation, and public safety, I understand the critical need for high-quality, safe, and efficient service while ensuring compliance with ever-changing regulatory requirements. To this end, I led large-scale culture and process change and educated employees to the change, ultimately achieving efficiencies, improving customer and employee satisfaction, and ensuring compliance with regulatory agencies.

Achieved

**93%**

retention rate (up from 78%) for new clinical staff within

**6 months**

by implementing a new competency-based on-boarding process

Revised

**19 processes**

and trained employees in

**29 positions**

on how to transition from using a paper medical record to a new, electronic medical record, thus complying with new federal regulations

Reached

**100%**

compliance (up from 54%) with restraint procedures in

**4 months**

by redesigning clinical processes and educating physicians, ultimately improving patient safety

As part of a **large-scale culture change effort at a major US commercial airline**, I created cross-functional, planeside teams, established new roles and responsibilities for team members, streamlined processes, and implemented a Team Playbook, all with the goal of improving the customer experience from point of ticket sale to departure.

Significant improvements were achieved on key performance metrics.

#### On-time departure rates



#### Lost baggage rates



#### Customer satisfaction



#### Employee satisfaction



### Talent Management Outcomes

Throughout my career, I had the opportunity to create – from the ground up – talent infrastructures that started with the identification and operationalization of Leadership Success Factors (LSFs) which were aligned with the organization’s mission and values and that were believed to drive organizational success. The LSFs served as the foundation of all other talent and organizational development activities.

**Examples of LSFs:**

- Visionary Leadership
- Economic Orientation
- Industry Perspective
- Risk Taking
- Customer Focus
- Motivation to Change

- Oversaw onboarding activities for **500+ employees**
- Trained **15,000+ employees** on various topics including technical and soft skills
- Directed Disaster Preparedness Training for **3,000 healthcare employees**

- Achieved **93% voluntary participation rate** in a new 360 feedback process and **84% completion rate** of all continuous improvement activities identified in employees’ feedback action plans
- Implemented first **360 program for MDs**



- **Developed and validated legally-defensible selection systems** for a variety of positions, including (among others):
  - Registered Nurse
  - Flight Officer
  - Firefighter (and all higher ranks)
  - Police Officer (and all higher ranks)
  - Various management positions

- **Created organization-wide performance management systems** as well as **position-specific systems** for administrative, customer service, management, and C-suite positions
- **Oversaw** administration of the **Executive Performance Management and Compensation Incentive System** for top 150 employees

- **Revamped succession plan resulting in 82% of critical leadership positions being filled internally** by integrating performance management programs, competency models, and coaching activities and by creating fast tracks for high potentials and targeted development for executive positions