

Maura G. Walden, Ed.D.

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Leadership Development Strategist and Executive Coach

with a proven ability to design and execute talent management strategies, drive process improvement, and lead change management and organization development initiatives.

Skilled at aligning these efforts with current and future business objectives to ensure sustained success.

EXPERIENCE

LEADERSHIP DEVELOPMENT STRATEGIES Nov. 2015 to Present

Founder and Owner

Provide consulting focused on executive coaching, group coaching, change management, organization development, strategic planning, succession planning, leadership development and training.

JOHNS HOPKINS HEALTH SYSTEM July 2016 to May 2023

Executive Director, Organizational Effectiveness & Performance 9/2021-5/2023

Led learning, organization development, organization effectiveness, organization design, executive development and coaching, succession planning, and change management for the Academic Medical System's hospitals, School of Medicine, physician practice groups, and other affiliates. Managed a staff, which included Organization Design Consultants, Organization Effectiveness Consultants, Organization Development Consultants, Leadership Development Specialists, Learning Technology and Innovation Specialists, and Administrative/System Coordinators.

Selected Accomplishments:

- Created programs that focus on performance improvement using Lean 6 sigma and organization design methodologies. Outcomes included increased efficiencies in HR initiatives such as onboarding, performance management process, and talent acquisition.
- Launched organization design programs to ensure structures, processes, people, reward systems, and capabilities aligned with business strategies.
- Created a framework for executive coaching and group coaching programs which expanded opportunities for leaders to access internal and external certified coaches.
- Developed a change management strategy for organization-wide change initiatives, which provided a standard framework and educational resources for leaders supporting change and transition.
- Led the redesign of our Executive Leadership Development Program, resulting in a curriculum that provides leaders with exposure and networking, skills, and experiences needed to be successful now and in the future.
- Led the design of a new Physician Leadership Academy pilot program to fill gaps in leadership competency levels.
- Worked with performance improvement and training staff members to enhance competencies among HR Business Partners to enable them to meet current and future needs of the organization.

EXPERTISE

Change Management

Curriculum

Design/Development

Diversity Management

Employee Engagement

Executive & Group
Coaching

Executive & Staff
Development

Instructional Design

Organization
Development

Organizational
Effectiveness /Process
Improvement

Performance Consulting

Talent Management
Strategy

Talent Review and
Succession Planning

- Worked with our vender-partner at SurePeople to automate the talent review and succession planning process, which will result in the ability to scale the process and provide increased awareness and development of high-potential leaders across the organization's entities.
- Led work related to retention strategies, with a focus on nursing and other hard to fill positions.
- Led the redesign of new employee orientation and new manager onboarding to ensure employees are connected to the organization's mission and have access to the resources they need when they need them.
- Began the redesign of the health system's engagement survey and related strategies.

Director Organizational Effectiveness and Performance

7/2016-9/2021

Led organization development, organization effectiveness, executive development and coaching, succession planning, change management and culture initiatives for the Johns Hopkins Health System's hospitals, physician practice groups, and other affiliates. Designed and delivered competency-based leadership development programs for rising leaders, managers, directors, and other leaders. Managed a staff, which included Organization Effectiveness Consultants, Organization Development Consultants, and Administrative/System Coordinator.

Selected Accomplishments:

Organization Development

- Led the design of a competency-based integrated executive development framework and a learning and organizational development architecture in partnership our CHRO.
- Refined & expanded the talent review and succession planning process to ensure that hidden talent is identified and developed. Implemented the program across the organization.
- Worked with executives to create and support development plans for high-potential and emerging leaders as identified through a rigorous talent review process.
- Coached a range of executives including Physicians, under-represented minorities and high-potential leaders.
- Designed and facilitated Group Coaching Programs.
- Redesigned a range of established programs to provide virtual and hybrid options for participants, which allowed for the continuous offering of programs throughout the pandemic.
- Collaborated with the AD of Learning to design, develop, and facilitate programs for the organization's Leadership Development Program, Director Cohort, Manager Cohort, and Aspiring Managers programs.
- Worked in partnership with leaders to analyze needs, identify issues and trends, and make appropriate recommendations for solutions that meet the current and future needs of the organization.
- Assessed organizational culture in departments across the organization. Identified related strategies to meet the needs of a changing health care landscape.
- Designed and administered organization development and change management surveys.
- Worked with LOD team members, EVP of HR, Diversity Equity & Inclusion Team, the School of Medicine, and our vender-partner at SurePeople to design and implement a mentoring program for URM's,

EDUCATION

Doctorate in Education, Human and Organization Learning

George Washington University,
Washington, DC,

Research: *An Exploration of Healthcare Leaders' Experience as they Endeavor to Cultivate a Climate of Psychological Safety*

Master of Science, Organization Development and Strategic Human Resources

Johns Hopkins University,
Baltimore, MD,
May 2006

Bachelor of Arts, Interdisciplinary Studies - Business, Communication, and English

University of Baltimore,
Baltimore, MD
May 1991

Executive Coaching

Coaches Training Institute (now Co-Active Training Institute), San Rafael, CA,
January 2016

Diversity Management

Cornell University, New York, NY,
December 2010

which included a cutting-edge digital platform. Pilot was successfully completed and the program is in year two.

- Led change management initiatives across the organization.
- Supported the ongoing integration related to the centralization of departments throughout the health system.

Diversity Management

- Worked closely with the VP of Human Resources to support and oversee diversity initiatives throughout the organization on an interim basis during the transition of Diversity and Inclusion leadership.
- Developed diversity and inclusion educational programs to include topics such as unconscious bias, cultural competency, diversity awareness, health equity, leading multiple generations in the workforce, and other customized training.
- Facilitated diversity-related presentations, retreats, orientation programs and team sessions.
- Functioned as lead for the health system's Civility and Respect in the Workplace Committee.

JOHNS HOPKINS HEALTHCARE LLC

March 1998-July 2016

Director of Organization Development & Training

1/2003 to 7/2016

Director of Community Relations

1/2000 to 7/2016

Managed the Organization Development Department with a focus on Leadership and Staff Development, New Employee Onboarding, Executive Coaching, and Workforce Development. Created and led the Diversity Management Leadership Council. Led diversity management initiatives. Created and managed community partnerships and volunteer programs. Planned and managed annual budget for two departments.

Selected Accomplishments:

Organization Development

- Created and staffed the Organization Development function to manage change initiatives and improve team effectiveness.
- Designed and facilitated organization development interventions for all areas, resulting in increased productivity and engagement scores in care management and operations.
- Designed and facilitated executive retreats as part of leadership development and diversity management programs.
- Designed and facilitated sessions on employee engagement to include training, team building, and support with impact plans.
- Created a Center for Career and Workforce Development, which provided employees with services including career coaching, skills assessment, career interest inventories, and individual development plans, resulting in internal promotions of 54% of participants.
- Implemented Executive Coaching program for leaders at all Hopkins Institutions.
- Provided executive coaching to a range of leaders in both clinical and non-clinical areas.
- Initiated JHHC's Strategic Planning Initiative that laid the groundwork for a new mission, vision, values, and the identification of strategic imperatives.

CERTIFICATIONS

Achieve Global:

Leadership Skills Modules

Coaches Training

Institute: Certified Professional Co-Active Coach

Communico: Customer Service Skills Program – The Magic of Customer Relations

Cornell University, ILR

School: Cornell Certified Diversity Professional/Advanced Practitioner

DecisionWise: 360 Feedback instrument

Emotional Intelligence:

EQ-I ^{2.0} assessment

FIRO-B: Fundamental Interpersonal Relations Orientation-Behavior™ assessment

Group and Team

Coaching Certification: Potentials Realized

Insights Discovery:

Personality preference and self-awareness assessment

International Coach

Federation (ICF): Professional Certified Coach level (PCC)

MentorCoach: Career Coaching North of Neutral Master Class

Myers Briggs Type

Indicator Instrument: Qualified and Certified

ProSci: Change Management Methodology

Right Management:

Leadership Coaching

- Led Organization Development and Change Management initiatives for teams in transition as a result of changes in health care, staffing, and strategic priorities.
- Led the design of JHHC's Executive Leadership Development Program – "Navigating Leadership", based on current and future organizational needs, and tied to identified leadership competencies. The resulting program consisted of retreats, and core and elective courses using a variety of training methods. These included facilitator-led, online, formal, informal, and experiential approaches.

Training and Development

- Designed a four-day New Employee Orientation Program resulting in a comprehensive program that included training in core areas of the organization; mission, vision, and values; service excellence; policies; culture acclimation; business acumen; D & I; and systems overviews. Included an additional one-day program for managers. This program won the 2010 ASTD Excellence in Practice Award.
- Worked with the Wellness committee to develop a holistic approach to providing employees with tools and programs to improve their health.
- Worked with representatives from all Hopkins entities to successfully develop Service Excellence Programs and initiatives focused on increasing results of Press Ganey, NCQA, HEDIS, and other regulatory organizations, surveys and audits.
- Managed training and support for new operations computer system implementation.
- Developed training programs to meet the needs of employees in a range of topics such as service excellence, time management, stress management, and running effective meetings.

Diversity Management

- Member of Johns Hopkins University's Diversity Leadership Council. Chair of the Community Relations subcommittee.
- Led JHHC in developing a strategic diversity management plan that resulted in a focused approach to diversity and inclusion that was tied to the business imperatives, vision and mission.
- Created JHHC's first Diversity and Inclusion Council, which included obtaining leadership buy-in, writing a charter, developing a selection process, orienting and training members, designing and conducting climate surveys, and planning council agendas. The Council was awarded a national award for efforts related to work in diversity & inclusion.
- Transitioned the council to a "Diversity Leadership Council" through the addition of 80% of the organizations officers, thus allowing for a greater focus on the business case for Diversity & Inclusion.
- Designed and facilitated Diversity and Inclusion training programs.
- Designed a Future Leaders program for emerging leaders

Community Programs

- Developed award-winning community partnerships with local schools and non-profits.
- Developed mentoring programs at two of our partner elementary schools.
- Developed programs to involve employees in a range of community programs. In addition to school-based programs, the focus included battered women, drug rehabilitation programs, the homeless, Special Olympics, community leadership, and programs geared towards raising funds for medical research.

Strong Interest

Inventory: Career Assessment and Skills Inventory

SurePeople: Integrated talent management platform – Prism and 360 Feedback

PROFESSIONAL AFFILIATIONS & BOARDS

Leadership Anne Arundel:

Graduate class of 2002
Board President, 2008-2009

Chair of various committees: Program, Personnel, Board Development, and Governance Committees

Leadership Maryland:

Graduate Class of 2013

Arts Council of Anne Arundel County:

Board Member – 2011-2014
Board Vice President – 2012-2014

APT: American Psychological Type

Association of Diversity Councils

ODN: Organization Development Network

ICF: International Coach Federation

NCHL: National Center for Health Care leadership.

Director of Training and Performance Improvement***3/1998 to 1/2003***

Established, staffed, and managed the training department responsible for both job-specific and soft skills training for all employees. Established and managed Quality Assurance Department. Developed monitoring programs to ensure the quality of claims processing, customer service calls, and enrollment processes. Implemented company-wide service excellence programs.

Selected Accomplishments:

- Established the organization's training department to meet all operational, staff, and management development needs. A focus on customer service skills development and accountability significantly improved scores on internal measures and external audits.
- Developed new hire training programs for claims, data entry, and customer service departments. As a result, standards and procedures were established, documented, trained, and audited.
- Developed a comprehensive monitoring program for all operations departments.
- Negotiated a 125K renewable training grant through the Anne Arundel County Economic Development Corporation. Funds enabled JHHC to purchase Microsoft Training services for staff.
- Developed a Managed Care Certificate Program in conjunction with Anne Arundel Community College to enable JHHC employees to acquire college credits and a certificate in Managed Care Operations. The program successfully completed its pilot phase in April 2000 and was added to AACC's permanent curriculum.
- Contracted with the City of Baltimore to receive 30K in training funds for training welfare-to-work program participants in all areas of managed care, insurance, work ethics, self-esteem, dress for success, customer service, and PC skills. JHHC employed 100% of participants upon the successful completion of the program.

CMG HEALTH, Owings Mills, MD**June 1992-March 1998*****Director of Training and Development***

Led in the design and implementation of enterprise-wide IT, soft-skills & leadership training. Developed and led the organizational development function. Managed staff in seven behavioral health care regional service centers across the US.