

## Blue Heron Associates, Inc. - Qualifications

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**Carol Gausz, BIO**

***Carol Gausz, Founder and President of Blue Heron Associates, Inc. works with leaders to improve organizational and individual performance and competitive advantage:***

- Creating clear compelling strategic direction
- Aligning organizations (culture, process and structure) to execute strategy
- Building leadership's capacity to execute strategy and lead change
- Inspiring leadership and teams to new levels of performance
- Engaging enterprise wide energy to meet stakeholders' needs

Over the past 25 years Carol has created a strategic change capability in three organizations; lead marketing, communications and customer satisfaction capabilities; served on numerous senior leadership teams; exercised leadership as chief executive of a non-profit agency; created and managed strategic partnerships; and facilitated development of teams and individuals - significantly improving employee satisfaction, individual and team achievement, and organizational performance. She has conducted research on the cultural dynamics of virtual environments and consulted to and served as a member of virtual teams. Prior to founding Blue Heron Associates, Inc. she most recently served as Vice President, Strategy and Planning, Christiana Care Health System.

While pursuing her second graduate degree in Organization Development from Pepperdine's Graziadio School of Business, highly regarded worldwide for preparing leaders of strategic change, Carol studied and consulted in Mexico, Canada, and Mainland China. She also holds a graduate degree from the University of Delaware and has completed the executive management program in Consumer Marketing Strategy from the J.L. Kellogg Graduate School at Northwestern University.

Carol is a member of the American Hospital Association's Society for Healthcare Strategy and Market Development, Organization Development Network, and Forum of Executive Women. She has served on numerous non-profit Boards and recently completed a 3-year term as Board Chair of Children and Families First Delaware, a \$15 million statewide non-profit organization which offers a broad continuum of services focused on building individual, family and community capacity. During her tenure as chair, the agency completed 2 mergers, recruited a new CEO, and increased funds raised by 20%.



### ***SELECTED ENGAGEMENTS***

Every consulting engagement includes coaching of at least the client executive. Leadership team development engagements include coaching for each of the leadership team members individually in addition to the collective work. A selection of previous consulting engagements follows:

- Helped a management team to more effectively address organizational issues and manage conflict productively. Strengthened individual and collective capability to work collaboratively in implementing the organizational strategy.
- Helped craft a strategy to raise the strategic impact and maximize the value of communication throughout an organization, with particular emphasis on increasing understanding and aligned action in service of the organization's mission and strategy.
- Positioned an organization to effectively address workforce needs related to increased service demand and staff shortages, by facilitating creation of a retention and recruitment strategy.
- Helped an organization experiencing significant growth, identify and embrace changes needed to continue successful performance and employee satisfaction. Included team development work and creation of systems and structures to support effective growth.
- Guided a multi unit organization in crafting an enterprise strategy and aiding each entity to determine their strategy to advance the enterprise goals and position the entity effectively in its market. Crafted and facilitated forums to increase effectiveness of the strategy execution and working relationships among the different entities.
- Improved a leadership team's capacity to implement a strategic plan via individual coaching and team sessions focused on real business issues. Strengthened capacity for: effective individual and team behaviors; clarity of roles and responsibilities; effective coordination and communication; mutual accountability; engaging and empowering others; leading change.
- Aided a group of hotels in improving customer loyalty, by designing and facilitating employee development programs that incorporated emotional intelligence and customer service principles and providing individual coaching.
- Helped a regionally distributed organization strengthen the level of trust within the workplace, to improve clinical performance, service excellence and financial performance.
- Improved a team's performance, working relationships, and employee satisfaction, through team development sessions, individual assessments and coaching.

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### **WHAT CLIENTS ARE SAYING <sup>1</sup>**

"By taking a highly disciplined, expert, and meaningful approach, Carol has coached and guided us through an extraordinary process that has led to dramatic enhancements on the part of the individual members and collective team."

***James Caldas, President and CEO, Washington Hospital Center***

"Carol, It is clear to me that your expertise in team development and organizational effectiveness is extraordinary and, has enabled our leadership team to function as a more unified and cohesive group. Your hands-on, group-oriented approach is greatly valued and will help ensure that the Washington Hospital Center remains competitive in the healthcare arena for many years to come. Thank you for your support."

***Dennis W. Pullin, COO, Washington Hospital Center***

"As an executive coach, I found Carol to be responsive and confidential. Her insights on organizations and how to manage the people and issues within organizations are excellent. Carol helped me become a better strategic leader and thus allowed the organization and the individuals within the organization to thrive".

***Kate Orban, Ph.D. Superintendent, York Suburban School District***

"Carol, In my 30 years of corporate life, I don't believe I have ever worked with a facilitator that is as diligent, skillful and dedicated as you. You have a great feel for letting conversations develop without letting the group get off track. That gift comes from talent, lots of experience and an innate understanding of human behavior and what it takes to bring out the best in people. I hope we have the opportunity to work together again. Thanks again!"

***Patrick McCabe, Managing Director Marketing & Communication, Nemours***

"Carol: I want to take this opportunity to express my appreciation for helping our team and firm improve. You helped me improve my understanding and make a more concerted effort to learn more about each team member and what they could bring to the table. I look forward to retaining you in the future ...."

***Ted Massaro, President, M Financial Planning***

"Carol, We had a group of some of the most talented, highly educated individuals but did not know how to function effectively as a team. Your approach, which included a lot of self awareness and other techniques used in positive ways, helped us to better understand ourselves and each other and provided avenues to benefit from our differences. We have come to value each other's strengths more and understand our weaknesses and more effectively support each other.

No one **has the time** for this BUT I believe that **taking the time** has made it easier to tackle the tough decisions in these turbulent financial times. Learning to understand each other has led to increased trust. At the end of the day it has been well worth **the time**. I've learned so much about myself and the team. This would be ideal to do with a new team, before they have all the built up biases about each other."

***Catherine Monge, Vice President, Operations, Washington Hospital Center***

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<sup>1</sup> Individuals are listed with the affiliations in place when we worked with them. More references are available for strategy engagements.

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"I was probably more skeptical than most as to the value of this process at the outset. You provided such great insights into how best to handle situations that sometimes involved difficult conversations that need to take place, or political minefields and how best to navigate them. Your style is one of engagement without judgment, allowing people to speak more openly. This process helped us become more aware of and begin to deal with our team dysfunctions. Within a very short amount of time, you appropriately and correctly sized up the situation and made constructive recommendations which helped us begin to interact more effectively. I fully endorse your work and will be happy to provide a recommendation to potential clients."

***Maureen Clancy, MBA, FACHE, Vice President (large well regarded hospital)***

"Carol- I met with my team and applied the insights I gained from our conversation. The discussion changed from my indicating how hard I was working ... and berating them for obstructing progress, to identifying the reasons that change was being resisted. I found out yesterday, many were afraid of it. The reasons they gave were clearly deeply felt. I think we made considerable progress yesterday. Thanks for your help."

By the way you are doing an excellent job with our Strategic Planning. You have been thrown into the lion's den of the usual clash of high strung physician personalities to which the uncertainty of (other strategies) has been added."

***Physician leader***

" Carol's wealth of experience is evident. She readily assesses issues and works together with the team to develop well structured and practical improvement plans. She has a tremendous ability to engage people at all organizational levels and quickly gain their trust and respect. Carol is extremely professional and I find working with her very enjoyable." ***Kim Barnes, Vice President, Planning and Development, Lourdes Health System***

"Carol – You were so great at our staff retreat! Seriously, you assessed the situation, listened to me and lead us through a productive day. I look forward to talking with you soon, finishing up and working with you again in the near future. Thanks so much."

***Peggy Amsterdam, CEO, Greater Philadelphia Cultural Alliance***

"Carol, Thank you so much for your hard work in our strategic planning process, and also for your seemingly unending support of me!" ***Physician/Strategic Business Unit Leader we aided in strategic planning***

***Leader we partnered with on design/facilitation of a strategy retreat:*** "We've never gotten results that great! 91% positive response on survey question: "Was the retreat a good use of your time?"

"Great meeting today! I'm sure I'm not alone when I say that a full day meeting can be dreadful. But I'm surprised to say that it was actually fun... not a typical [organization name] meeting experience. You guys are great!"

***Message received from a participant in a full day retreat we facilitated***

"Carol, Thank you for your leadership and facilitation of our ... summit. The meeting was exceptionally well organized, coordinated and executed. We accomplished a great deal due to your skillful planning and facilitation. Thank you for your excellent work."

***Karen Breakall, Director Florida Public and Community Relations, Nemours***

"First – thanks for all your consultancy. I believe the effort was greatly enhanced by your involvement. We appreciate the special talent and contribution you have made. As we gear up implementation and leave the planning phase, that front-end integrity will prove invaluable! Thank you!"

***Senior Vice President, Human Resources & Organization Development***

"The program has made a huge impact. Carol clearly defined the objectives and offered us the necessary training to maximize our productivity and improve our customer service. It required participants to think out of the box and be innovative and open minded. I highly recommend Carol's services to any company that is seeking to enhance their employees' overall potential." ***John Ceresani, Senior Vice President, Human Resources & Organization Development, Caesar's Entertainment, Atlantic City***