

Kathryn Wilder, Ph.D.

Leadership & Organization Development

Leadership for a World That Works Better

Organizational Change | Culture Transformation | Leadership Development

Strategic leader, organizational change agent, facilitator, consultant, and coach with a talent for quickly assessing complex dynamics, building engagement, and partnering with leaders and teams for transformation. Committed to evidence-based, action-oriented approaches for meaningful, high impact outcomes. Innovative, collaborative, and relationship-oriented style of partnering with clients and leading others to drive results. Broad experience working with 50+ private and public sector clients in diverse industries.

Education & Certification

Ph.D., Leadership & Change (2007) Antioch University—Yellow Springs, Ohio

Dissertation: *A Communicative Theory of Leadership Practice*

M.A., Communication (1992) University of Maryland—College Park, Maryland

B.A., Communication (1988) West Chester University—West Chester, Pennsylvania

Coach Certification (2011) Newfield Network USA—Boulder, Colorado (International Coach Federation Accredited Program)

Career History & Impact

Kaiser Permanente

2016—Present

Innovative, integrated healthcare provider & not-for-profit health plan

Senior Organization Development Practice Leader, Oakland, CA

May 2021-Present

- Collaboratively lead OD, Talent Planning, and Leadership Development function with NCAL Talent Management Leadership Team to strengthen leadership, retention, bench strength and pipeline, as well as design an organization for growth and performance.
- Lead the development and implementation of NCAL Workforce Engagement strategy with core team and as work stream lead – three sets of work streams aimed at leadership action, operational alignment, retention, engagement, and wellbeing for a culture that supports key business outcomes – clinical care, patient care experience, quality, safety, compliance, and affordability.
- Lead the internal OD consulting practice for NCAL in collaboration with OD Operations Council – consulting approaches and processes; tools and methods for intake, contracting, scoping, tracking, and monitoring engagements; defining roles, processes, structures, and systems to support success; fostering learning, exchange, and development among team of OD Leaders.
- Partner with executive clients to shift culture and implement large-scale change, largely focused on integrating region-wide initiatives such as: Exceptional Care Experience, Rise & Renew (workforce wellbeing), Daily Management Systems, and Workforce Engagement
- Work with executive and senior leadership teams to build strategy and collaboration across Kaiser Health Plan leaders and Permanente Medical Group leaders.
- Support executive leaders in onboarding, building strong teams, fostering resilience, boosting collaborative relationships, strategic planning and implementation to deepen the impact of leadership for results.
- Equip senior leaders in hospital service areas to create and implement succession and development plans, including risk of loss assessment, re-recruitment interviews, and listening circles, along with operational tactics to increase retention and minimize vacancies and turnover in key leadership roles.

Senior Manager, Leadership & Organization Development, Oakland, CA

July 2020-May 2021

Led strategic integration, alignment, and collaboration of leadership development and organization development strategy to equip leaders to navigate uncertainty and lead the transformation of our organization toward the emerging future.

- Managed and led a team of project managers to plan, organize, manage, track, and measure the initiatives of our Talent Management function.
- Led the digital transformation of leadership development in collaboration with a cross-functional team, based on principles of design sprint, human-centered design, and agile approaches.
- Provided stakeholder engagement and communication support with a change adoption and readiness core team to support the launch of a new HR system that will impact each of our 80,000+ employees, change every HR process to target \$1+ billion in cost-savings.

Senior Organization Development Practice Leader, Oakland, CA

November 2018-July 2020

Led region-wide team to collaboratively shape and elevate our internal OD consulting practice to equip NCAL leaders to deliver on our mission. Expanded capacity and capability for organizational change and growth with a focus on developing leadership, systems, talent, and culture.

Organization Development Leader – East Bay Service Area, Oakland, CA

June 2018-November 2018

Partnered with service area senior leadership team, especially SVP/CEO, COO, CNE, and HR Leader, to grow the organization and drive results by expanding organizational and leadership capacity, deepening engagement, developing teams, implementing change, shaping culture, and strengthening resilience and capability at all levels as a consultant, coach, trainer, & facilitator. Examples:

- Strategic Leadership and Culture Assessment with Executive Leadership Team and CNE/Patient Care Services Leadership Team
- Facilitated leadership development program with cohort of frontline leaders – modules on change, communication, engagement, innovation, managing the business,
- Coaching and Team Effectiveness with CNE and Patient Care Services Leadership Team
- Executive Onboarding and Coaching
- Facilitation of Talent Planning Process
- Facilitate “Senior Leader Welcome” sessions with senior leaders to onboard new managers
- OD consulting projects with: EVS Director, Managers, and Supervisors; Pharmacy Directors & Managers; Director, Maternal/Child Health and her team of nurse managers and assistant nurse managers

Senior Consultant, Learning & Organization Effectiveness, Rockville, MD

December 2016-June 2018

Supported learning and organization development in KP Mid-Atlantic States with executives, leaders, and their teams. Key client groups: Finance, Continuing Care, Northern Virginia Service Area, Clinical Contact Center, and Regional Behavioral Health.

Center for Creative Leadership, Greensboro, NC

2013—2016

A premier global provider of executive education programs and leadership research

Faculty

Delivered open enrollment and customized leadership development programs for top-ranked global provider of executive education. Delivered 30+ courses for clients including the Royal Bank of Canada, U.S. Department of Veterans Affairs, U.S. Air Force, U.S. Securities & Exchange Commission, and National Geospatial-Intelligence Agency. Programs were often 5-day residential experiences including: 360-degree leadership assessment feedback & coaching; simulations with debriefs; experiential activities; group and individual coaching with mid to senior level leaders and executives.

Leading Pace, LLC, Washington DC Metro Area

1996—2016

An independent leadership and organization development consulting practice

President & Principal Consultant

Served 50+ organizations—including 11 health systems and 22 federal agencies—and provided 2,000+ hours of executive coaching for 20 years. Provided full spectrum consulting, facilitation, training, and coaching services. Proudest accomplishments include:

- New drug review process with FDA – worked with large team of consultants over three years to partner with FDA Center for Drug Evaluation & Review to redesign an improved and more efficient process of reviewing drugs to expedite getting medications approved and to market more quickly while also strengthening public-private partnership. Worked with cross-disciplinary teams of MDs, PhD scientists, and project managers to step into newly created roles and collaborate and communicate more effectively. The learning and transformation ultimately fed into “Operation Warp Speed” that expedited review and approval of the COVID vaccines.

- Leadership and executive coaching with mid and senior level leaders in an agency in the U.S. intelligence community to support and challenge them to grow as they led their teams and directorates through high stakes, high visibility situations. Elements included: 360-degree feedback; feedback, and support from each leader's direct supervisor; self-reflection, dialogue and inquiry, self-observation, intention-setting, and action planning. We worked together to equip the leaders with skills, practices, and actions related to resilience, leadership, collaboration, executive presence and composure, public speaking and presentation, and change implementation. Not only did the leaders report high levels of satisfaction and an experience of success, feedback from their teams and supervisors provided validation, and I watched the impact of some of that work play out in news coverage and press conferences.

Inova Health System, Falls Church, VA

1992—1996

A nationally recognized, not-for-profit healthcare system serving the Washington, D.C. Metropolitan Area

Senior Consultant—Learning & Development

Designed and delivered leadership & team development programs, strategic planning, and large-scale change implementation. Partnered with external consultant to facilitate strategic planning, leadership, and team development with executive team; Consulting work with CNO and Nursing Leaders as they implemented patient-focused care; Provided coaching and consulting with Executive Director of Behavioral Health Services and his leadership team.

Board of Directors & Pro Bono Service

- International Leadership Association (ILA)
 - Board of Directors, 2012-2015
 - Chair, Membership Committee, 2012—2014
 - Chair, Leadership Development Member Interest Group, 2009
- Days End Farm Horse Rescue, Woodbine, MD
 - Designed and facilitated pro bono strategic planning retreat and organizational culture workshop with Board of Directors, 2013-2015
 - Delivered pro bono leadership coaching and workshop series with Executive Director and staff, 2015
- Association for Talent Development (ATD)
 - Field Editor, "ATD Links—Consultants in Practice," 2003—2012
 - President, Board of Directors, Metro DC Chapter, 1999—2000
- Chesapeake Bay Organization Development Network (CBODN)
 - President, Board of Directors, 2009—2010

Assessment Certifications

The Leadership Circle Profile 360 | Workplace Big 5 Profile | Hogan Assessments | Myers-Briggs Type Indicator | Center for Creative Leadership's Suite of 360-degree Feedback Assessments | FIRO-B | Denison Leadership Development and Organizational Culture Surveys