

# DEBORAH A. LINDRUD

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## VP / DIRECTOR – HUMAN RESOURCES

**Change Management / Corporate Restructuring / Leadership Development / Workforce Planning / OD / T&D  
Talent Acquisition / Performance Management / Diversity / Comp & Benefits / Employee Relations / CPI**

A top performing HR business partner, leader and internal consultant, I designed and delivered diverse strategies to drive organizational transformations aligned with business goals. Working in large, process-oriented environments, I supported rapid growth, turnaround, and right-sizing initiatives to increase revenue and profits.

- Build credibility and trust in HR services and operations**
- Deliver integrated people initiatives that leverage talents and meet business needs**
- Partnering with executive team to drive change management and leadership effectiveness**
- Combining HR expertise and consulting style for success across multiple metrics**
- Developing collaborative relationships in high-stakes discussions to deliver effective programs**

I earned an **MS** in Educational Leadership: Organization Development and a **BS** in Speech Communications from Southern Illinois University. **Certified Trainer** in AMA Leadership Skills & Supervisory Management, Emotional Intelligence Competencies; and Leading, Managing, and Sustaining Change. Expert in handling difficult situations.

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### HIGHLIGHTED ACCOMPLISHMENTS

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**Reduced overhead cost to lowest in seven years.** UWCM needed to reduce liability/market volatility and cut costs. Directed elimination of Defined Benefit Retirement Plan and creation of new staffing plan. Accelerated schedule. Realized cost savings for deferred annuities, \$1.5M less than anticipated. Eliminated three HR jobs, saving \$900K from overall staffing budget. Cut insurance costs 9.5% while maintaining top 30% competitive.

**Developed Transformational Leadership Program to improve customer engagement.** UWCM wanted to drive revenue gains. Seized opportunity to develop/deliver integrated people initiatives to support business strategies. Focused on improving relationship building/consultative sales to support revenue growth including \$9.4M grant.

**Led development of Diversity Program.** UWCM's Organization Health Assessment plan identified diversity as a key opportunity. Led team to reshape hiring, promotional, and branding policies/practices, resulting in higher job satisfaction and stronger recruitment. Achieved 42% ethnic diversity. UWCM selected for Rouse Diversity Award.

**Created credible/high demand internal senior consultant function.** Hired by Blue Cross Blue Shield to provide client-focused HR leadership to two business units. Assisted senior management with outlining changes and "call to actions". Addressed customer service issues. Changes led to workforce reductions, and 15% cut in overhead costs.

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### CAREER HISTORY

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**Independent Contractor**, 2010 – Present. Completed contract assignments with UWCM. Conducted global/local assignments on executive recruiting/compensation and regulatory issues. Provided pro bono services for small nonprofits in HR design/policy development. Volunteered with Family & Children Services and CHRA.

United Way of Central Maryland. Charitable 501(c) non-profit.

**SVP Human Resources & Organization Development**, 2004 – 2010. Strategic HR leader/key business partner to CEO/Executive team. Designed/delivered integrated people initiatives that leveraged talent and aligned with business goals, generating organizational change. Managed \$7.3M budget and four-person team.

**VP, HR**, 1995 – 2004. Developed programs to support organizational/services turnaround and revenue growth through expansion. Delivered state-of-the-art HR systems. Developed Best Practices talent acquisition and competency-based performance management system. Implemented five-year UWCM health assessment.

**Independent Contractor**, 1993 -1995. Provided HR management and organization effectiveness support/services. Advised on change management, conflict resolution, recruitment, performance management, employee relations, comp & benefits, and training/education. Clients included Baltimore Symphony, Howard CC, and Total Healthcare.

**Sr. Consultant**, Blue Cross Blue Shield of Maryland, 1990 – 1993. Delivered client-focused HR systems, change management initiatives, and support for two business units. Executed work redesign of Customer Service, reducing costly errors. Delivered programs to achieve sales pay equity. Advised on RIF, cutting overhead 15%.

**Earlier: Manager**, HR & Administration, JSA Healthcare, Inc. **Personnel Officer**, Southern Illinois University.