

Michael Edenhart-Pepe, Ph.D.

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Professor of Practice drawing on 25 years of experience across all strategic and operational aspects of the human resources discipline to engage students in an on-line curriculum. Demonstrated success building world-class human capital infrastructure, transforming HR, strategically aligning talent, engaging employees and promoting cultures that embrace diversity and innovation.

EXPERIENCE

PENNSYLVANIA STATE UNIVERSITY, SCHOOL OF LABOR & EMPLOYMENT RELATIONS

2017 - current

Professor of Practice

- Online faculty teaching master's level students: Human Resources, Leadership in Organizations, Talent Development.
- Project Advisor for final, graduate Capstone Action Research requirement.
- Launched value-adding coaching service for graduate students and alumni in career transition.
- Chair of Faculty Advisory Committee addressing pay, performance and quality of work life issues and policy.
- Director of PSU outreach initiative; Center for Workplace Performance (CWP).
 - Sponsoring periodic webinars focused on emerging HR issues for PSU students, alumni, and invited guests.
 - Delivering customized training programs for diverse clients from the curated CWP portfolio.
- Converting three 15-week online classes to 7-week format optimizing technology for sustained engagement.

MEANINGFUL GROWTH ASSOCIATES, Richboro, PA

2013 -2017

HR Consultant & Executive Coach

- Facilitated strategic planning and organization change map for largest pediatric hospital in Canada. Acted as "trusted advisor" for CEO and conducted team assessments to promote higher performance of executive team.
- Coached Chief Experience Officer at academic health care system in NYC. Redesigned organization structure. Refreshed employee development programs with emphasis on multi-cultural awareness & education. Created "meaningful metrics" to benchmark and monitor progress.
- Using GE's Change Acceleration Process (CAP), facilitated solution planning sessions for \$600m store reinvestment and re-branding plan of Mid-Atlantic upscale food market.
- Designed and delivered data-driven 12 month accelerated executive development program for multi-site health care system. Spearheaded blended delivery platform using ADDIE methodology and included pre/post diagnostics, ILT, VILT and virtual coaching. Introduced Adobe Connect and Google Hangouts for accessible, efficient virtual project/meeting management.

VIRTUA HEALTH, Marlton, NJ

Chief Human Resources Officer

2011-2013

- Supported business strategy change with organization redesign, redeployment of leaders, talent sourcing, realigned compensation and rigorous employee engagement activities.
- Refocused learning center on business-driven priorities; exceptional customer experience and development of next generation of leaders and Board members. Coached high-potential talent for key roles.
- Filled 90% of key new roles created in re-organization from internal succession pipeline.
- Upgraded human resources value proposition, trimming budget 5% per year while measurably improving service.
- Aligned HR structure with new operating model. Trimmed budget 5% year while measurably improving service.
- Introduced scalable, integrated technology platforms for recruitment, onboarding and performance management.
- Awarded 2012 HR Department of the Year by Delaware Valley Business Consortium.
- Earned top national ranking for employee engagement with innovations including employee advisory teams, wellness incentives, enriched onboarding, meaningful HR analytics, and deeper succession planning.
- Achieved Best Place to Work in the Philadelphia market 3 years in a row.
- Awarded NJ Governor's citation for efforts at diversity recruiting and hiring.
- Invited as "leader development expert" on Philadelphia HR Radio.

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ARIA HEALTH, Philadelphia, PA.

Chief Human Resources Officer

2008-2011

- Led human resources component of financial turnaround in market with shrinking volume and rising bad debt. Partnered with CEO and orchestrated C-suite realignment. Introduced merit-based performance process and tools to drive accountability.
- Trimmed labor costs by \$12,000,000 through performance-based RIF; cut overtime \$1,700,000 and leave abuse by \$390,000 with no adverse legal or employee relations impact.
- Successfully outplaced 100% of employees seeking new employment.

YALE HEALTH SYSTEM, New Haven, CT

Vice President Education & Executive Director, Institute for Excellence

2005-2008

- Launched state-of-the-art executive development center to reshape culture and cultivate next generation of leaders.
- Conceived talent strategy with required Board commitment.
- Managed operation of 25,000-square-foot learning center with \$4,000,000 budget serving 13,000 employees. Established leader competency model, executive programs, coaching protocol, growth assignments, action learning, and simulation lab.
- Introduced formal succession planning to leadership population of 650. Coined “talent to watch” concept for top 20%. Generated development plans for 100% of top performers. Filled 100% of key roles with internal talent during 3 year period.
- Co-chaired diversity committee and improved community relations through outreach programs for minority business owners and prospective college students.
- Rolled out Lean and Six Sigma tools to address process improvement and waste, contributing to 50% increase in operating margin in one year.

GE HEALTHCARE, Pollards Wood, United Kingdom; Princeton, NJ

Vice President, Organization Development /Chief Learning Officer

2001-2005

- Led learning & development programs for global division of 40,000 employees and top 1,000 leaders.
- Introduced corporate values and business processes to 10,500 employees (about the seating capacity of Cameron basketball stadium at Duke University) in six global regions within 90 days of acquisition. Integration was monitored by Wall Street analysts and success positively impacted share price.
- Created intensive, 18month executive development program resulting in increased leader effectiveness as measured by C-level evaluations, more frequent cross-functional collaboration, and more efficient project management.
- Implemented globally decentralized delivery model for corporate university and reduced operating costs 20%.
- Consolidated multiple, fractionalized systems into robust learning management system to increase employee access.

LEADERSHIP RESOURCE GROUP, RTP, NC,

Partner

1994-2001

- Cofounded and grew HR consulting firm to 5 partners with \$3,000,000 in revenue.
- Led global change management team for Ericsson Cellular SAP implementation for 24 months.
- Delivered assessment-based leadership program at FDIC for 2,000 team leaders for 5 years.
- Built curriculum and delivered certificate programs for 1,000 utility company supervisors over 3 years.
- Facilitated merger, C-suite succession and introduced performance management system at Sterling Capital Management.

EDUCATION

WASHINGTON UNIVERSITY, St. Louis, Missouri
Ph.D., Instructional Process
M.A., Educational Psychology

FAIRLEIGH DICKINSON UNIVERSITY, Madison, New Jersey
B.S., Business and Marketing

CERTIFICATIONS

Certified Executive Coach through ICF, Center for Creative Leadership 360s, EQI 360, MBTI, DDI Profiler, Lominger 360, DISC Suite, Hartman Value Profile, Six Sigma Black Belt, GE CAP (Change Acceleration Process) and WorkOut (Structured Project Facilitation).

SELECT PUBLICATIONS AND PRESENTATIONS

What Does Workplace Coaching Look Like, *Featured expert in USA Today Article, Mar 2021*

<https://www.usatoday.com/story/news/2021/03/10/what-does-workplace-coaching-look-like-metoo-era/4578399001/>

Effective Mentoring (with Steven Greenblatt, Esq.), *PSU Center for Workplace Performance Webinar Series, Apr 2020*

Leader as Coach, Presentation, *Penn State Student Leadership Conference, Oct 2019*

Coaching Millennials, *Blog for PSU Center for Workplace Performance, Jun 2019*

Creating Sustainable Talent Development Initiatives, *PSU Center for Workplace Performance Webinar Series, Nov 2018*

Capitalizing on Generational Diversity in the Workplace, *Keynote Address, Annual SEPASHRM Conference, 2014*

Choosing and Using the Best 360 Leader Assessment, *White Paper, Villanova University, 2014*

How to Bridge Generation Gaps, *HR Magazine vol. 58:11, Nov 2013*

Invest in the Long Haul, *T+D Magazine, Mar 2013*

Mapping Talent, *HRO Today vol. 11: 10. 2012*

Reality of Leadership Development, *Human Resources Executive Alliance Thought Leader Conference, 2012*

The Talent Factor: A Systemic Approach to Human Capital, *PA Chamber of Commerce, Annual HR Conference, 2009*

Ensuring Growth through Continuity of Leadership, *PA Chamber of Business & Industry, 2008*

High-Impact Leadership Development, *Organization Development Journal vol. 25: 3. 2007*

Strategic Importance of Talent Management, *Organization Development Journal vol. 25: 2. 2007*

INDUSTRY INNOVATION HIGHLIGHTS

- **Employee Engagement**

Introduced Employee Advisory Teams as a platform to gather input from a cross-section of the enterprise and engage employees in solution building. Participants ranged from maintenance/ housekeeping, to pharmacists, nurses, physicians, administrators. Pre and post measures of employee engagement trended upward. Implemented robust employee survey processes to continuously gather data, analyze feedback, build action plans, monitor progress and communicate results. Sustained industry-leading levels of employee survey participation and engagement scores.

- **Diversity & Inclusion**

Using labor force and population demographic data, updated recruitment strategy to source more diverse candidates. Identified and partnered with higher education institutions to build greater awareness of alternative careers. Implemented Affinity Group forums for historically under-represented employee groups. Enhanced onboarding process with interactive components to build awareness, skills and capitalize on an increasingly diverse workforce.

- **Employee Benefits**

Migrated to self-funded position health benefits and oversaw changes in the health benefits plan incenting employees to adopt healthier lifestyles. New features included: underwriting smoking cessation, discounted health/wellness club memberships, access to individual health coaches, stratified premiums based on salary/organization level, flexible deductions based on healthy behavior.

- **Service/Quality**

Introduced “Patient Navigator” concept to educate patients, facilitate patient compliance and to direct patients within a network of providers for multi-site hospital system. Partnered with Ritz Carlton to drive “service mindset”. Adapted hospitality model including new behavior expectations for patient-facing staff, protocols for complaint resolution. Aligned with pay for performance criteria and updated pre-employment screening tools in a complex hospital system.

- **Leadership Engagement and Commitment**

Launched leadership academies/corporate universities to identify and develop talent. Introduced innovations such as: embedded coaching, EQI 360 data, social network platforms, digital job aids, asynchronous e-learning across diverse industries including Health Care, Higher Education, Pharmaceuticals, Manufacturing and Financial Services.

- **Employment Cycle**

Digitized talent sourcing, recruitment and enriched onboarding process in Higher Education and Community Health Care organizations. Converted traditional instructor led material to virtual platforms, increased information access and feedback opportunities to prospective employees. Results included reduced recruiting costs, increased retention rates, viable talent communities and better alignment with new workforce demographic. Created an acquisition integration SWOT team to proactively address acquired employee issues and to accelerate integration and ensure continuity of service.

- **Organization Structure**

Decentralized various HR functions to move resources closer to the field, such as relocating the labor relations function to the sites where collective bargaining units operated. Centralized transactional HR operations to increase efficiency, standardization, and service to internal customers. Progress tracked & measured with internal pulse surveys and trends in number of complaints. Re-designed HR organization to align with changes in business strategy.