

SHAWNA LAKE, SPHR, SHRM-SCP

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TALENT DEVELOPMENT OFFICER | HUMAN RESOURCES CONSULTANT

Aligning organizational and talent strategies | Building leadership capacity

Strategic, forward thinking Human Resources Leader focused on organizational growth and business operations. Lead HR function, talent acquisition and development, and learning initiatives with attention to building exceptional employee experiences to drive superior customer experiences. Develops leadership teams and cross-functional cohort success through operational excellence and results orientation.

Collaborative leader with superior interpersonal abilities increasing leadership acumen across organizations and building capacity in others to reach full potential. Signature leadership skills include building cohesive teams, creative problem solving, promoting inclusivity, mentoring, and talent development.

- Comp, Benefits, and HR Operations
- Succession Planning and High Potential Identification
- Organizational Design and Development
- Competency and Career Frameworks

PROFESSIONAL EXPERIENCE

DEEP END TALENT STRATEGIES, Zionsville, IN

2020 to Present

Founder & HR Consultant

Full-service HR consulting firm working with employers for talent management consulting and serving individuals and job seekers through resume writing, career coaching, and interview prep. Differentiated service provider who foster connections between employees and organizations to compete in today's employment relationship.

- Identifies prospective clients to appreciate needs and unique situations, backgrounds, mission, and goals; crafts proposals and recommendations to close identified gaps between business objectives and talent capabilities, knowledge, and performance.
- Builds strategic and executional strategies including selecting and aligning resources to meet project requirements and cultural assimilation within client environments.
- Leads team to complete project deliverables on time and budget delivering on promises, building trust, and cultivating long term relationships resulting in repeat business and referrals.

MIDCONTINENT INDEPENDENT SYSTEM OPERATOR (MISO), Carmel, IN

2012 to 2020

Senior Director

MISO is a large tech nonprofit managing the power grid for 15 states and a Canadian province. Guided company out of startup mode through growth and maturation with multiple transformational change initiatives. Led HR, Communications, and Stakeholder Engagement with team of 35 and significant Board collaboration.

- Established, built, and refined Human Resources Business Partner model and dispersed team.
- Redesigned on-boarding, OD and design, diversity and inclusion, employee relations and engagement, and succession planning; analyzed data to determine trends for continuous improvement.
- Drove talent management through designing learning and development annual framework based on skills assessments and gap analysis; identified managers for leadership development and created customized programs to maximize leadership potential.
- Coached and authored development plans for employees and executives in every business unit.
- Created and launched company's core values including marketing, promotions, videos, town halls, and collateral with message and video engagement rates greater than 90%.
- Designed employee and customer change management initiatives along with supportive training development programs focusing on behavioral change and process readiness.

INDIANAPOLIS SYMPHONY ORCHESTRA, Indianapolis, IN

2008 to 2012

Vice President of Human Resources

Oversaw labor and employee relations strategy and execution for the largest performing arts organization in the state of Indiana. Responsibilities included shared services oversight and active participation with the Executive Leadership Team, Board of Directors, Trustees, Patrons, and Donors.

- Directed HR functions as member of Executive Leadership Team and partnered with leadership and Board of Directors to restructure organization and navigate labor relations negotiations; enabled business model changes to benefit community needs and fiscal sustainability.
- Negotiated impactful amendment to collective bargaining agreement without re-opening contract talks; accomplishment represented first ever amendment in organization's eighty-year history.
- Spearheaded ~\$4M annual health and benefits budget; introduced comprehensive wellness program for all eligible employees; negotiated plan design changes with musician's union, resulting in reduction to health care expenses by double digits in three consecutive fiscal years; led 403b investment committee.
- Implemented generational diversity training program to complement marketing strategies and initiatives targeting future audiences with changing demographics.

INDIANAPOLIS ZOO, Human Resources Manager (2006 to 2008)

Drove talent and retention best practices, training and development programs, and employee relations. Ran high volume recruitment for full time and seasonal employees in highly competitive fields and a challenging labor market.

ROMAN BRANDGROUP, Director of Human Resources (2000 to 2006)

Directed HR strategy leading company through four domestic and global mergers and acquisitions. Facilitated talent management programs, talent acquisition, culture, and development.

EDUCATION**Ball State University**, Muncie, IN

*Master of Arts, Executive Development for Public Service; Graduate Certificate in Public Administration
Bachelor of Arts with Honors, Management with Organizational Communication Minor*

PROFESSIONAL AFFILIATIONS & CERTIFICATIONS

Certifications: Society for Human Resource Management (SHRM-SCP); HRCI Senior Professional in Human Resources, (SPHR); Change Management Certified Professional, Association for Talent Development; Certified Senior Human Resources Business Partner, Human Capital Institute (S-HRBP); Certified Facilitator.

Memberships: Society for Human Resource Management (SHRM) National Member & IndySHRM local SHRM Chapter Member; IndySHRM Volunteer of the Year and Corporate and Social Responsibility Award; IndySHRM former Director of Volunteer Management; Indiana SHRM State Chapter Marketing Committee Member.

Media and Crisis Communication Advanced Training

COMMUNITY SERVICE

- Community Foundation of Boone County, Board Director and Women of Impact Member
- Hoosier Environmental Council Volunteer, Advisor to Executive Director
- Ronald McDonald House of Central Indiana Volunteer
- Humane Society for Boone County Volunteer
- HR Curriculum Advisory Former Board Member, Ball State University