

# Andrew Carusone

## Employee Communications/Change Management Professional

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Internal communications professional and subject matter expert with more than 30 years of hands-on and leadership experience. Skilled in all areas of Internal Communications, transformational Change Management, department leadership, workforce engagement, policy development, project management, leadership coaching, collaborative technologies, enterprise risk management and communication strategy.

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### SKILLS – Project Highlights and Work Samples: <https://carusone.net>

Internal Communications: Confident, self-sufficient leader who loves managing change related projects and employee communications. Go-to expert in all forms of internal/employee communications. Directed an enterprise effort to transform the Lowe's employee communication focus from simple message delivery to a stronger emphasis upon building greater meaning, commitment, and desired employee behaviors.

- ☑ **Intranet:** Instrumental in developing the original Lowe's intranet. In partnership with IT (Information Technology), Human Resources and the Legal department, authored and governed all intranet content and management strategy.
- ☑ **Strategy:** Developed internal communication goals, strategies, operating plans, and the measurements of success needed to support the enterprise functional business plan.
- ☑ **Story Telling:** Responsible for creating compelling internal business stories and narratives designed to drive higher levels of employee engagement, commitment, and a trustworthy work environment.
- ☑ **Collaboration:** As the identified subject matter expert, responsible for supporting other communication efforts in all parts of the enterprise. Promoted coordination, consistency, and resource efficiency when contributing to communication assignments.
- ☑ **Video:** Managing a 10-person Business Television team, promoted the value and effectiveness of storytelling by using executive intranet video blogs and "OpsTalk" (a weekly, executive hosted, television broadcast) and 14 other regularly scheduled programs.
- ☑ **Leadership Coaching:** Served as the Internal Communications "reverse-mentor" to the CEO and executive team in support of their employee communication efforts and active use of Lowe's social business platforms (*IBM Connections, Microsoft SharePoint, Microsoft Office 365™, etc.*).
- ☑ **Survey:** Expert in employee survey development and sentiment analysis. Responsible for training others in the use of scientifically supported questioning techniques and intuitive, web-based survey methodologies to obtain and analyze critical employee feedback.
- ☑ **Communication Planning:** Designed, developed, and managed the official corporate-level editorial calendar (Docket®) of all internal communications and enterprise events. The Lowe's Docket® serves as the centerpiece of all internal communication requests and outputs.
- ☑ **Public Relations:** Assisted Community Relations, Public Relations, Human Resources and other business lines and functions to ensure their efforts consistently supported ongoing enterprise-level employee engagement efforts.
- ☑ **Writer:** Skilled storyteller, writer and editor with broad experience developing executive speeches, live presentations, television scripts and production, email messaging, HTML content, SEO (Search Engine Optimization), blogs, wikis, forums, print, newsletters, technical training content, and policy development.
- ☑ **Leadership:** History of leading a cross-functional team of 5 direct reports and 22 communicators and developers who write quickly and clearly for all communication channels and possess excellent (and ruthless) editing skills.

**Change Management:** Certified **Change Agent (Level 1)** in the *Conner Partners* Change Management methodology, with additional working knowledge of the *PROSCI Change Management ADKAR* (Awareness, Desire, Knowledge, Action, Reinforcement) system. Experienced in structured change management approaches and the human psychology associated with changing existing processes. Expert knowledge of Sentiment Analysis, Human Capital Management and Behavioral Economics. Experienced in analyzing current and future state processes to better understand the potential disruption of change initiatives. Experience in authoring numerous enterprise-level change management strategies, communication proposals and training plans. Proficient developer of communication, educational materials (quick reference guides, job aids, etc.) for employees, change sponsors, and stakeholders. Experienced in consulting and coaching all levels of the organization, including executive and C-Suite leadership.

- ☑ **IWE (Integrated Workforce Experience):** Leading a select cross-functional team of 14, spearheaded the introduction of social business technologies and a new employee working experience within an international enterprise of 300,000+ employees. With a total project budget of \$20 million, the Integrated Workforce Experience was a multi-year, enterprise-wide change initiative designed to embed social business technologies and collaborative work practices within all parts of the business and further remove barriers between employees and the systems they use to complete their work. This initiative reduced labor hours dedicated to seeking technical support by \$24 million in year 1.
- ☑ **Microsoft Office 365™ Implementation PMO:** Directed the *Microsoft Office 365™* Implementation PMO (Program Management Office). Provided risk analysis for all major business areas and assisted in the formulation of department level mitigation plans. To achieve adoption goals, used collaborative technologies, Business Television and in-person instruction to train and support an international team of 60 hand-selected *Microsoft Office 365™* Change Agents in 5 countries.
- ☑ **Change Readiness Process:** Evangelized a change and production readiness process throughout the IT organization bringing increased visibility and compliance to development and installation processes. Executed software integration and assisted with reengineering of change processes and management requests related to the release of sales system changes.
- ☑ **Database and Software Developer:** 40+ years of experience developing and supporting relational databases (*Microsoft Access, SQL Server, MySQL, DB2 UDB and others*) and code development in VB, ASP, ASP.NET, JavaScript, PHP. Designed and programmed the Lowe's *Target E-Mail Platform®*, the \$11 million Lowe's *Heroes®* community relations program and more than 20 other communications solutions.

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### EXPERIENCE

**Director Corporate Communications and Change Management:** Lowe's Companies, Inc. (Mooresville, NC)

2010 - 2015

**Store Communications Director:** Lowe's Companies, Inc. (Mooresville, NC)

1998 - 2010

- Lead a team of 22 in standardizing enterprise communication channel management and policy. Governed the development and use of Lowe's Intranet, email delivery, print communication, Knowledge Management systems and Business Television.

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### EDUCATION

Bachelor of Science in Business Administration: University of Arizona  
Change Agent: Level 1, Conner Partners Change Management Methodology