

# Heather Holladay Gates

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## PROFESSIONAL SUMMARY

Seasoned professional with unique background combining operations, project management, human resources, and organizational development in a variety of business settings including corporate, small business and non-profit. Advanced communication, relationship-building and problem-solving skills support a high tolerance of ambiguity, initiative, and versatility. Proven success as both a leader and an individual contributor. Experience includes:

- Project management & execution
  - Facilitation and public speaking/presenting
  - Operational problem-solving
  - Human Resources Consulting
  - Policy, procedure and workflow documentation
  - Process analysis & improvement
  - Research and information gathering
  - Organizational Development and Training
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## HIGHLIGHTS

- **Operational Improvement** - Created numerous operational policy and procedures resources where none existed before for both non-profit and for-profit entities. Focused on this area of expertise for consulting business. Created the first online intranet resource at a corporate office for satellite locations to access HR policies. Facilitated a client's staff through numerous processes to find efficiencies.
- **Project Management and Facilitation** - Designed, implemented and facilitated a wide variety of programs and projects on numerous topics for businesses and community organizations. A sampling of topics includes operational policies and standards, leadership development, strategic planning, and creative group problem solving. Delivered on both local and national bases for all levels of participants including front-line employees, executives and community leaders, and audiences of a few to several hundred. Co-created the Louisville 101 program acclimating new residents and business leaders to Louisville.
- **Communication and Relationships** - Able to relate to all types of people at all levels from front-line employees to executives. Proven success in repairing strained internal and external relationships. Developed all types of written and audio communication pieces – handbooks, newsletters, policies, procedures, training materials, marketing collateral, videos, social media, etc.
- **Problem Solving** - High level of comfort and success with new situations, lines of business, and general problem-solving. Built two departments from the ground-up without prior knowledge of business area. For one employer, developed operational procedures, budgets, internal and external customer service standards, and problem-resolution tracking systems. Saved an estimated \$1.7 million on an annual basis for one company by enhancing performance and creating tools to measure success including quality control, customer service monitoring, implementing performance measurements, auditing and reporting.
- **Big Picture and Detail-Oriented** - Uniquely able to see the big picture as well as drill down to the details, allowing for both effective participation in strategic planning as well as translation into day-to-day operations.
- **Louisville Knowledge** - Understand the landscape of the Louisville community as it relates to “who’s who”: organizations, people, projects, etc. This working knowledge of the relationships and business climate of the community was gleaned by service on several community boards, programmatic development at Leadership Louisville Center, active board leadership for the Young Professionals Association of Louisville, working relationships with Greater Louisville Inc., Louisville Metro government, and participation on the Louisville Branding Committee, which came up with “Possibility City.” Involved in the “Passing the Torch” book on Louisville leadership by assisting in the interview process as well as serving as an editor.

# Heather Holladay Gates, continued...

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## WORK EXPERIENCE

### **Gates Consulting LLC, *Principal***

**2006 – present**

Provide freelance problem-solving and project management for a variety of clients. Conduct or provide oversight to accomplish projects on their “to-do list,” that they don’t have an available employee to do. Common projects include creating and/or revamping processes and policies, managing special projects, researching business ideas, troubleshooting and assessing unknown operational issues, creating workflows and procedure documentation, facilitating work team sessions, and providing communications/marketing/social media guidance. Also engage in general human resources, recruiting, organizational development and operations-related projects.

### **Leadership Louisville Center, *Program Manager***

**2004 – 2006**

Managed Ignite Louisville young professional leadership program, Spirit Louisville high school leadership program, Focus Louisville community leadership program, and co-created Louisville 101, an orientation program for new Louisville residents and business leaders. Responsibilities included program design, budgeting, facilitation, logistics and execution. Also provided operational oversight for all the organization’s programs, ensuring all programs complied with standards. Initiated policies and procedures project.

### **Career Resources, Inc., *Director***

**2003 – 2004**

Directed HR, Marketing, I/T and Facilities Management. Managed special projects related to business development and created strategic plan and department budgets. Built relationships with other community organizations such as Greater Louisville Inc., KentuckianaWorks, and the BrainGain Alliance, an initiative to attract and retain workers in Louisville. Monitored operational results and presented to the Board of Directors.

### **SHPS, Inc., *Program Operations Manager***

**2002**

Managed day-to-day operations of a new business line. Managed high profile national clients including Intel, CIGNA, Citibank and Salomon Smith Barney. Directed clients in identifying business requirements for operational processes and served as liaison to technical team to ensure completion.

### **Vencor, Inc., (now Kindred Healthcare) and Atria, Inc., *HR Manager*** **(Atria was a division of Vencor at time of transition)**

**1996-2002**

Joined Vencor as recruiting assistant and was quickly promoted to benefits supervisor. Selected to create a benefits operations area of 20 employees that did not exist before. Managed benefits enrollment, problem resolution, and customer service to support 80,000 employees nationwide. At Atria, coordinated conversion to new payroll/HRIS system. Created new department for benefits operations support and was responsible for entire benefits function, administering all programs for 8,000 employees. Promoted to HR Manager to direct special projects such as employee handbook revision, creation of first online HR site, and communication of HR policies and procedures nationally. Improved operational performance by increasing efficiency and internal and external customer relations.

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**TECHNICAL SKILLS** – Social Media Content Design, Microsoft Office (Word, Excel, Powerpoint, Visio, Sharepoint); Various HRIS Database Software Packages and Reporting Tools

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**EDUCATION** - Master of Business Administration, University of Louisville, Louisville, KY; Bachelor of Science in Business, Murray State University, Murray, KY; Professional in Human Resources (PHR) certification earned

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**COMMUNITY LEADERSHIP** – Christian Academy of Louisville PTO Committee Chair (13-16); Highland Presbyterian Church Weekday School Strategic Committee (11-12); Parents Day Out Board of Directors (08-11); Kosair Children’s Hospital Foundation Task Force (06-07); Young Professionals Association of Louisville (YPAL) Board of Directors - Executive Committee, VP of Administration and other Committee Chairs (03-06); Greater Louisville Community Branding Project Team (05-06); Greater Louisville Inc. Work/Life Alliance Committee (04-06); KentuckianaWorks Workforce Investment Board Communications Committee (03-06); Junior Achievement School Mentor (05); Women4Women Connections Task Force Steering Committee (04-05); National and Local Society of Human Resource Management (SHRM & LSHRM) (1996-present)