

Curriculum Vitae
Carrie Ashley Arnold, PhD, MCC, BCC

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SUMMARY

Innovative executive coach, consultant, author, and leader skilled in human development and ability to partner with leaders within complex dynamic systems. Adept at influencing, advising, and guiding organizational leaders and building awareness in others. Experience with developing, implementing, and managing leadership programs to optimize organizational effectiveness. Exceptional communicator, facilitator, trainer, leadership coach, and advisor who obtains results that exceed expectations. Experience in the areas of performance management, communication, organizational development, human resources, change management, education, and research.

EDUCATION

Doctorate of Philosophy: Human Development, Fielding Graduate University, 2017

Dissertation: The Silenced Female Leader: A mixed methods interpretative phenomenological analysis.

Certificate of Leadership Coaching, Center for Continuing & Professional Education in Leadership, Georgetown University, Washington D.C., 2011

Emphasis: Non-profit executive leaders

Master of Arts – Organizational Management, Fielding Institute, 2002

Thesis: Authenticity: The vehicle for leadership not the destination

Bachelor of Arts: Psychology, Colorado Christian University, 1993

ACADEMIC EXPERIENCE

Arnold, C. (in press July 2020) *Silenced and Sidelined: How women leaders find their voices and break barriers*. Rowman & Littlefield, New York, NY.

Arnold, C (in press June 2020) Leading while silenced. *Choice Magazine*.

Arnold, C. (2019, July 18). The silenced female leader. *Coaching World*. Retrieved from <https://coachfederation.org/blog/the-silenced-female-leader?unapproved=40508&moderation-hash=29dcb6bdb492bae8302bd33d257f6309#comment-40508>

Arnold, C. (2019). The currency of voice. In Katrina S. Rogers & Monique L. Snowden (Eds.), *The Fielding scholar practitioner: Voices from 45 years of Fielding Graduate University* (pp 43-49). Santa Barbara, CA: Fielding University Press.

Recipient (Summer 2018). Inaugural Dianne Kipnes Fund for Social Innovation Award, Fielding Graduate University.

Fellow (October 2017 – present). Institute for Social Innovation at Fielding Graduate University

Co-chair (7/17 – 1/18). Institute for Transformational Leadership Research Committee, Georgetown University.

Recipient (Summer 2016). Charlie & Edie Seashore Scholarship in Organizational Diversity and Change, Fielding Graduate University.

Arnold, C. (2017). The Silenced Female Leader [white paper]. http://www.willow-group.com/uploads/1/3/0/7/13073207/white_paper_the_silenced_female_leader.pdf.

Arnold, C. (2011). Manage Employees. In Burcroff, A. & Ballentine, L. (Ed.), *Human Resources Management* (pp. 253-288). McKinley College, Fort Collins, CO.

Dissertation Committee Member (2016-2019). Fielding Graduate University student reader.

- The microfoundations of dynamic capabilities in emerging industries
- The lived experience of professionals who have transitioned from working in an organization to working independently in a solo-environment.

Adjunct Faculty (8/07 – 6/09). School of Business, University of Phoenix

- Taught *Business Ethics and Management Theory, Practice and Application* undergraduate courses in the classroom for non-traditional students.

ACADEMIC SPEAKING ENGAGEMENTS

Arnold, C. (January 2018). *The silenced female leader: A mixed methods interpretative phenomenological analysis and comparative study by industry*. Fellow Speaker. Fielding Graduate University, Chicago, IL.

Arnold, C. (January 2018). *Two Things that Cannot be Taken Away – My Voice and My Silence: How to Leverage Both for Career Success*. Webinar Presentation. Georgetown University Alumni Association.

Arnold, C. (October 2017). *How the Topic of Silencing Informs Educators*. Guest Speaker. Colorado University Denver Campus, Denver, CO.

Arnold, C. (October 2017). *The Silenced Female Leader: Coaching Women to Find Purposeful Voice*. Harvard Medical School Institute of Coaching in Leadership and Healthcare Conference, Boston, MA.

Arnold, C. (August 2017). *Coaching the Silenced Female Leader*. International Coach Federation Converge Conference, Washington, DC.

Arnold, C. (March 2016). *Coaching the Silenced Leader*. Georgetown Coaching Alumni Conference, Washington, DC.

PROFESSIONAL SPEAKING ENGAGEMENTS ON SILENCING RESEARCH

Arnold, C. (2018 - 2019). *The Silencing Factor: Executive women and voice*.

November 2018 – Women’s Initiative Think Tank keynote hosted by Orrick law firm, New York

March 2019 – Women Lawyers Group Retreat keynote hosted by SheppardMullin, Los Angeles

April 2019 – Leadership series webinar speaker hosted by Illinois Critical Access Hospital Network

May 2019 – Manatt Women’s Initiative Summit speaker hosted by Manatt, Phelps & Phillips, Santa Monica

July 2019 – Women’s Leadership Initiative speaker hosted by Brownstein Hyatt Farber Schreck, Denver

Arnold, C. (September 2018). *The Silenced Female Leader: Leveraging a valuable voice*. Willow Group workshop speaker, Denver, CO.

Arnold, C. (June 2018). *The Silenced Female Leader: Finding voice efficacy*. Women in Technology (WIT) Roundtable Keynote speaker, Washington DC.

Arnold, C. (2018). *Coaching the Silenced Female Leader: Strategies for both Men and Women*.

January - Webinar Presentation, Center for Creative Leadership.

February – Colorado ICF Chapter, Denver, CO

February – Webinar Panel Speaker, Harvard Institute of Coaching in Leadership and Healthcare

April – Webinar Speaker, Ohio ICF Chapter

September – Webinar Speaker, WellCoaches Association

Arnold, C. (October 2017). *Coaching the Silenced Female Leader: Strategies for both Men and Women*.

Philadelphia ICF Chapter, Philadelphia, PA.

Arnold, C. (May 2017). *Complex Silencing: When silenced leaders unknowingly create organizational norms of silence*. Treasury Executive Institute, Washington, D.C.

OTHER PROFESSIONAL SPEAKING ENGAGEMENTS

Arnold, C. (April 2020). *Myers Briggs Type Indicator*. Webinar Speaker, Department of Interior Bureau of Safety and Environmental Enforcement, Washington, D.C.

Arnold, C. (April 2020). *Best Practices for Interviewing*. Webinar Trainer, Amputee Coalition, Washington D.C.

Arnold, C. (March 2020). *Best Practices for Virtual Facilitation*, Webinar Trainer, Denver, CO.

Arnold, C. (February 2020). *DPSTeams Retreat*. Facilitator, Denver Public Schools, Denver, CO.

Arnold, C. (October 2019). *Professional Coach Training*. Trainer, Leadership Coach Cadre, Denver Public Schools, Denver, CO.

Arnold, C. (August 2019). *Strategic Planning Session*. Facilitator, Arts Schools Network Board of Directors, Denver, CO.

Arnold, C. (August 2019). *Conflict Management and Mediation*. Facilitator, U.S. Geological Survey, U.S. Department of Interior, Denver, CO

Arnold, C. (August 2019). *Adult Culture and Team Building Session*. Facilitator, Colfax Elementary School, Denver Public Schools, Denver, CO.

Arnold, C. (July 2019). *Myers Briggs Type Indicator*. Webinar Speaker, Department of Interior Bureau of Safety and Environmental Enforcement, New Orleans, LA.

Arnold, C. (June 2019). *Emotional Intelligence and Conflict Management*. Speaker & Facilitator, Office of Valuation Services, U.S. Department of Interior, Denver, CO

Arnold, C. (June 2019). *The Leadership Circle Profile Retreat*. Facilitator, Bureau of Land Management, U.S. Department of Interior, Salt Lake City, UT.

Arnold, C. (January 2019). *The Dreaded Drama Triangle*. Student culture day speaker, Denver School of Arts, Denver, CO.

Arnold, C. (October 2018). *Myers Briggs Type Indicator & Team Building Session*. Facilitator, Department of Interior Appraisal and Valuation Services Office, Denver, CO.

Arnold, C. (September 2018). *Leader as Facilitator*. Keynote, Sky Ridge Medical Center Shared Decision Making Council Dinner, Denver, CO.

Arnold, C. (August 2018). *Myers Briggs Type Indicator & Conflict Management Retreat*. Facilitator, Chalot Law Firm, Denver CO.

Arnold, C. (August 2018). *Culture and Workplace Appreciation Retreat*. Facilitator, Colfax Elementary School, Denver Public Schools, Denver, CO.

Arnold, C. (August 2018). *Culture and Energy Management Retreat*. Speaker, Denver School of Arts, Denver Public Schools, Denver, CO.

- Arnold, C. (March 2018). *Effective Facilitation and Communication*. Keynote, Sky Ridge Medical Center Shared Decision Making Council Dinner, Denver, CO.
- Arnold, C. (February 2018). *Teambuilding Session*. Facilitator, Enterprise Program Management Office Team, Sisters of Charity Leavenworth, Denver, CO.
- Arnold, C. (January 2018). *Two Day Professional Coach Training*. Trainer, Instructional Leadership Team Partner Group, Denver Public Schools, Denver, CO.
- Arnold, C. (November 2017). *Communication Team Retreat*. Facilitator. Biohabitats Colorado Office, Denver CO.
- Arnold, C. (November 2017). *Hospital Site Leadership Team Building Session*. Facilitator, Porter Adventist Hospital, Denver, CO.
- Arnold, C. (October 2017). *Conflict Management and Communication*. Speaker, Office of Valuation Services, U.S. Department of Interior, Denver, CO.
- Arnold, C. (August 2017). *Conflict Management and Team Building Session*. Facilitator, Colfax Elementary School, Denver Public Schools, Denver, CO.
- Arnold, C. (August 2017). *StrengthsFinder Workshop*. Speaker, Sandoval Elementary School Leadership Team, Denver Public Schools, Denver, CO.
- Arnold, C. (August 2017). *Stages of Adult Development*. Speaker, Denver Public Schools Cohort of Leadership Coaches, Denver, CO.
- Arnold, C. (August 2017). *Strategic Planning Session*. Facilitator, Colfax Elementary School Leadership Team, Denver Public Schools, Denver, CO.
- Arnold, C. (July 2017). *Change Management Retreat*. Facilitator, Bureau of Ocean Energy Management, U.S. Department of Interior, Washington, D.C.
- Arnold, C. (June 2017). *Myers-Briggs Type Indicator Webinar*. Speaker, Office of Valuation Services, U.S. Department of Interior, Denver, CO.
- Arnold, C. (May 2017). *The Leadership Circle Profile Retreat*. Facilitator, Office of Environmental Programs, U.S. Department of Interior, Washington, D.C.
- Arnold, C. (April 2017). *Internal Resident 360 Feedback*. Facilitator, Colorado University School of Medicine, Denver, CO.
- Arnold, C. (April 2017). *Mediation Retreat*. Facilitator, Cory Elementary, Denver Public Schools, Denver, CO.
- Arnold, C. (April 2017). *Strategic Planning Retreat*. Facilitator, Lead in Denver Team, Denver Public Schools, Denver, CO.
- Arnold, C. (February 2017). *DPSTeams Retreat*. Facilitator, Denver Public Schools, Denver, CO.
- Arnold, C. (November 2017). *The Leadership Circle Profile Retreat*. Facilitator, Bureau of Ocean Energy Management, U.S. Department of Interior, Washington, D.C.
- Arnold, C. (September 2016). *The Leadership Circle Profile and Myers-Briggs Type Indicator Retreat*. Facilitator, Bureau of Safety and Environmental Enforcement, U.S. Department of Interior, Washington, D.C.

- Arnold, C. (September 2016). *Strategic Planning and Team Building Retreat*. Facilitator, Culture Equity and Leadership Team, Denver Public Schools, Denver, CO.
- Arnold, C. (August 2016). *Network Six Team Norming Session*. Facilitator, Denver Public Schools, Denver, CO.
- Arnold, C. (January 2016). *Change Management: The Four Reactions to Change*. Facilitator, Schmitt Elementary all School Retreat, Denver, CO.
- Arnold, C. (August 2015). *Team Building Session*. Facilitator, Schmitt Elementary School, Denver Public Schools, Denver, CO.
- Arnold, C. (July 2015). *Leadership Development Session*. Co-facilitator, Kaiser Health Plan Leadership Team, Denver, CO.
- Arnold, C. (June 2015). *The Practical Application of Leadership Theories and Approaches: Making sense of more than just jargon*. Speaker, Organizational Development Network Meeting, Denver, CO.
- Arnold, C. (May 2015). *Team Building Session*. Facilitator, Daniels College of Business Alumni Board, Denver University, Denver, CO.
- Arnold, C. (April 2015). *The Leadership Circle Profile Senior Team Retreat*. Co-facilitator, Kaiser Health Plan Leadership Team, Denver, CO.

PROFESSIONAL EXPERIENCE

The Willow Group, LLC, Principal Coach 1/11 - present
 (Private Practice Executive Coaching & Consulting)

Serve as an executive coach, facilitator, and consultant to leaders in the non-profit and the private sector. Clients include Denver Public Schools, Aurora Public Schools, Kaiser Permanente, Regis High School, The Children's Hospital Colorado, HealthOne, Sisters of Charity of Leavenworth Health System, Chipotle, Colorado Springs Utilities, Dish Network, Office of Personnel Management, and U.S. Department of Interior.

- Developed curriculum in the following topics: Change Management, Stages of Adult Development, Leadership Theories, Coaching Competencies, StrengthsFinder, Communication, and Positive Intelligence.
- Worked with over 100 clients and has coached at the president, CFO, COO, CHRO, V.P., physician, superintendent, director, manager, and emerging leader level.
- Served on the Mentor/Coaching Design Team for Denver Public Schools.

Exempla Healthcare 7/03 – 6/13

(Not-for-profit hospital system with close to 10,000 employees)

- *Director, Organizational Development for Exempla Saint Joseph* 8/11 – 6/13
- *Director, Human Resources for Exempla Saint Joseph* 8/08 – 8/11
- *Leadership Consultant for Exempla System Services* 9/04 – 8/08
- *Manager, Human Resources for Exempla Lutheran Medical Center* 7/03 – 9/04

Administrative leader in a non-clinical complex hospital environment for Exempla Saint Joseph Hospital (ESJH). I consistently gained broader experience within Exempla throughout my ten years of employment. I served in three interim leadership roles at two different hospitals and provided leadership in quality, marketing and communications, human resources, and leadership development. I trained in Lean/Six Sigma and facilitated multiple process improvement events.

- Developed and implemented a front-line leadership development program for emerging nurse leaders that

included all aspects of adult learning and 1:1 coaching.

- Designed, developed, and deployed a leadership development strategy and framework that included facilitating a 7-day leadership orientation program multiple times for leaders at Exempla Healthcare, creating leadership capacity and strategic alignment.
- Directly managed 8 FTEs in HR and Organizational Development with operational oversight of recruitment, selection, employee relations, compliance, training, and evaluation.

Manager, Employee Relations

2/99 - 8/02

Colorado Access, Denver, CO

(Mid-size, not-for-profit, managed health plan serving the medical and behavioral health needs of the medically underserved.)

Managed employment, training, special projects, and employee relations issues for the organization; which included: supervision of a staff of three, policy & procedure development, project management, oversight of employment and compensation function, affirmative action, and all employee-focused events.

- Implemented a management training & leadership development program for all Colorado Access management.
- Developed the first Affirmative Action Plan for the organization.
- Transitioned organization from an anniversary date performance program to a common review date system.
- Implemented a new HRIS system, Ceridian.

SERVICE

2015 – Present: Coach Mentor, Center for Continuing & Professional Education in Leadership, Georgetown University, Washington D.C.

2016 – 2017: Facilitator, “New Normal” Virtual Race Inquiry Groups, Georgetown Coaching Alumni.

April 2017: Emcee Building Paths Together Breakfast Benefit, The Delores Project, Homeless shelter for unaccompanied women in Denver, Colorado.

January 2016 – December 2017: Business Development Board Committee Member, The Denver Street Schools.

July 2014 – January 2016: Human Resources Board Committee Member, The Delores Project.

December 2013 – Present: Host of Willow Whoopla Charity event, The Delores Project and The Denver Street Schools.

November 2010 – Present: Samaritans Purse, Operation Christmas Child, Volunteer.

ASSOCIATIONS

Georgetown University Alumni Association (GUAA) Career Coaching Partnership Program

Member of International Coach Federation (ICF)

Member of ICF Colorado Chapter

Member of Denver Women’s Press Club

PROFESSIONAL CERTIFICATIONS AND PROFESSIONAL DEVELOPMENT

Authorized DiSC Facilitator and Issuer, 2020

Master Certified Coach, 2019

Social + Emotional Intelligence Profile (SEIP)®, 2019

MCC Coach Mentoring, 2018

Institute for Transformational Leadership Alumni Conference, 2018
Recipient of Coaching Supervision, 2017
Converge International Coach Federation Conference, 2017
Art of Developmental Coaching, Coaches Rising, 2017
Georgetown Alumni Coaching Conference, 2014, 2015, 2016
International Coach Federation Colorado Chapter Conference, 2014
Professional Certified Coach, 2014
Profile Certification Training, The Leadership Circle, 2013
Myers-Briggs Type Indicator® (MBTI®) Certification Training, 2013
Board Certified Coach, 2012
Associate Certified Coach, 2011
Leadership Coaching, Georgetown University, 2011
Influence Style Indicator Certificate, 2011
FIRO Element-B Certificate, 2008
Mediation Training Certificate, 2004
Targeted Selection Training Certificate, DDI, 2004
Employee Relations Law Certificate, 1998
Professional in Human Resources Certificate (PHR), 1998