

# Adena E. Johnston, D. Mgt., MCEC

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## PROFILE

Dedicated and innovative consultant with over two decades of corporate experience in operations, talent management and executive coaching. Known for bridging business acumen with her lens in organizational dynamics to provide insight and actionable strategies for clients. Holds executive experience formulating and implementing strategy, coaching executives and teams, and building core capacity and workforce sustainability. Fosters relational capital to build partnerships across organizations, with key stakeholders, and customers; all focused on accelerating performance and developing collective impact. Experience includes:

- Profit & Loss
- Start-ups & Turnarounds
- Multi-Location Oversight
- Strategic Operations
- Business Development
- Organizational Development
- Talent Management
- Executive Coaching
- Workplace Culture & Change
- Leadership & Team Effectiveness
- Employee Engagement
- Interactive Design Thinking
- Career Transition
- Practice Management
- Keynotes & Seminars

## EXPERIENCE

LATERAL GROUP, A DIVISION OF COMPLETE SCHOOL SOLUTIONS, Maple Glen, PA 2009 – present  
*A consulting and executive coaching firm focused on helping leaders and organizations navigate complexity to achieve results.*

### Principal Owner

Consulting and executive coaching for individuals and organizations in organizational effectiveness, change management, leadership development, team alignment, and individual executive coaching. Work with clients includes leadership development, executive assessments (360s), systems thinking, and core-capacity building across industries. Consulting and coaching with higher education and independent schools since 2002.

CCI CONSULTING, Blue Bell, PA 2014 – 2022  
*CCI is a Certified Women's Business Enterprise and the largest independent human capital consulting firm in the Delaware Valley Region.*

### Vice President and Practice Leader, Talent Development

Leads the consulting practice and oversees the delivery of over 40 consultants to ensure best-in-class service for clients. Partners with Business Development/Sales leaders to provide high-level subject matter expertise, project scoping and contracting while ensuring margins and profitability. Manages the thought leadership and continuity of perspective through all design and delivery of organizational effectiveness projects, leadership development programs, retreats, and executive coaching engagements.

- Increased bottom line 10% YOY in billings and margin resulting in 48% overall practice growth
- Enhanced program delivery and client engagement resulted 78% contract renewals
- Trained sales to better present intellectual property and determine how to best create sellable assets
- Diversified products and expanded service offerings to balance portfolio and address business volatility

DEVRY UNIVERSITY, Philadelphia, PA 2004 – 2012  
*Adtalem Global Education is one of the largest publicly held, international, higher educational organizations in North America.*

### Metro President, Greater Philadelphia Region (2010-2012)

Provided executive leadership and regional direction for a \$46MM operation with four profit centers to meet growth and profitability goals through the proper management of the University's resources. Developed and implemented a short- and long-term strategic plan focused on the overall education and financial performance, condition and viability of the campuses, and provided sound leadership, academic, recruiting, marketing, operations, and financial guidance to over 150 employees, and a student population of over 2500.

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**Campus President, Center City Philadelphia (2008-2010)**

Served as president overseeing campus operations serving a diverse student population of over 1000 traditional and adult learners. Generated over \$28MM in tuition revenue, responsible for total budget and P&L, a staff of 30 and an adjunct faculty of over 50. Led a site expansion, implemented a talent management and coaching program, and enhanced measures to evaluate performance. Elevated employee engagement through creation of a metro-wide communications tool and launched training to build a team whose primary focus was on student service and success.

**PRIOR EXPERIENCE**

**BRADLEY ACADEMY FOR THE VISUAL ARTS (Art Institute of York Campus), York, PA**

*EDMC is a system of for-profit art colleges with approximately 50 Art Institute locations across the United States and Canada.*

**Vice President & Dean of Academic Affairs and Career Services**

**GRATZ COLLEGE, Melrose Park, PA**

*Founded in 1895, Gratz College is a leading institute of Jewish learning, offering programs tailored to students, online or on campus.*

**Director of Enrollment Management**

**THOMPSON INSTITUTE (A Kaplan Career Institute), Philadelphia, PA**

*Helping students achieve their goals since 1918.*

**Executive Director**

**EDUCATIONAL BACKGROUND**

**THOMAS JEFFERSON UNIVERSITY, Philadelphia, PA**

**Doctor of Management**, Strategic Leadership

Dissertation: *Re-envisioning Talent Management for the 4<sup>th</sup> Industrial Revolution: A Systems and Design Thinking Intervention*

**UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA**

**Master of Science**, Organizational Dynamics

**Graduate Certificate**, Executive Coaching & Organizational Consulting

**CASE WESTERN RESERVE UNIVERSITY, Cleveland, OH**

**Master of Arts**, Sociology

**Bachelor of Arts**, Sociology

**SPEAKING ENGAGEMENTS**

- *Conference for Consulting Actuaries (7/22) – Let’s Talk Complexity: Demonstrating Leadership in a Post-Digital World.*
- *Greater Philadelphia Senior HR Executive Roundtable Summit (3/21) – Reshaping Organizational Culture in a Post-Pandemic Reality (HRCI Credits through Fox Rothschild LLP)*
- *Tri-State SHRM Fall Conference (9/2020) – Career and Talent Transitions in a Post-COVID-19 World, Keynote Speaker*
- *MEECO Conference (10/19) – Association for Corporate Executive Coaches – Coach Panel*
- *Greater Philadelphia HR Executive Roundtables Summit (4/19) – The Future of Work*
- *Philadelphia SHRM Symposium (3/18) – The Universal Language of Executive Communication*
- *Career Partners International Annual Meeting (9/17) – A Systems Approach to Workforce Complexity*
- *Lancaster SHRM Annual Meeting (4/16) – High Potential Development*
- *Greater Valley Forge HR association (11/15) – High Potential Talent Development*
- *Swarthmore College Spring (3/15) - Served as the Keynote Speaker and Session Facilitator*
- *HR Executive Roundtable (1/15) - Issues Facing Millennials in the Workplace*
- *Southern New Jersey Chamber of Commerce (12/14) – Addressing Millennials in the Workplace.*

## TEACHING

**Duke Corporate Education, Duke University**, Electronic Arts (Fall 2021)

**Drexel University, LeBow College of Business**, Organizational Behavior (Winter 2021), Strategic Human Resource Management (Spring 2020)

**Temple University, Klein College of Media and Communication**, Communicating Leadership (Spring 2019)

**Thomas Jefferson University, School of Continuing & Professional Studies**, Psychology of Global Leadership (Spring 2021), Professional Communication (Fall 2018), Continuing Studies Seminar on Leadership (Fall 2015)

**Thomas Jefferson University, Sydney Kimmel Medical College**, Team Dynamics Seminar (Fall 2018)

**Prior Adjunct Appointments: Southern New Hampshire Online University, DeVry University, Keller Graduate School of Management, Chamberlain College of Nursing, Bryant & Stratton College** – Residential, online, and blended instruction using eCollege, Joomla, Blackboard, Angel and Canvas platforms. Courses included:

- Sociology
- Psychology (lower division courses only)
- Culture in the Workplace
- Ethics and the Media
- Success Strategies for Remote/Online Learning
- Career Development
- Organizational Development
- Freshman Seminar

## PUBLICATIONS

Johnston, Adena E., "Re-Envisioning Talent Management for the 4th Industrial Revolution: A Systems and Design Thinking Intervention" (2018). *Theses & Dissertations*. 6. [https://jdc.jefferson.edu/diss\\_masters/6](https://jdc.jefferson.edu/diss_masters/6).

Johnston, Adena E., "Building a New Frame of Reference: An Adult Transformational Approach" (2013). Master of Science in Organizational Dynamics Theses. 63. [http://repository.upenn.edu/od\\_theses\\_msod/63](http://repository.upenn.edu/od_theses_msod/63).

Paths in a Working Life: Charting Your 21<sup>st</sup> Century Career (2007). DeVry University Press – Author team.

## INTERNET PUBLICATIONS

- [14 Essential Steps For Effective And Efficient Onboarding \(forbes.com\)](#)
- [How To Build A Coaching Culture To Drive High Performance \(forbes.com\)](#)
- <https://www.td.org/insights/transitioning-back-to-work-recognizing-the-signs-of-stress-anxiety-and-fatigue>
- <https://www.cciconsulting.com/evolving-forward-the-indivisible-system/>
- <https://www.cciconsulting.com/building-perspective-ask-powerful-questions-in-todays-vuca-environment/>
- <https://www.forbes.com/sites/forbescoachescouncil/2018/12/13/15-tricks-to-break-out-of-your-comfort-zone-and-make-the-sale/#2791c9654241>
- <https://www.cciconsulting.com/executive-coaching-learning-to-lead-and-draw-outside-the-lines/>
- <https://www.forbes.com/sites/forbescoachescouncil/2018/12/14/16-tips-for-business-owners-2019-to-do-lists/#2502022431fc>
- <https://www.forbes.com/sites/forbescoachescouncil/2018/11/07/11-methods-to-better-manage-time-during-the-holiday-season/#237260d55913>
- <https://www.linkedin.com/pulse/how-strengthen-engage-transform-your-workforce-after-adena/>
- <https://www.cciconsulting.com/leading-a-multi-generational-workplace/>
- <http://www.cpiworld.com/knowledge-center/blog/assessing-what-matters-most>

### SERVICE AND MEMBERSHIP

- Graduate School Alliance for Education in Coaching (GSAEC) – Active
  - Program Review Committee
- Association of Corporate Executive Coaching (ACEC) – Active
  - Strategic Visioning and Designation Committees
  - Editorial Board, ATD Magazine
- Measuring Excellence in the use of Executive Coaching (MEECO) Leadership Institute – Active
- Philadelphia Society for People & Strategy (PSPS) – Active
  - Talent Management Special Interest Group, Co-Chair (2021-2022)
  - Author Hour Committee (2022)
- Organizational Development Network (ODN) – Active
- International Coaching Federation (ICF) and member of the Philadelphia Chapter – Active
- Forbes Coaching Council -Since 2018, Active
- National Association of Women Business Organizations (NAWBO), Philadelphia Chapter (2012-2014)
- Society for Human Resource Management (SHRM), Philadelphia Chapter (2012-2014)
- Co-Chair of the Cheltenham Township Human Relations Commission, member since (2012 -2014)
- Member of the University President’s Council of the Select Chamber of Philadelphia (2010-2012)

### CERTIFICATIONS

#### **Executive Coaching:**

Master Corporate Executive Coach (MCEC) through MEECO Leadership Institute, 2018 (active)  
 Associate Coach Certification (ACC) through ICF, 2014-2018 (inactive)  
 New Horizons Retirement Coach through Career Partners International, 2017 (active)  
 Executive Coaching Certification through University of Pennsylvania, 2012 (active)  
 Presence-Based Coach Certification through Doug Silsbee, 2013 (active)

#### **Assessments & Development Programs:**

CCL Benchmarks through Center for Creative Leadership, 2022  
 Behavioral OS, Partner Certification, 2021  
 LeaderAmp Certified Coach through LeaderAmp, 2021  
 Conscious Business Coach Certification through Fred Kaufman and BetterUp, 2020  
 BetterUp Certified Coach through BetterUp, 2019  
 Talent Optimization Certification through Predictive Index, 2020  
 EQi 2.0 and EQ360 through MSH, 2019  
 Retirement Success Profile™ through Career Partners International, 2019  
 Birkman Assessment, 2018  
 PowerMyWork™ Certification through Career Partners International, 2018  
 Life Options Profile™ through Career Partners International, 2017  
 Hogan Certified, 2016  
 KF360 via Voices® 360 Certified, Korn Ferry International, 2015  
 Leadership Architect™, Korn Ferry International, 2015  
 Trainer, Managing Workplace Conflict/Mediation through Mediation Training Institute International (MTI), 2014  
 Life Orientation Assessment (LIFO®) Certified through the Schultz Company, 2012  
 Core Capacity Assessment Tool (CCAT) for Boards  
 Myers Briggs Type Indicator (MBTI®)  
 Wiley DiSC®  
 Profilor360