



# A Story of Leadership Transformation



- EVP, Operations, Business Process & Shared Services – BCBSNE
- Mom of 3 teenagers 😊



- CEO, CoreLink Administrative Services
- Mom of 2 college students + new puppy!

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# Our first six months on the job . . .

Re-Structured the  
Organization for  
Better Efficiency &  
Quality

Improved Customer  
Relationships &  
Experiences

Assessed the Health of  
the  
Organization

Assess  
leadership  
and  
streamline  
roles

Listen to the  
voice of the  
customer

Listen to the  
voice of the  
people

# What Did We Focus On?

Leadership  
Development  
Journey

Intense Focus  
on the Customer

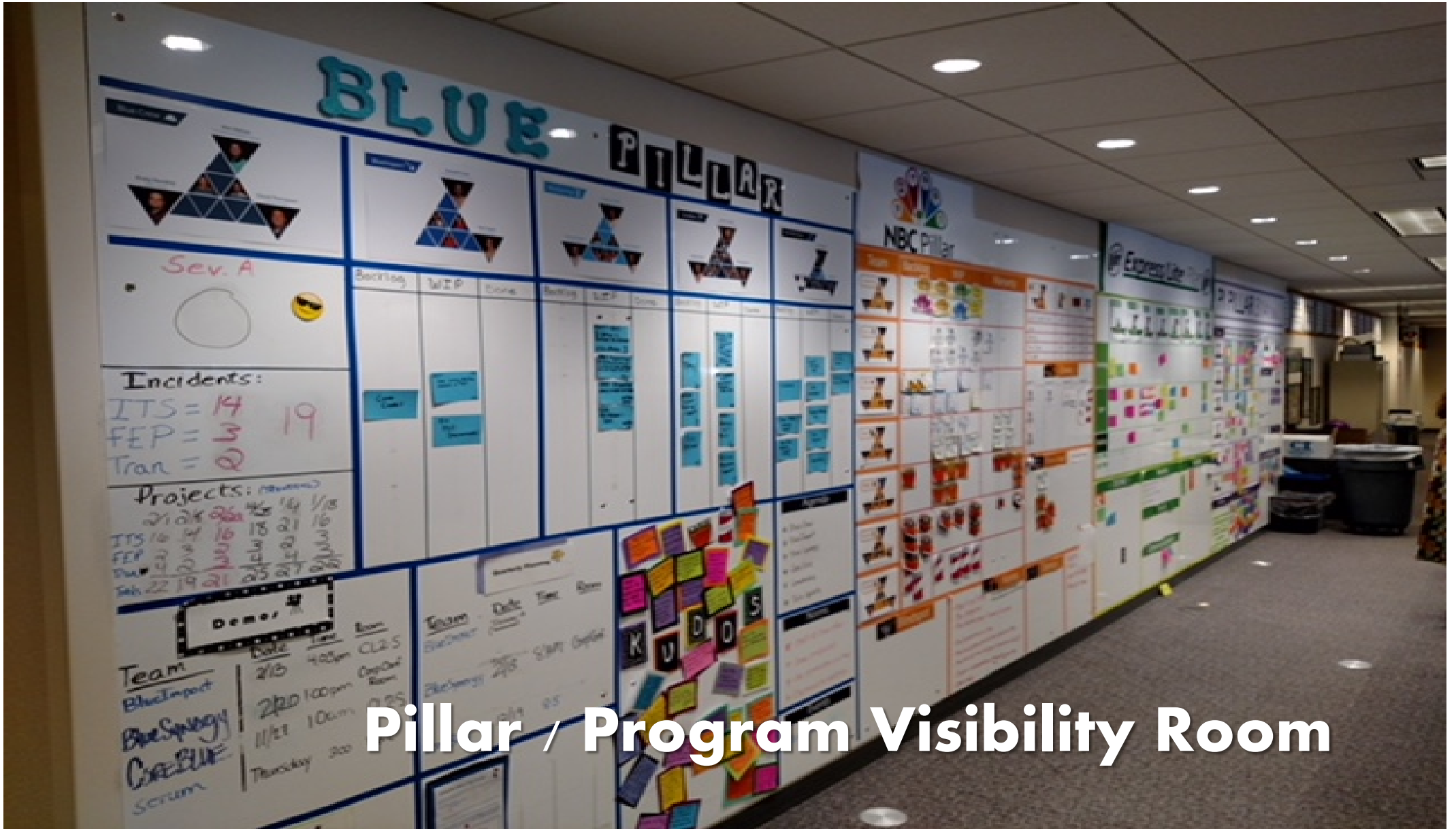
Talent  
Expectation &  
Calibration

Culture Non-  
Negotiable



# Enterprise / Portfolio Visibility Room





Pillar / Program Visibility Room

# Team Visibility Wall

**MISC**

Jeremy Carolyn  
Steph Courtney Suma

**NEW TASKS** **PRIORITIZED BACKLOG** **WORK IN PROGRESS**

**CIB**

1. 2. 3. ON CALL

16 Due with client feedback DTG - 3/15 3/16

The wall is a large whiteboard with a grid layout. At the top, it is divided into columns for team members: Jeremy, Carolyn, Steph Courtney, and Suma. Each member's name is written in black marker, and there are small icons or symbols next to them. To the right of these names, there are vertical columns with numbers 1, 2, 3 and the text 'ON CALL'. Below the member names, the board is divided into three main sections: 'NEW TASKS', 'PRIORITIZED BACKLOG', and 'WORK IN PROGRESS'. The 'NEW TASKS' section is on the left and contains several yellow sticky notes. The 'PRIORITIZED BACKLOG' section is in the middle and contains several blue and yellow sticky notes. The 'WORK IN PROGRESS' section is on the right and contains a grid with blue and yellow sticky notes. At the bottom of the board, there are more yellow and pink sticky notes. The logo 'MISC' is in the top left and 'CIB' is in the bottom left. The board is mounted on a metal frame.

# Key Lessons

Build critical mass around the journey – find like minded people

Identify and remove toxic people, especially leaders

CULTURE – CULTURE – CULTURE...if you say it's who you are, you have to mean it (actions, not just words)

Clarity & co-creation of roadmaps

Right people – in the right roles (nice does not = good fit)

Value culture fit as much as functional skills

Do this WITH OR in spite of HR





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