



COMMUNICATIONS & CHANGE LEADERSHIP PORTFOLIO

Supporting Organizations through Moments that Matter™

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INTRODUCTION

Organizations perform at their best when people understand where they are headed, why change is happening, and how they play a role in shaping outcomes. During moments of transformation -- mergers, divestitures, restructures, leadership transitions, and technology implementations -- communications becomes a strategic leadership function, not simply a delivery channel.

For more than 30 years, I have partnered with executive teams to support the people side of change. My work focuses on building clarity, trust, and alignment across organizations facing complex transitions. I help leaders translate strategy into messaging that resonates with employees, supports stakeholder confidence, and reinforces cultural continuity during disruption.

This portfolio highlights selected examples of my work supporting organizations through enterprise transformation, workforce change, and culture alignment. While each situation is unique, a common thread runs through them: thoughtful, transparent communication can stabilize organizations, preserve engagement, and drive performance when it matters most.

ABOUT LINDA CARLISLE



Linda K. Carlisle brings more than 30 years of senior communications leadership experience advising executives on culture, change, and enterprise communication. Through her advisory firm, Comm-ext, she supports organizations during critical moments, including post-merger

integration, divestitures, workforce reductions, leadership transitions, and large-scale technology implementations.

Known for her calm, strategic approach, Linda helps leaders build trust, reinforce alignment, and support employees through complex transitions. She partners closely with executive teams, HR leaders, and transformation offices to ensure communications enable business performance and cultural continuity.

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SELECTED CASE STUDIES

Supporting Organizations Through Change

Client Context:

Industry: Multi-Location
Manufacturing Firm

Workforce: 3200+ employees
across 2 divisions

**Change
Type:** Divestiture

Scope: Sale of a 1,300+
employee division
across seven locations
to a private equity firm's
portfolio company

Business Challenge

After years of limited growth in the customized products division, leadership made the strategic decision to divest. Following an extended buyer search, a private equity firm was identified whose portfolio company offered strong growth potential through bolt-on acquisitions. The transaction required careful coordination across financial, HR, communications, and technology functions, with Transition Services Agreements (TSAs) extending beyond the purchase date. Maintaining trust, minimizing disruption, and ensuring clarity across internal and external stakeholders were critical to a successful transition.

My Role

I led the change management communications strategy for both the seller and buyer organizations over a 10-month transition period, including pre-announcement planning, Day 1 readiness and TSA communications. I advised executives on messaging, prepared leaders for employee discussions, and developed two separate communications plans.

Actions Taken

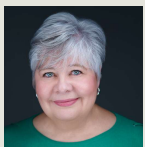
- Developed dual communications strategies addressing both seller and buyer stakeholders
- Advised executives on announcement messaging and Day 1 communications sequencing
- Created manager toolkits, including timelines, FAQs, and impact messaging, to support individual and team discussions
- Prepared leaders for town halls and employee meetings through pre-Day 1 training sessions
- Delivered tailored communications for employees, customers, suppliers, government stakeholders, and media
- Supported initial high-level rebranding and integration messaging for the buyer organization
- Managed last-minute message alignment as TSA details evolved close to Day 1

Results/Impacts

- Maintained employee engagement and psychological safety across the divested 1,300+ employee division during transition
- Reduced turnover risk through transparent, phased communications
- Preserved customer and supplier confidence throughout the divestiture process
- Supported leadership alignment across both seller and buyer organizations
- Enabled smooth TSA collaboration across HR, finance, and operational functions

Key Skills Demonstrated

- **Change Communications**
- **Executive Advisory**
- **PE Transition Support**
- **Stakeholder Alignment**
- **Workforce Stabilization**
- **Complex Integration Communications**



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Client Context:

Industry: Government enterprise environment
Workforce: Multi-region teams
Change Type: Post-merger integration + reorganization
Scope: Seven previously independent business units with 2500+ employees combined into one national entity

Business Challenge

Following consolidation, the organization faced fragmented cultural norms, low trust, and workforce disruption due to restructuring and layoffs. Leaders needed to establish a unified culture to stabilize teams and enable collaboration.

My Role

I served as communications and culture advisor, partnering with leadership to design and execute an enterprise-wide culture integration strategy that aligned behaviors, built trust, and supported employees through disruptive change.

Actions Taken

- **Conducted leadership interviews** to identify desired cultural attributes
- **Designed an aspirational culture framework** grounded in trust and care
- **Facilitated employee listening sessions** to refine messaging
- **Developed a year-long communications campaign** with gamification
- **Deployed grassroots culture champions** across teams
- **Created recognition tools** to reinforce cultural behaviors
- **Adapted culture messaging following workforce reduction** using loss-focused change models

Results/Impacts

- **Established shared behavioral norms** adopted across seven newly integrated business units
- **Supported leaders** guiding 2,500+ employees through **restructuring and workforce reduction**
- **Equipped leaders with messaging and engagement tools** to reinforce trust and psychological safety
- **Enabled smoother workforce adjustment** during a period of organizational uncertainty

Key Skills Demonstrated

- Culture Transformation
- Change Communications
- Leadership Alignment
- Workforce Engagement
- Psychological Safety Framework
- Employee Listening / Feedback



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Client Context:

Industry: *Government enterprise environment*

Workforce: *Multi-region teams*

Change Type: *workforce reduction*

Scope: *Reduction was part of the integration of seven business units with 2500+ employees*

Business Challenge

Following integration of seven business units, leaders initially assured employees there would be no workforce reductions. A year later, the Board changed course, and news of layoffs leaked before plans were finalized. Employees experienced prolonged uncertainty for over six months, resulting in anger, low morale, and disengagement across a multi-region workforce of 2,500+ employees.

My Role

I served as communications and culture advisor, designing and leading a post-reduction listening and engagement strategy to help leaders rebuild trust, restore psychological safety, and stabilize workforce morale following disruptive change.

Actions Taken

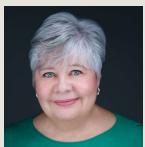
- **Developed a comprehensive listening strategy** leveraging both quantitative and qualitative tools.
- **Conduct regular pulse surveys** across the multi-region workforce to track sentiment trends.
- **Facilitated focus groups** to surface employee concerns, rebuild dialogue, and identify priority trust gaps
- **Designed a loss-oriented change communications campaign** grounded in the organization's new culture framework
- Equipped leaders with messaging tools to support team conversations and acknowledge employee concerns.

Results/Impacts

- **Helped employees regain clarity and begin re-engaging** following prolonged uncertainty
- **Supported leaders** guiding 2,500+ employees through **restructuring and workforce reduction**
- **Provided leaders with messaging tools** used in team discussions and town halls to rebuild trust
- **Helped stabilize morale and restore psychological safety** across integrated business units

Key Skills Demonstrated

- **Change Communications**
- **Leadership Advisory**
- **Psychological Safety Framework**
- **Workforce Engagement**
- **Employee Listening / Feedback**
- **Culture Transformation**



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CASE STUDY: Strategy Rollout Addressing Remote Workforce

Client Context:

Industry: Multi-Business
Unit Mid-Market
Manufacturing Firm

Workforce: Multi-region teams

Change Type: Strategy Relaunch
under new CEO

Scope: New Strategy
communicated to
1000+ person remote
professional workforce

Business Challenge

With a newly appointed CEO and a fully remote workforce, leaders needed to drive enterprise-wide alignment around a new strategic direction. Without in-person interaction, maintaining engagement and ensuring clarity around priorities required a structured, multi-channel communication approach.

My Role

I served as communications leader and strategic change partner, advising executive leadership, shaping the messaging strategy and engagement approach to align leaders and employees around enterprise priorities while celebrating progress and addressing roadblocks throughout the year-long rollout.

Actions Taken

- **Developed campaign plan and timeline** outlining themes, channels, and engagement tools
- **Produced strategy decks used to align priorities** across all business units and functions
- **Hosted enterprise-wide virtual town halls** with breakout sessions for deeper functional alignment
- **Created a secure cloud-based portal** housing strategy materials, scorecards, and action plans
- **Produced a bi-weekly CEO video podcast** to reinforce priorities and spotlight leadership stories
- **Enabled leaders to reinforce priorities** through recurring team discussions and performance check-ins

Results/Impacts

- **Created shared clarity and alignment** across a 1,000+ person remote workforce
- **Supported leaders guiding employees through functional re-prioritization** to maintain focus on strategic priorities
- **Provided leaders with messaging tools** used in team discussions and town halls to reinforce accountability
- Sustained workforce engagement and strategic focus throughout extended remote operations

Key Skills Demonstrated

- Leadership Advisory
- Change Communications
- Performance Enablement
- Workforce Engagement
- Strategic Alignment



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CASE STUDY: Workday HRIS Implementation

Client Context:

Industry: Mid-Market
Manufacturing Firm

Workforce: 3500+ employees
across 3 divisions

Footprint: 12 manufacturing
plants and 2
headquarters locations

**Change
Type:** Enterprise HRIS
implementation

Scope: Deployment of Workday
HRIS with employee
and manager self-
service functionality

Business Challenge

The organization implemented Workday to streamline HR operations, reduce administrative burden on HR specialists, and enable employee self-service across a geographically dispersed manufacturing workforce. Success depended on preparing both frontline and professional employees to adopt new tools, shift long-standing habits, and embrace greater ownership of their personal data and HR transactions.

My Role

I served as communications lead for the eight-month implementation, partnering with internal HR stakeholders and an external technology implementation firm to develop and execute a comprehensive communications and workforce readiness strategy supporting adoption across all locations.

Actions Taken

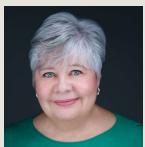
- **Developed and executed a multi-modal enterprise-wide communications plan** explaining system changes, benefits, and timelines
- **Created targeted messaging for both frontline workers and people leaders** to support understanding of self-service functionality
- **Supported deployment of employee self-service portals** across 12 manufacturing plants, enabling digital access to pay stubs and personnel records
- **Facilitated training** to help frontline employees build confidence using the new system
- **Developed templates enabling Employee Value Proposition and recruitment materials** to be integrated into the HRIS and company website
- **Reinforced messaging around culture shift** from HR-managed processes to employee self-service and instant access to information

Results/Impacts

- **Enabled workforce readiness** for HRIS adoption across multiple locations
- **Supported leaders in guiding employee shift** toward self-service and digital engagement
- **Reduced administrative burden** on HR by increasing adoption of self-service functionality
- **Helped employees prepare to manage their own personnel profiles**, including career history, education, and experience
- Strengthened alignment between HR systems, recruitment, and employer brand messaging

Key Skills Demonstrated

- Change Communications
- Workforce Engagement
- Cross-functional Collaboration
- Technology Adoption
- Leadership Advisory
- Culture Change Enablement



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**CASE STUDY: Enterprise ERP Implementation
Cross-Division Alignment & Communications**

Client Context:

Industry: Mid-Market
Manufacturing Firm

Workforce: 3200+ employees
across 3 divisions

Footprint: Multi-location
manufacturing and
corporate operations

**Change
Type:** Enterprise ERP
implementation

Scope: Organization-wide
deployment across
corporate, frontline,
sales, finance, and
supply chain functions

Business Challenge

The organization launched a 24-month ERP implementation to streamline operations, automate financial processes, and improve supply chain efficiency. Phase 1 focused on made-to-stock product lines representing 60% of the workforce across five locations. Phase 2 involved two customized manufacturing divisions requiring system adaptations and bolt-on technologies, effectively creating parallel implementation tracks. Maintaining alignment, managing expectations, and ensuring clarity across a diverse workforce during a prolonged and complex rollout required a coordinated communications strategy.

My Role

I served as internal communications lead for the 24-month initiative, partnering with project management and external change management teams to design and execute enterprise-wide communications supporting alignment, transparency, and workforce readiness throughout both implementation phases.

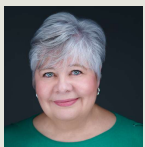
Actions Taken

- Developed project branding and message framework for shared understanding of goals and timelines
 - Produced executive messaging and status reports to drive visibility and reinforce alignment
 - Delivered communications cadence across corporate, functional, and frontline audiences
 - Created tailored communications to address the customized ERP needs of each division
 - Supported functional leaders with materials for team discussions and workforce updates
 - Developed signage and visual aids to reinforce awareness across plant environments
-
- Sustained organizational alignment across a 3,200+ employee workforce during a multi-phase, 24-month ERP rollout
 - Supported leaders guiding employees through unique divisional implementation timelines
 - Helped reduce confusion and maintain engagement during periods of system customization
 - Reinforced leadership commitment and adoption transparency through consistent status reporting and executive messaging
 - Enabled cross-functional coordination across finance, supply chain, sales, and operations teams

Results/Impacts

Key Skills Demonstrated

- **Change Communications**
- **Cross-functional Coordination**
- **Workforce Engagement**
- **Enterprise Alignment**
- **Executive Messaging**
- **Complex Implementation Support**



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