

# Jen Kelchner

## Organizational Leadership Executive

Jen is an engaging thought leader, ardent about revealing hidden work, removing limitations, human behaviors and pioneering the future. She has over 25 years of experience advising teams and senior leadership on performance improvement, architecting future pathways, releasing trapped and untapped value, and developing environments for high performing teams.






During her career at Deloitte and beyond, she has focused on workflow architecture, PMO leadership, M&A integration projects, operational cost opportunity, implementation strategies, concept models, executive coaching and team transformation.

She has created assessments and practices on open behaviors, removing limitations and on contribution tendencies which includes defining the human-centric components of Mesh; and, articulated the open characteristics, co-authored Open Organization books and resources as well as assisting in architecting the global knowledge community, The Open Organization.



### Contact Info



-  [jen@ldr21.com](mailto:jen@ldr21.com)
-  +1 615.663.0524
-  [ldr21.com](http://ldr21.com)
-  [Click here for my portfolio](#)
-  [Click here for full list of publications, citations & speaking features](#)

### Relevant Skills

- Shaping global conversations
- Organizational Design & Structure
- Concept Architecture & Models
- Community Architecture
- Operational Cost Savings
- Balancing Teams
- Adaptive Schemas
- Releasing Trapped & Untapped Value
- Organizational Culture
- Executive Advisor & Coach
- Open Source
- Human-centric design

### Industry Experience

Professional Services &  
Consulting  
Healthcare  
Technology  
Open Communities  
Public Sector

## Work Experience

Principal & Founder

### LDR21

*Founded in 2017 to formalize independent consultancy work delivered 2010-2016*

Oct 2010 to current

**Consulting Projects:** PMO Leadership, M&A due diligence, Post Merger Integration, Workflow Re-engineering, Cost Opportunity Analysis, Organizational Culture, Future Readiness, Concept Design, Community Architecture, Creation of Adaptive Schemas, Leadership Development, Mindset & Behavior Change

### Selected Outcomes:

- Re-engineering workflows to increase revenue in a healthcare system by 800%
- Future-priming Latin America public sector for open source & emerging tech
- Defining the workplace of the future with the European Commission
- Conceptualizing future-ready government with government CIO's
- Supercharging buyer's journey with high-value learning experiences
- Transforming a non-profit global ecosystem with a learning lab

Contributor, Community Architect & Global Ambassador

### **The Open Organization**

August 2016 to February 2022

- Co-authored and articulated the open organization definition, open organization characteristics and maturity model
- Co-authored several books
- Created & maintained graphic design, multimedia content and the OpenOrgTV channel
- Significant role in evolving the governance model to grow, scale and engage while staying aligned to community goals

People & Ops Manager

### **Deloitte**

Kansas City & Houston

August 2005 to October 2010

Responsibility of team of 50 internal facing members, department operations, service models and team performance

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- Implemented new service model & increased service opportunity by 293%
- Identified and captured lost revenue and reduced team overtime by 219%
- Led bottom-ranked team to top national rank in performance in 10 months
- Crafted and implemented performance improvement models for individual and team development

## I've worked with:

Deloitte  
Red Hat  
European Commission  
Microsoft  
The Home Depot  
Forbes  
The ICA  
The Open Organization  
Dot Project  
Global Government CIOs  
Northside Hospital  
Kaiser Permanente  
Summa Health  
Global Workplace Forum

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## Communities & Boards

### **The Open Organization Community**

Open Organization Ambassador Emeritus (2016-2022)

### **Opensource.com Community**

Contributor (2016-ongoing)  
Emerging Contributor Award (2017)  
People's Choice Award (2018)

### **Forbes Coaches Council**

Founding Member (2015-2017)

### **Way of Hope Women's Shelter**

Chair (2012)