

RESUME

Heather Vaughn

Senior internal communications leader

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PROFESSIONAL SUMMARY

Senior internal communications leader with 15+ years building the infrastructure that carries leadership intent through complex organizations. Builds enterprise IC functions, governance, decision rights, leader and manager cascades, listening systems, and measurement that connect business decisions to behavior and execution. Led communications for a 26-country, approximately 8,000-employee acquisition integration and a trust restoration strategy that recovered 50 eNPS points during sustained transformation, while owning IC's functional budget and building a fully remote global team. Reported to both a chief people officer and a chief marketing officer, with a standing seat on the human resources leadership team. Career began in media and analyst relations, bringing fluency across internal and external audiences. Known for helping leadership alignment survive execution.

Internal Communications Strategy & Governance · Executive & Town Hall Communications · Change Management & Transformation · Remote & Distributed Workforces · Internal/External Message Alignment · Media & Analyst Relations · M&A Integration · Budget & Team Leadership · AI-Enabled Communication Tools · Employee Engagement & Measurement

PROFESSIONAL EXPERIENCE

Sr. Director, Internal Communications

2020–2026

Viasat

Built and led the enterprise internal communications function for a global, majority-remote workforce through one of the most sustained periods of organizational transformation in Viasat's history. Designed the operating model, governance, and leadership enablement systems that kept a distributed, matrixed workforce aligned during multiple M&A transactions, reorganization cycles, and high change fatigue. Reported to the chief people officer and chief marketing officer at different points, and served on the HR leadership team as a strategic adviser to the C-suite.

- **CEO communications and town hall cadence:** Rebuilt CEO visibility following organizational disruption through a trust restoration strategy centered on increased town hall and all-hands cadence, CEO storytelling, and employee recognition. The strategy helped recover 50 eNPS points over approximately one year after a 100+ point post-event drop, measured via pulse analytics.
- **Global M&A integration:** Designed and executed the internal communications strategy for Viasat's largest acquisition, integrating an approximately 8,000-employee, 26-country, majority-remote global workforce while navigating labor-sensitive and legally complex requirements.
- **Governance and standards:** Established enterprise communication standards, governance, and prioritization frameworks across the intranet, newsletters, town halls, and video.
- **Editorial calendar and cascade:** Built the enterprise editorial calendar and communication cascade, including a quarterly senior leadership forum that aligned top leaders before communications deployed companywide.
- **Budget and AI-enabled communications:** Owned the IC functional budget and built AI-enabled workflows for content generation, research, sentiment analysis, and audience segmentation.
- **Leadership enablement:** Created leader toolkits and an enablement framework that equipped managers and senior leaders to deliver transformation communications with clarity and consistency.
- **Team leadership:** Built and led a fully remote global communications team spanning employer brand oversight, executive messaging, crisis management, diversity, equity, and inclusion (DEI), and employee engagement.
- **Measurement:** Defined success metrics tied to alignment, adoption, and leadership effectiveness, then used the data to refine strategy and execution.

Communications Manager

2019–2020

Microsoft, via Simplicity Consulting (contract)

- Supported employee communications for Xbox's Gaming for Everyone initiative and launched an inclusive design website for employees, industry partners, and game developers.
- Managed the enterprise newsletter, SharePoint, internal social channels, and digital content strategy.
- Supported Microsoft Healthcare Industry team communications, including monthly newsletters and external blog content.

Communications Consultant

2019

Providence St. Joseph Health

- Led communications strategy for major transformation initiatives at a large mission-driven health system.
- Delivered crisis communications during a large-scale nursing strike, managing labor-sensitive, legally complex messaging under significant time pressure.
- Led DEI and workforce development communications.

Internal Communications Manager, Employee Campaigns

2016–2019

T-Mobile

- Built enterprise communications infrastructure and governance for a 66,000-person workforce spanning retail, call centers, and field operations.
- Designed and launched a cross-organizational communications partner program connecting central and embedded communicators. Grew participation from 70% to 85% in three months.
- Built knowledge-sharing and prioritization infrastructure that reduced message duplication and increased cross-functional alignment.

The Fearey Group

- Supervised 5+ media relations and public relations client accounts across healthcare, finance, and technology.
- Led development of the agency's strategic three-year business plan, including objectives, metrics, risk assessment, and implementation timeline.

MultiCare Health System

- Developed and executed internal communications strategy across a 10,000+ employee community health system.
- Owned executive communications, crisis response, and strategic planning as a trusted adviser to senior leaders.

CHI Franciscan Health System

- Wrote and edited five concurrent employee and physician newsletters.
- Directed and produced chief operating officer videocasts and other executive-level video content.

WE Worldwide

- Served as lead editor of the Microsoft News Agenda, the weekly newsletter distributed to all Microsoft employees globally.
- Supported top-level executive communications across the account.
- Served on the crisis communications team for Microsoft accounts and supported media and analyst relations that required close internal and external message alignment.

EDUCATION AND CREDENTIALS

MBA, Management & Strategy Western Governors University	BA, English University of Washington	Analyst Relations Certificate KPG Group
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Cascade Tool Suite

Independent practitioner IP that gives managers, communications leaders, and CHROs systems to make messages land, prioritize work defensibly, and measure whether communication moved trust.

[Read the full Cascade Tool Suite one-pager](#)