

# COURTNEY GARMHAUS

ENTERPRISE COMMUNICATIONS AND TRANSFORMATION LEADER

Internal Communications | Change Strategy | Executive Counsel | Crisis & Reputation Leadership

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Strategic communications executive specializing in **guiding complex organizations through transformation, crisis, and growth**. Trusted advisor to executive leadership across Fortune 500 companies, national nonprofits, and high-stakes labor environments.

Known for translating complex operational, legal, and technological issues into clear narratives that **align employees, protect reputation, and drive business outcomes**. Led communications for M&As, bankruptcies, labor negotiations, product launches, and workforce transformations affecting tens of thousands of stakeholders. Built and scaled high-performing teams, including a **40+ person national recruiting and marketing function**, and designed workforce programs now adopted across the aviation industry.

## CORE LEADERSHIP CAPABILITIES

Internal Communications Strategy  
Executive Communications  
Enterprise Change Management  
Organizational Transformation  
Crisis & Reputation Management  
Mergers, Restructuring & Labor Communications

Executive Thought Leadership  
Strategic Narrative Development  
Employee Engagement & Culture  
Technology & Product Launch Communications  
Cross-Functional Leadership  
Communications Measurement & Analytics

## EDUCATION

University of Georgia  
*Magna Cum Laude with Honors*  
BA Public Relations  
BS Human Development &  
Family Science  
AA New Media, Project Management

## BOARD SEATS

Martin's Landing  
Foundation  
South Shore  
Homeowners Association  
WINGS Foundation

## INDUSTRY RECOGNITION

PRSA Silver Anvil  
PRSA Bronze Anvil (multiple)  
IABC Gold Quill Awards (multiple)  
IABC Golden Flame Awards (multiple)  
ICLA Labor Media Awards (multiple)

## WORK EXPERIENCE

All Tailwinds Consulting  
*Founder & Principal Consultant*

February 2025-Present

Founded a strategic communications advisory firm specializing in change leadership, crisis communications, AI integration, and organizational transformation.

- **Major Transformation Communications:** Advise organizations through high-stakes business shifts, including product launches, mergers, restructuring, and workforce reductions, by developing strategic messaging, leadership communications, and stakeholder alignment plans.
- **AI Integration Strategy:** Help organizations navigate AI adoption by balancing technology and human impact. Develop communication strategies, training frameworks, and change initiatives to drive employee understanding, confidence, and adoption.
- **Crisis Communications Leadership:** Design crisis preparedness frameworks and provide real-time strategic counsel during sensitive events to protect organizational reputation and maintain trust with employees, public, and key stakeholders.
- **Strategic Communications Infrastructure:** Build or modernize communications functions by defining program architecture, governance models, messaging frameworks, and engagement strategies that support long-term organizational growth.

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**Air Line Pilots Association, International (ALPA)**  
*Communications Strategist (senior advisor to executive leadership)*

August 2016 – February 2025

Senior strategic advisor to leadership teams, including Delta, United, and Spirit, at the world's largest airline pilot union representing 80,000+ pilots across 42 airlines.

- **Executive Advisor:** Counseled executive leadership through mergers, negotiations, policy battles, and high-visibility crises on communication strategy that aligned stakeholders, protected reputation, and advanced strategic objectives.
- **Strategic Storyteller:** Led omnichannel messaging strategy; transformed complex legal and operational issues into compelling narratives; drove engagement and trust among pilots and policymakers.
- **Policy Campaign Architect:** Partnered with legal, economic, and negotiation teams to design and execute high-impact campaigns supporting legislative and contract wins across 40+ major carriers.

**ExpressJet Airlines**  
*Director – Communications, Marketing & Talent Strategy*

February 2011 - August 2016

Promoted to lead communications, marketing, and talent strategy during a period of industry disruption and workforce shortages impacting regional aviation.

- **Strategic Advisor to the C-Suite:** Guided senior executives through major organizational shifts including M&A, labor negotiations, and public litigation while maintaining trust and continuity across 9,000+ employees.
- **Talent Pipeline Innovator:** Designed and launched a first-of-its-kind airline career pathway program in partnership with major carriers and universities, now replicated across the industry to address skilled labor shortages.
- **Scalable Marketing Engine:** Built and led a 40+ person national recruiting and marketing organization from the ground up to address a critical pilot shortage, integrating workforce strategy, branding, and digital recruitment. Oversaw social media (250K+ weekly impressions), branding, digital campaigns, and recruitment marketing across multiple geographic markets.
- **Workforce Communications Leader:** Led development of enterprise onboarding, succession planning, and internal training tools to elevate employee experience and improve retention.

**WINGS Foundation**  
*Operations Manager*

March 2011 - August 2016

Scaled the WINGS (When in Need Get Support) Foundation, a nonprofit providing emergency financial grants, from \$40K to \$1M+ serving dozens of families annually.

- **Operational Growth Leader:** Built systems, processes, and board governance to transition WINGS from a grassroots initiative to a structured nonprofit with long-term sustainability and high trust among stakeholders. Recruited, trained, and managed board members, served as an advisor, and maintained donor relationships.
- **Fundraising Strategist:** Designed and led campaigns – including direct outreach and a flagship golf tournament – that grew annual donations from \$30K to \$280K within five years.

**U.S. Census Bureau**  
*Athens-Clarke County Campaign Manager*

September 2009-June 2010

Led a team of five to develop a bilingual, county-wide campaign for the 2010 U.S. Census, with a focus on increasing participation among Latino residents and university students in Athens, GA.

- **Community Engagement Strategist:** Led a grassroots campaign that increased Census participation by 11%, securing an estimated \$58M in additional federal funding.
- **Award-Winning Communicator:** Designed and executed a full lifecycle campaign – from research to evaluation – that boosted awareness (+12%) and intended participation (+8%). Recognized with the Bateman Award and multiple industry honors.

**Early Career**

Journalism and agency roles in public relations, media relations, and editorial leadership.