

KATHERINE E. HOLT, Ph.D.

PEAKINSIGHT LLC-Colorado

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MISSION

DEVELOPING BETTER LEADERS FOR A BETTER WORLD

PROFESSIONAL SERVICES

Executive coaching

Specializing in transformational coaching, working with executives to achieve breakthrough possibilities for themselves and their businesses. Coaching executives who are striving to develop more innovative cultures, pioneer new approaches and contribute to the creative evolution of their organizations. Accelerating the performance and impact of high-potential leaders. Helping expats transition successfully into new assignments.

Leadership development & organizational change

Consulting with clients about engaging all people in change efforts. Developing leaders who will grow healthy organizations and contribute to global sustainability. Facilitating team meetings. Engaging stakeholders in dialogues about purpose, values, leadership practices and opportunities to create more sustainable organizations. Using Appreciative Inquiry to inspire positive action and sustained change.

Virtual staffing & global project management

Organizing and managing large global projects involving multiple vendors. Working with clients to integrate and streamline the services they receive from multiple consulting partners. Operating Peakinsight's global networks to team consultants from different perspectives with clients to develop unique assessment, coaching and/or leadership development solutions.

Flexible methodology & assessment tools

Using assessment instruments to diagnose constraints and opportunities for change, including Benchmarks® (CCL), CQ Multi-Rater Assessment (Cultural Intelligence Center), Global Competencies Inventory, Global Mindset Inventory, Hogan Leadership Forecast Series, Innovation Horizons®, KAI® (Kirton), KEYS® (CCL), MBTI® (CPP), Observations 360°® (MDA), Seeds of Innovation®, and The PROFILOR® (PDI). Certified in change management methodologies from Being First® and Whole-Scale™ (Dannemiller Tyson Associates).

Collaborative learning

Hosting conferences, summits, workshops, and certification programs for people to learn and dialogue about global assessment, coaching, leadership, and sustainability practices. Conducting Coach Salons in Japan, China, and Singapore to help leaders, coaches, and trainers expand their repertoire of coaching and cultural/global mindset skills.

CLIENTS

Katherine has specialized in working with global corporations and coaching executives for the past 20 years, particularly those in high-tech, pharma, and financial services. Recent clients include Agilent Technologies, BlackRock, BMW, Diageo, Donaldson, Gap, Hill's Pet Nutrition, McDonald's, Microsoft, PRTM, Spansion, St. Jude Medical, and 3M.

PREVIOUS EXPERIENCE 1984 to 2000

Personnel Decisions International (PDI)

Performed a broad range of consulting services, developed key client accounts, started two businesses with P&L responsibility, hired and trained staff and conducted R&D to develop new products and services. Specialties included assessing executive capabilities, coaching high-potentials, designing competency-based selection and performance management systems, and supporting internal consultants on organizational change initiatives. Provided coaching or consulting services to clients in many industries, including:

- **Automotive:** Eaton, Ford, General Motors
- **Beverage:** Anheuser-Busch, Brown-Forman, Coca-Cola, Pepsico
- **Computer:** Apple, Compaq, Gateway, Hewlett-Packard, NCR, Sun Microsystems
- **Financial:** American Express, Associates, Chase Manhattan, Citigroup, Deutsche Bank, Goldman Sachs, Merrill Lynch, Morgan Stanley, Scudder, State Street
- **Government:** City of Milwaukee, City of San Francisco, State of New York, US federal government
- **Pharmaceutical:** Abbott Laboratories, Allergan, Bristol-Myers Squibb, Eli Lilly, Merck, Pfizer, Pharmacia & Upjohn, SmithKline Beecham
- **Retail:** Shopko, Target, Toys 'R Us
- **Technology/telecom:** Agilent, AT&T, BT, Lucent, Microsoft, Motorola, Texas Instruments, 3Com
- **Utility:** Central & Southwest, Niagara Mohawk, Southern Company, Utilicorp

1994 to 2000

C.E.O. and Representative Director, PDI Japan

Managed cross-cultural team of 20+ people in Japan and consulted with multi-national clients throughout Asia-Pacific.

1993 to 1994

Director

Established PDI's office in Tokyo; developed relationships with clients and business partners in Japan and Asia-Pacific.

1984 to 1992

Consultant

Designed programs and delivered services in a variety of areas, including coaching, 360° feedback, organization development, leadership training, selection systems, succession planning, outplacement and opinion surveys.

1982 to 1991

Instructor & Teaching/Research Assistant

Industrial Relations Center, University of Minnesota, Minneapolis, MN
Business and Marketing Education, University of Minnesota, Minneapolis, MN

1978 to 1982

Personnel Analyst I-II

Ramsey County Civil Service, St. Paul, MN

1974 to 1978

Installation and Repair Supervisor

Northwestern Bell Telephone Company, Minneapolis, MN

Illustrative consulting projects and activities:

- Served as master coach and supervised other coaches in a multi-year leadership programme where a business transformation and culture change initiative was cascaded top-down through 700 executives working for a global company.
- Contributed executive development suggestions, coaching tips, cross-cultural coaching recommendations, and case studies to a book called *Awaken, Align, Accelerate: A Guide to Great Leadership* published by MDA Leadership Consulting.
- Developed a new general manager competency model and implemented global coaching program to support executives in a computer company going through a major organizational reinvention.
- Consulted with company presidents transitioning into new expatriate positions to identify role challenges, map stakeholders, reflect on past experience, develop strategic leadership agenda, construct key messages and assimilate successfully.
- Mentored business development group in pharmaceuticals company that wanted to develop better consulting skills in the context of exploring new business opportunities.
- Worked with leadership team in beverage company to analyze future capability requirements and identify resource constraints given their changing business model and need for downsizing.
- Conferred with management and HR professionals throughout Asia-Pacific about global leadership, cross-cultural team building, succession and organizational change issues.
- Provided assessment, feedback, and coaching to executives in USA, Puerto Rico, Japan, Korea, China, Taiwan, Singapore, India, Malaysia, Indonesia, Thailand, and Australia.
- Coached pharmaceuticals executive in aftermath of corporate M&A process to integrate cultures, restructure and rebuild team, and improve overall performance.
- Adapted and implemented leadership training programs in Japan and Asia for multi-national companies wanting to offer local versions of successful corporate programs.
- Initiated employee involvement and organizational change through the use of focus groups and attitude surveys in a multi-national printing conglomerate headquartered in Canada.
- Pioneered the concept of customized 360° models and was instrumental in developing PDI's entire family of multi-rater tools and competency models, including The PROFILOR®.

Katherine E. Holt, Ph.D.

Page Four

EDUCATION

University of Minnesota, Industrial Relations Center, Minneapolis, MN

Ph.D., 1994, Industrial Relations

Understanding managerial feedback and self-development: Does readiness make a difference?

University of Minnesota, Minneapolis, MN

Bachelor of Electd Studies, 1974

RECENT CERTIFICATIONS

Kozai Group, Global Competencies Inventory Certification Program, 2011

Thunderbird University, Global Mindset Inventory Certification Program, 2011

Cultural Intelligence Center, Level 1 CQ Certification Program, 2010

Kirton KAI Centre, KAI Advanced Practitioner Certification, 2006

Zero Emissions Research and Initiatives (ZERI), Systems Design Practitioner Certification, 2003

PROFESSIONAL AFFILIATIONS & HONORS

Memberships	Academy of Management (AOM) American Psychological Association (APA) American Society for Training & Development (ASTD) Human Resource Planning Society (HRPS) International Coach Federation (ICF) International Leadership Association (ILA) Society for Industrial and Organizational Psychology (SIOP) Society for Organizational Learning (SOL)
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Served on **ASTD Board of Directors** from 2000 to 2002.

Received ASTD's Gordon M. Bliss Memorial Award for lifetime professional service in 2005.

CONFERENCE PRESENTATIONS

Hazucha, J.F., Gebelein, S.H., Holt, K.E., & Olsen, H. (1993, May). Using 360-degree feedback to enhance management development. Paper presented in R.C. Page (Chair), *Approaches for improving the management development process*, a symposium at the 8th Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco.

Holt, K.E. (1989, November). *Strategic choices in recruiting, compensating, and retaining personnel*. Paper presented at the meeting of the Healthcare Financial Management Association, Rochester, Minnesota.

Holt, K.E. (1990, April). Job analysis procedures for content-oriented selection strategies. Chaired panel discussion (with R.D. Arvey, I.L. Goldstein, C.H. Lawshe, & J.L. Outtz) at the 5th Annual Conference of the Society for Industrial Organizational Psychology, Miami Beach.

Katherine E. Holt, Ph.D.

Page Five

Holt, K.E. (1990, October). *360-degree feedback is NOT a test*. Paper presented at the 3rd National Assessment Conference, Minneapolis.

Holt, K.E. (1991, April). *Managerial feedback, development, and relationships*. Paper presented at the 2nd Tools User Conference sponsored by the Center for Creative Leadership, Scottsdale.

Holt, K.E. (1992, May). Understanding managerial feedback and self-development: Does readiness make a difference? Paper presented in R.J. Foti (Chair), *Feedback readiness, feedback reactions and memory for feedback messages*, a symposium at the 7th Annual Conference of the Society for Industrial and Organizational Psychology, Montreal.

Holt, K.E. (1997, May). *Leader as coach in Asia-Pacific*. Workshop presented at People Development Summit, The Great Wall, Jinshanling, China.

Holt, K.E. (1998, June). *The future of corporate learning in multi-national companies operating in Asia-Pacific*. Presentation to regional HR conference in Tokyo, Japan.

Holt, K.E. (2000, May). *Selling your consulting services: A panel discussion*. Presented at the ASTD International Conference & Exposition, Dallas.

Holt, K.E. (2000, June) *e-Time for recruiting & selection*. Invited address about impact of internet on HR practices presented at the Japanese Test Publisher Association, Tokyo.

Holt, K.E. (2000, September) *Impact of the internet in USA, with focus on web assessment*. Presented at the Japanese Association of Applied Sciences, Tokyo, Japan.

Holt, K.E. (2001, April). What have we learned about 360 and behavior change? Discussant presentation in D.S. Rose (Chair), *Did our 360 feedback program actually change behavior or were the surveys just fun to complete?*, a symposium at the 16th annual conference of the Society for Industrial & Organizational Psychology, San Diego.

Holt, K.E. (2001, May). *Roadmap & tools for change agents*. Postconference workshop conducted at Change 2001, a Linkage Conference in San Francisco.

Holt, K.E. (2001, June). *HRD challenges in the new economy*. Presented at the ASTD International Conference & Exposition, Orlando.

Holt, K.E. (2001, June). *Navigating change in the new economy*. Presented at the Linkage Midwest Benchmarking Consortium in Minneapolis.

Holt, K.E. (2002, April). *Assessing & developing people: Confessions of an executive coach*. Presented at The Conference Board's Succession Planning Seminar in Chicago.

Holt, K.E. (2003, February). *Using assessment and coaching to build innovation capacity in organizations*. Presented at the Japan Management Association's HRD Conference in Yokohama, Japan.

Holt, K.E. (2003, September). *Using assessment and coaching to build innovation capacity*. Presented at the 31st International Congress on Assessment Center Methods, Atlanta.

Holt, K.E. (2004, January). *Using sustainability frameworks to improve the triple bottom line*. Presented at the Society for Organizational Learning's 4th Research Greenhouse, Boston.

Holt, K.E. (2004, April). *HR's role in creating sustainable organizations*. Presented at HR Tomorrow, Minneapolis.

Katherine E. Holt, Ph.D.

Page Six

- Holt, K.E. (2004, October). *Tools for triple bottom line results*. Workshop presented at the Leadership for Sustainability Conference, Durango, CO.
- Holt, K.E. (2004, November). *Appreciative storytelling about sustainability*. Presented at Greening of Industry Network Annual Meeting, Hong Kong.
- Holt, K.E. (2005, October). *Maximizing the impact of executive coaching in your organization*. Workshop presented at HRD Manager's Forum, Tokyo.
- Holt, K.E. (2006, April). *Executive coaching ROI*. Workshop presented at NCHRA Training Center, San Francisco.
- Holt, K.E. (2006, April). *Executive coaching ROI*. Presented at ASTD Golden Gate Chapter, Oakland, CA.
- Holt, K.E. (2006, May). *Facilitating organizational change: Using "Appreciative Inquiry" for inspiration and engagement*. Presented at ASTD Twin Cities Chapter, Minneapolis, MN.
- Holt, K.E. (2006, June). *The evolution of coaching from charm school to ROI*. Presented at American Chamber of Commerce in Japan, Tokyo, Japan.
- Holt, K.E. (2007, January). *The evolution of business coaching*. Presented at Kobe University, Kobe, Japan.
- Holt, K.E. (2007, April). *Using Appreciative Inquiry to help communities envision a sustainable future*. Presented at the 1st International Conference on Sustainable Urbanism, College Station, Texas.
- Holt, K.E. (2007, August). *A tale of 3 communities*. Presented at the second global meeting of the Association for Managers of Innovation, Amsterdam.
- Holt, K.E. (2007, October). *Appreciative storytelling workshop*. Presented at the fall meeting of Women in Progress, Stockholm, Sweden.
- Holt, K.E. (2007, October). *Leadership journeys in pursuit of sustainability*. Presented at the fall meeting of Women in Progress, Stockholm, Sweden.
- Holt, K.E. (2007, October). My journey to facilitate corporate and community innovation. Presented in K. Holt (Chair), *Corporate Innovation*, a panel discussion at SIOP's Leading Edge Consortium on Innovation, Kansas City, MO.
- Holt, K.E. (2008, March). *The power of purpose*. Presented at the spring meeting of the Association for Managers of Innovation, San Diego.
- Holt, K.E. (2009, August). Using appreciative inquiry in community design for sustainability. Presented in D. & C. Dubois (Chairs), *Social Design for Sustainability: Exploring the Design Characteristics of the Organizational Ecology*, a symposium at the annual meeting of the Academy of Management, Chicago.
- Holt, K.E. (2009, September). *Resilient leaders in troubled times*. Presented at the American Chamber of Commerce in Japan, Tokyo.
- Holt, K.E. (2009, September). *Tasty bites of Coach Salon wisdom*. Presented at the first anniversary celebration of the ICF Japan Chapter, Tokyo.
- Holt, K.E. (2010, February). *Help coaching be sticky, not stinky*. Presented as part of a panel on "Leadership Development that Sticks" at the mid-winter meeting for the Society of Consulting Psychologists, Scottsdale.

Katherine E. Holt, Ph.D.
Page Seven

Holt, K.E. (2010, May). *Lead the green evolution*. Presented at the ASTD International Conference & Exposition, Chicago.

Holt, K.E. (2010, September). *Beyond coach credentialing: The ongoing pursuit of inspiration and mastery*. Presented at the 1st Asia-Pacific Coaching Conference, Singapore.

Holt, K.E. (2010, November). *Benchmarking survey highlights*. Presented at the Global Assessment Summit, Minneapolis.

Holt, K.E. (2011, February). *Challenges executives face in building a coaching culture*. Presented at the 1st China Executive Coaching Conference, Shanghai.

Holt, K.E. (2011, April). Leading the green evolution in our organizations. Presented in K.E. Holt (Chair), *Change management and interventions for environmental sustainability*, a symposium at the 26th annual conference of the Society for Industrial & Organizational Psychology, Chicago.

Holt, K.E. (2011, August). *Global leadership development challenges*. Presented as part of a professional development workshop on "Leadership Development Challenges and Best Practices: A Scientist-Practitioner Forum" at the annual meeting of the Academy of Management, San Antonio.

Holt, K.E. & Goff, M. (1998, August). Using 360-degree feedback for performance improvement and culture change in Asia-Pacific. Paper presented in B. Alimo-Metcalfe (Chair), *What can be learned from the analysis of 360 degree/multi-rater feedback data, and its application in organisations?*, a symposium at the 24th International Congress of Applied Psychology, San Francisco.

Holt, K.E. & Laddin, L. (2000, May). *Client-Vendor Mating Rituals: The Quest for True Partnership*. Presented at the ASTD International Conference & Exposition, Dallas.

Holt, K.E., Matsushita, M., Schmit, M.J., & Kihm, J.A. (2000, August). *A Global Perspective on Measuring Behavior and Personality in Japan*. Paper presented at the Japanese Association of Industrial/Organizational Psychology, Sapporo, Japan.

Holt, K.E., & Mount, M.K. (1991, August). Behavior, performance, and effectiveness of female managers and executives. Paper presented in C.E. Marsh (Chair), *Women's management careers: Issues in effectiveness, advancement, and derailment*, a symposium at the 99th meeting of the American Psychological Association, San Francisco.

Holt, K.E. & Neld, M. (2007, October). *Measuring & Maximizing the ROI of Executive Coaching*. Presented at the European Mentoring and Coaching Council Conference, Stockholm, Sweden.

Holt, K.E., Nimura, H., & Miura, T. (1995, May). Multi-rater feedback in Japan. Paper presented in K. Holt (Chair), *Transporting multi-rater feedback across cultures: Translation, validation and implementation challenges*, a symposium at the 10th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.

Holt, K.E., O'Brien, E.A., & Takahashi, K. (1993, May). Global leadership values and behavior: Implications for HRD in the Pacific rim. Paper presented in L. Porter (Chair), *Cross-cultural interplay of values and HRM in Pacific rim organizations*, a symposium at the 8th Annual Conference of the Society for Industrial and Organizational Psychologists, San Francisco.

Holt, K.E. & Peterson, D.B. (2006, May). *Measuring and Maximizing the ROI of Coaching*. Master Tutorial presented at the 21st annual conference of the Society for Industrial & Organizational Psychology, Dallas.

CONFERENCE PAPERS PRESENTED BY OTHERS

- Birkeland, D. & Holt, K. (1989, June). *Critical competencies for supervisors and middle managers in the 1990s*. Presented by Birkeland at the 45th National Conference and Exhibition of the American Society for Training and Development, Boston.
- Mount, M.K., Hazucha, J.F., Holt, K.E., & Sytsma, M. (1995, August). *Rater-ratee race effects in performance ratings of managers*. Presented by Mount at the 55th Annual Meeting of the Academy of Management, Vancouver.
- Mount, M.K., & Holt, K.E. (1991, April). Validity of supervisor, peer, subordinate and self ratings of conscientiousness. Presented by Mount in K.J. Nilan (Chair), *Personality measurement: Back to the future*, a symposium at the 6th Annual Conference of the Society for Industrial Organizational Psychology, St. Louis.
- Noe, R.A., Holt, K.E., & Cavanaugh, M.A. (1996, April). Managers' developmental responses to 360-degree feedback. Presented by Noe in W. Tornow (Chair), *360-degree feedback systems: Another look at their uses and impact*, a symposium at the 11th Annual Conference of the Society for Industrial Organizational Psychology, San Diego.

RECENT SURVEYS, WORKSHOPS, SUMMITS & CONFERENCES

- Holt, K. (2004, October). *Leadership for Sustainability*. Organized and hosted national conference in Durango, CO.
- Holt, K. (2006, October). *Sustainability Quest: The Journey to Sustain Ourselves, Our Organizations, and Our Communities*. Organized and hosted community institute in Durango, CO.
- Holt, K. (2006-2011). *Coach Salons for Leaders, HR/HRD Managers, and External Coaches*. Conducted bi-monthly coach training in Tokyo, Japan.
- Holt, K. (2010, November). *Global Assessment Summit*. Conducted benchmarking survey for global assessment providers and convened summit to discuss results in Minneapolis, MN.
- Holt, K. (2010, November). *CQ Coaching Lab: Becoming a Culturally Intelligent Coach*. Conducted workshop in Singapore.
- Holt, K. (2011, April). *Global and Cross-Cultural 360 Applications*. Conducted workshop in Durango, CO.
- Holt, K. (2011, April). *Introduction to CQ, GCI and GMI*. Conducted workshop in Durango, CO.
- Holt, K. (2011, April). *Trends in 360 Research and Practice*. Conducted workshop in Durango, CO.
- Holt, K. & Turner, K. (2006-2008). *Grassroots Vision Project*. Trained volunteers to conduct Appreciative Inquiry interviews, conducted community survey, and convened summits to develop community vision and values in La Plata County, CO.
- Pauli, G., Holt, K., & White, R. (2005). *ZERI Certification Training*. Co-facilitated six-month program in Durango, CO.

PUBLICATIONS

- Arvey, R.D. & Holt, K. (1988). The cost of alternative comparable worth strategies. *Compensation and Benefits Review*, 20 (5), 37-46.
- Hazucha, J.F., & Holt, K.E. (1991). Starting right. *Training & Development Journal*, 45(1), 71-72.

Katherine E. Holt, Ph.D.
Page Nine

Holt, K.E. (1991). 360-degree feedback is NOT a test. *Proceedings of the Third National Assessment Conference*. Minneapolis, MN: Personnel Decisions, Inc.

Holt, K.E. (1996). 360-degree feedback helps define the new managers of Japan. *Portfolio*. 3(2), 1-5. Minneapolis, MN: Personnel Decisions International.

Holt, K. (2001, Spring). *Fielding high impact players: The evolution of CXO talent management*. Published by LiNE Zine in their spring issue on "Learning from the Human Capital Revolution." <http://www.linezine.com/4.2/articles/khfhip.htm>

Holt, K.E. (March 2003). Innovation at Work. *ASTD INFO-line Series #0303*. Alexandria, VA: American Society for Training and Development (ASTD).

Holt, K.E. (2003). *Coaching as Inquiry*. Durango, CO: Peakinsight LLC.

Holt, K., Bepler, T., MacElveen, K.G., & Stoner, C. (2009). Lead the Green Evolution. *ASTD INFO-line Series #0907*. Alexandria, VA: American Society for Training and Development (ASTD).

Mount, M.K., Hazucha, J.F., Holt, K.E., & Sytsma, M. (1995). Rater-ratee race effects in performance ratings of managers. In D.P. Moore (Ed.), *Best Papers Proceedings of the Annual Meeting of the Academy of Management*. Academy of Management.

Mount, M.K., Sytsma, M.R., Hazucha, J.F., & Holt, K.E. (1997). Rater-ratee race effects in developmental performance ratings of managers. *Personnel Psychology*, 50, 51-69.