

KATHERINE E. HOLT, Ph.D.

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MISSION

Fostering catalytic connections between people, organizations and the environment to impact how business will operate profitably and evolve sustainably in the future. A common passion for working in harmony with nature to discover innovative solutions unites Peakinsight's coaches, consultants and clients. The power unleashed by this passion delivers life-sustaining focus to everyone who participates.

PROFESSIONAL SERVICES

Innovation coaching

Coaching executives who are striving to develop more innovative cultures, pioneer new approaches and contribute to the creative evolution of their organizations. Helping internal/external coaches use more tools and techniques to build innovation capacity.

Leadership development & organizational sustainability

Consulting with clients about engaging all people in change efforts. Developing leaders who will grow healthy organizations and contribute to global sustainability. Helping organizational leaders expand their insight. Engaging stakeholders in dialogues about purpose, values, leadership practices and opportunities for change.

Virtual staffing & project management

Organizing and managing large projects involving multiple vendors. Working with clients to integrate and streamline the services they receive from multiple consulting partners. Teaming consultants from different perspectives with clients to develop unique solutions.

Flexible methodology & assessment tools

Using Innovation Horizons™ 360 plus other assessment instruments to diagnose constraints and opportunities for change, including KAI® (Kirton), KEYS® (CCL), Benchmarks® (CCL), The PROFILOR® (PDI), MBTI® (CPP) and Ambiguity Architect® (Lominger). Certified in change management methodologies from Being First® and Whole-Scale™ (Dannemiller Tyson Associates).

Collaborative learning

Organizing forum for people to dialogue about innovation, change leadership, and creating sustainable organizations.

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

1995 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.

Illustrative consulting projects and activities:

- Provided coaching to ZERI practitioners engaged in various projects; supported teams engaged in designing an eco-village in Japan, eco-tourism in Argentina and eco-park in Colorado.
- Developed new competency model and implemented global coaching program to support executives in a computer company going through a major organizational reinvention.
- Consulted with company presidents in transition to identify role challenges, map stakeholders, reflect on experience, develop strategic leadership agenda and construct key messages.
- Coached executives making significant changes in their organization or personal leadership style; helped them engage others in putting their ideas into action.
- 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

1991	Instructor Business and Marketing Education, University of Minnesota, Minneapolis, MN
1982 to 1987	Instructor & Teaching/Research Assistant Industrial Relations Center, University of Minnesota, Minneapolis, MN
1983 to 1984	Private Consultant
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
1972 to 1973	Admissions Supervisor University of Minnesota Hospitals, Minneapolis, MN

EDUCATION

Zero Emissions Research and Initiatives (ZERI), Santa Fe, NM
Practitioner Certification, 2003

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 Elected Studies, 1974

PROFESSIONAL AFFILIATIONS

Memberships	Academy of Management American Psychological Association (APA) American Society for Training & Development (ASTD) Human Resource Planning Society (HRPS) Greening of Industry Network (GIN) Innovation Network Organization Development Network (ODN) Society for Human Resource Management (SHRM) Society for Industrial and Organizational Psychology (SIOP) Society for Organizational Learning (SOL) World Future Society (WFS)
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Served on **ASTD Board of Directors** from 2000 to 2002.

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.
- 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, Arizona.
- 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, March). *Trends in US compensation practices and HRM systems*. Presentation to Japan Management Association study group in Tokyo, Japan.
- 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 meeting 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.

Katherine E. Holt, Ph.D.
Page Six

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, May). *Coaching innovation in organizations*. Presented at the ASTD International Conference & Exposition, San Diego.

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. & Goff, M. (1998, August). Using 360-degree feedback for performance improvement and culture change in Asia-Pacific. Paper presented in B. Alimo-Metcalf (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., 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.

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.

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.

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

Holt, K.E. (2003). *Innovation Handbook: Guides for developing role-based innovation capabilities*. Durango, CO: Peakinsight LLC.

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.

Katherine E. Holt, Ph.D.
Page Eight

WEBINARS

Holt, K. (2002, July). *Coaching innovation in organizations*. On-line seminar for Linkage Learning Network.

Holt, K. (2003, March). *Coaching innovators in organizations*. On-line webinar for ASTD.

ELECTRONIC PUBLICATIONS

Holt, K. (2001, January). *Personal reflections on new year's resolutions & change*. Published in link&learn™ at www.linkageinc.com by Linkage, Inc.
http://www.linkageinc.com/newsletter/archives/od/katherine_holt_reflections_1.shtml

Holt, K. (2001, February). *Reflections on cancers, forest fires and other catalysts*. Published in link&learn™ at www.linkageinc.com by Linkage, Inc.
http://www.linkageinc.com/newsletter/archives/od/katherine_holt_reflections_2.shtml

Holt, K. (2001, March). *Reflections on the flotsam and jetsam of change*. Published in link&learn™ at www.linkageinc.com by Linkage, Inc.
http://www.linkageinc.com/newsletter/archives/od/katherine_holt_reflections_3.shtml

Holt, K. (2001, April). *Reflections on storytelling and listening*. Published in link&learn™ at www.linkageinc.com by Linkage, Inc.
http://www.linkageinc.com/newsletter/archives/od/katherine_holt_reflections_4.shtml

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>