KAREN L. CATES, Ph.D.

Passionate about helping clients build competence and confidence in pursuit of their personal and professional goals. By discovering new perspectives and accompanying new skills, clients (individuals and teams) learn to "lean into" challenges, reframe their choices, and recognize their unique path to success.

PROFESSIONAL SKILLS

- **PERSONAL COACH**. Advisor to management-level clients (individuals and teams) seeking to achieve personal and professional goals, often as follow up to feedback solicited, interpreted and delivered as part of an upward or 360-degree appraisal. Confidential sessions and action-oriented approach are designed to encourage exploration, innovation, and change. Certified by Hay Group to administer their Emotional and Social Competency Inventory.
- **CONFLICT MANAGEMENT**. Practicing mediator, trained through the Center for Conflict Resolution in Chicago, IL. Mediated civil, property, and small claims cases in the Cook County Circuit Court in Illinois. Provide conflict management and facilitation services to all levels of the organization including management team disputes, crisis management, and executive-level planning and decision-making.
- **CLASSROOM INSTRUCTION**. Seventeen years in the classroom, utilizing vivid experiential materials to teach adult learners from undergraduate students to top executives in educational and corporate settings as well as in the field. Simulations, role-plays, and real world experiential platforms utilized.
- **INTERNATIONAL EXPOSURE.** Consulting and teaching roles conducted in multi-cultural settings both in the U.S. and abroad. Upward appraisals in China and England, organizational consulting in Finland, Sweden and Norway, classroom instruction in Greece and Brazil, MBA field trips to developing economies in Ecuador, Brazil, Costa Rica, and South Korea.
- **PROJECT MANAGEMENT**. Managed and completed projects from ground up including real estate development, computerization of accounting systems, customer satisfaction assessments, original research projects.

EXPERIENCE

KELLOGG SCHOOL OF MANAGEMENT, Evanston, IL. 7/94 – Present

Executive Education Instructor: (1996 - Present) Create memorable, interactive classroom experiences for executives from Manager to CEO to deliver entertaining but important messages about leader behavior and its impact on the workplace. Enthusiasm for topics taught is only exceeded by their importance in the leader's toolbox.

Clinical Assistant Professor: (1994-2003) Taught traditional and interactive courses to MBA students, most of whom had financial backgrounds. Emphasized the importance of people as a competitive advantage in managerial decision-making, through courses such as organization behavior and human resources management. Shared "cautiously cooperative" frameworks for negotiating and winning while preserving the relationship.

Academic Director: (1996-2000, 2008 - Present) Part-time academic director of executive programs at the James L. Allen Center at the Kellogg School. Assessed client needs, translated them to the academic setting and organized customized programming drawing from the world-class resources of the Kellogg Faculty and its executive education center. Created the high-energy environment expected during off-site learning programs, earning highest client satisfaction ratings.

CONSULTANT, SELF-EMPLOYED, Chicago, IL and Livingston, MT. 8/94 - Present.

Upward & 360 Evaluations: Design and introduce one-time and on-going appraisal processes for top executives involving in-depth interviewing of feedback sources throughout the organization. Special attention paid to building trust and maintaining strictest confidentiality. Use a graduated feedback distribution model for uneasy evaluatees unused to upward feedback, starting with limited sharing of results, taking a decidedly developmental approach.

Coach: Work with individuals and teams in support of personal and professional goals. Individual client emphasis is on work/life satisfaction. Team client emphasis is on productivity and effectiveness. Working with tools from psychology and organization behavior in addition to traditional coaching models, clients are guided to bridge "gaps" between their desired end-state and their current reality using an action-oriented approach.

Facilitator: Facilitate management team disputes and assist with executive-level planning and decision-making. Whether small groups of 6 to 8 participants or large groups of 25 to 30, participants experience a safe environment in which to share ideas, express concerns, and solve problems. Structured exercises and follow-up documentation ensure that everyone's voice is heard, and action items captured for implementation.

Training: Using the interactive classroom experiences described above, training seminar topics focus on basic negotiation skills, conflict management, leader communications and decision-making, inter-generational challenges, and HR implementation issues. Material is always customized to address the organizational needs of the client.

MONMOUTH COLLEGE, Monmouth, IL. 8/01 – 12/08

Lecturer: Part-time instructor of negotiations, human resources management, and organization behavior courses for undergraduate students at a private liberal arts college.

Consultant to Curriculum Review Task Force: (6/02 – 6/03) Facilitated task force process in developing curricular changes and obtaining faculty approval under deadline for a staged proposal to modify general education and specialty education requirements.

COMMUNITY ALTERNATIVES UNLIMITED, Chicago, IL. 7/90 - 6/94
(Part-time concurrent with graduate studies.)

Staff Accountant: Accounts payable and general ledger for $5 million case management agency. Cost-center budgeting, and trial balance. Established controls, filing, and back-up systems.

Special Projects: Created tracking system enabling the successful distribution of deadlined funds to clients under legal settlement, established tracking system for ongoing settlements awarded to clients, prepared "Managing Change" presentation for delivery at national social worker convention, documented accounting system for outside auditors, fixed-asset inventory and reporting.

BESHA ASSOCIATES ENGINEERING CORPORATION, Albany, NY. 12/87 - 4/90
(Hydroelectric Power Plant Designer and Developer)

Legal Coordinator: Liaison with firm's outside legal counsel, preparation of affidavits, review of legal motions, complaints, and summons prior to court filing in connection with water rights disputes.

Co- Project Manager: Performed administrative, financial, and regulatory coordination, and on-site inspection duties for construction of $40 million hydro facility near Seattle, WA. Responsible for project scheduling, budgeting, liaison with project owner, liaison with regulating environmental agencies, and monthly construction progress reports.

Regulatory Coordinator: Obtained regulatory permits and submitted compliance reports for all federal, state and local environmental permitting requirements for firm's hydro facilities in New York State.

MERCER COMPANIES, INC., Albany, NY. 1/85 - 12/87
(Hydroelectric and Commercial Real Estate Developer)

Property Manager and Personnel Director

BUSINESSES SERVED

- Corporate and For-Profit businesses include:. O'Melveny & Myers, Baker & McKenzie, Boyden International, Baloise Insurance Group, CNA Insurance, Chicago Tribune, Wolters Kluwer, Merck KgaA, Bank of Montreal, Blue Cross/Blue Shield Association, Brunswick, Moore Corporation Ltd.

- Not-for-Profit and Public Organizations include: Knowledge is Power Program (KIPP), various U.S. Homeland Security branches, the LAUNCH program for Chicago Public School Principals, Northwestern University (Library, Administration and various schools), University of Louisiana at Monroe, Pediatric Faculty Foundation of Children's Memorial Hospital, Covenant Theological Seminary, Illinois Secretary of State, Thresholds, Newberry Library, Community Alternatives Unlimited, and the American-Panhellenic Chamber of Commerce in Athens, Greece.

- Association clients include: National Roofing Contractors Association, Million Dollar Round Table, American Theological Library Association, American Association of Nurse Anesthetists, Women in Cable and Telecommunications, American Supply Association, National Association of State Treasurers, Legal Assistant Managers Association, PR Society of America, and National Association of Bar Executives.

EDUCATION

NORTHWESTERN UNIVERSITY, Evanston, Illinois
Ph.D. in Social Psychology - 1994

UNIVERSITY OF ILLINOIS, Urbana, Illinois
MS in Human Resources – 1987, BS in Psychology - 1982