

## Kathy Gagne

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Kathy Gagne is a senior advisor with over 25 years' experience working with senior leaders and teams to accelerate leadership excellence and implement organizational change. She applies practical business experience and research-based knowledge to partner with clients to create opportunities for growth, lead transformational change and drive business results.

Kathy has expertise in organizational assessment, design and change, executive assessment and coaching, competency modeling and applications, leadership and management development, talent strategy, talent solution design and implementation.

### Sample projects include:

- For a global financial services firm, provided executive development for select senior leaders. Implemented the firm's strategic imperative to transform from a command-and-control approach to one based on nimble decision-making and a coaching culture. Conducted 360 interviews and validated measurement tools to identify specific actions for individuals that were aligned with business changes. Coached senior leaders to support behavior change
- For a newly merged multinational beverage and brewing company, helped implement their new global vision by designing a critical roles identification and success planning process. Piloted the new processes across the redesigned global marketing function and assessed impact. Building on pilot learnings, created a toolkit for internal leadership across the enterprise
- For a \$75B healthcare organization, led the change management team. Led a large-scale transformation project within the retail division to reengineer the workflow and implement new technology. Targeted change activities to impact business process efficiency, improve integration with insurance plans and positively impact patient health outcomes. Partnered with leadership to plan and redesign the organizational structure and articulate critical behaviors for each new role. Facilitated and sustained the changes by developing playbooks, training and deploying a change team to transform employee and customer behavior, reduce cost and improve operating effectiveness. Assessed progress, created targeted reinforcement process and delivered business impact
- For a prestigious higher education institution, partnered with faculty, deans and employees to translate their newly defined market strategy into school-wide core competencies and values. Leveraged the newly articulated competencies and values to establish behavioral expectations for each unit within the institution. Partnered with an internal change team to rollout the behavioral expectations in each operating unit to increase acceptance and utilization and minimize the resistance to change. Created a toolkit for interviewing and evaluating candidates across all positions, as well as guidelines to leverage the competencies and values in the performance development process

Kathy was the Senior Director of Talent Management and Organizational Change at both CVS Health and Publicis.Sapient. She has worked as an independent consultant and was a Principal at Cambria Consulting. She holds an MSc in Organizational Behavior from the University of Hartford and a BSc in Psychology/Special Education from the University of Connecticut.