

DORIANNE COTTER-LOCKARD, Ph.D.
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Summary

With over 25 years of leadership experience in Fortune 500 companies, Dorianne Cotter-Lockard has led large organizations by defining core values-based vision and strategy, leading change, instituting best practices, and developing leaders. She is a graduate of the Eastman School of Music, holds an MBA from a top AACSB-accredited business school, and recently earned a Ph.D. in Human and Organizational Systems. She is an experienced C-level leader, a former Big 5 consultant, and a former professional classical musician. Dr. Cotter-Lockard is a Fellow at the Institute for Social Innovation at Fielding Graduate University, where she conducts research in the areas of chamber music, team collaboration, leadership, coaching, and spirituality in the workplace.

Education

Fellow, Institute for Social Innovation, Fielding Graduate University, 2013 - Present
Ph.D., Human and Organizational Systems, Fielding Graduate University, 2012
M.A., Human and Organizational Systems, Fielding Graduate University, 2009
M.B.A., Finance, New York University, Stern School of Business, 1989
Graduate Fellowship, Yale University, Summer School of Music
Graduate String Quartet Fellowship, The New School, Mannes College of Music
B.M., Violin Performance, Eastman School of Music, 1978

Papers and Publications

Cotter-Lockard, D. (05/2013). *The Generative Team: How chamber music coaches use love and energy to enable student musicians to collaborate effectively*. Presented at the 3rd Annual Conference of the International Association of Management, Spirituality, and Religion (IAMSR), Lourdes, France.

Manning, C., Waldman, M.R., Lindsey, W., Newberg, A., Cotter-Lockard, D (2012). Personal Inner Values: A Key to Effective Face-To-Face Business Communication. *Journal of Executive Education*, 11(1).

Cotter-Lockard, D. (11/2012). *Playing in a String Quartet: Somatic Awareness and Embodied Expression*. Presented at Annual Meeting of the Society for Phenomenology and the Human Sciences (SPHS), Rochester, NY.

Cotter-Lockard, D. (10/2012). (Doctoral Dissertation). *Chamber Music Coaching Strategies and Rehearsal Techniques that Enable Collaboration*. Fielding Graduate University, Santa Barbara, CA.

Cotter-Lockard, D. and Shapiro, J. (1/2011). *Can we be free in an un-free world? Adorno's concept of false consciousness*. Presented at Fielding Graduate University, Winter National Session, in a symposium titled, "Music, Consciousness, and Society"

Newberg, A. B., Waldman, M. R., Newberg, S., Cotter-Lockard, D., & Baker, J. (2010). *Development of a Mindfulness-Based Dialogue Technique: Preliminary Data on Effects of Compassionate Communication on Intimacy*. Ms. Cotter-Lockard presented the paper at the American Psychological Association Annual Conference, San Diego (8/2010).

Cotter-Lockard, D. (10/2008). *Higher Consciousness Through Meditation: Phenomenological Explorations*. Presented at the Annual Meeting of the Society for Phenomenology and the Human Sciences (SPHS), Pittsburgh, October 2008.

Teaching and Academic Service

Adjunct Professor, California Lutheran University, Thousand Oaks, CA: Adult Degree Education Program. Supervised student research project: *“The effects on emotions during organizational change and how leaders can use transformational leadership to guide employees,”* (2012)

Dean Search Committee member, Fielding Graduate University, School of Human and Organizational Development, (2011-2012)

Faculty Personnel Committee member, Fielding Graduate University, School of Human and Organizational Development, (2010-2012). Responsibilities included faculty 3-year and 6-year evaluations, faculty searches, sabbatical application review, and faculty handbook policies.

Faculty Governance, Fielding Graduate University, Student Representative, 2010-2012. Participated in curriculum renewal planning, communication of faculty research, and general University administrative issues.

Academy of Management Annual Conference Submissions Reviewer: Organizational Behavior Division; Organizational Development and Change Division; Management, Spirituality and Religion Division (2009 – present)

Adjunct Professor, California Lutheran University, Thousand Oaks, CA: MBA Program. Designed and taught semester course, “Management Concepts for eBusiness.” Course final project included a full business plan for a start-up Internet business and venture capital presentation exercise. (2008)

Professional Work Experience

CEO², Boise, ID

11/2011 - Present

Engagement Leader (current)

Acting CFO, Head of Operations (11/2011 – 12/2013)

The mission of CEO² is “A world that works because business works.” As an engagement leader, helps leaders and their organizations to define, align, and fulfill their unique destinies. Coach and facilitate learning to build sustainable enterprises fueled by the creativity of passionately engaged and aligned employees and business partners. As CFO and Head of Operations, worked with the founders of CEO² to scale the company.

Sample engagements:

- Led a 14-month engagement to assist the CEO and partners of an investment firm to clarify their organizational vision and mission, define a strategic plan, align the employees of the organization, and enable them to execute the vision. The program included executive

coaching and leadership development sessions to shift the organizational culture, which resulted in an engaged work force with greater process improvement capabilities.

- Conducted a cultural discovery process for a national auto finance company that provided the executive team with insights into perceptions of the board, management team, and employees of the firm. Designed a tailored program to develop the leadership, and align and engage the work force.
- Led a 360-degree leadership evaluation process for a healthcare organization that included executive coaching and a development planning process.

DCL Associates Inc., Oak Park, CA
DBA Cotter Consulting Services

7/2007 - Present

President

Inspires leaders to transform organizations by providing business consulting services. Guides organizations to align core values and strategy, and employ best practices in financial, human capital and operational management. Provides expertise in the strategic use of technology to support business vision and objectives. Guides leaders to communicate more effectively and build robust partnerships through leadership development, organizational development, and executive coaching.

Sample engagements:

- Conducted an operations and systems assessment for a major county healthcare organization.
- Managed multiple teams for two major compliance audits which included review of security policies, procedures and data integrity.
- Conducted technology due diligence and recommendations for a merger of two Fortune 100 financial services companies. Included technology and organization assessments.
- Facilitated technology strategic planning and roadmap process for a software vendor that provides manufacturing automation software and services to a variety of industries.
- Provided leadership development to the board of trustees in an organizational change program for a religious association. Facilitated vision, mission, core values and strategic planning process to enable a mission-centric organization.

Countrywide Financial Corporation, Calabasas, CA

1999 – 2007

Managing Director, Countrywide Servicing Systems Development and Enterprise Applications 2006-2007; Managing Director, CTO Loan Administration 2004-2007; Executive VP 2000–2003; Senior VP 1999-2000

Managed two divisions, totaling over 850 technology professionals, including offshore software development teams and a \$120 million operational budget for divisions across Countrywide Financial Corporation. Established professional disciplines and practices, improved quality and productivity of staff, lowered staff turnover rate from 32% to 4.8%.

- Member of “C-level” leadership making divisional decisions for the Loan Administration business (a billion dollar subsidiary)
- Executive leader on operational governance review board and business unit risk and compliance board
- Profiled twice by Gartner for case studies on best practices for leading high performance IT organizations

- Implemented a well-defined and managed strategic planning process to align with business strategy
- Implemented a comprehensive core values, culture management and communication program
- Implemented a best-in-class performance evaluation process tied to strategic plan objectives and a career development program. Included comprehensive competency models, leadership development and technology training programs.
- Established sophisticated financial management processes and reporting; lowered consultant costs by over \$1 million per year; kept headcount flat for two years per management direction without impacting productivity.

Cotter Consulting Services, Inc.

1997 – 1999

President and CEO

- Managed IT strategic planning process for a \$54 billion bank to align technology strategy and architecture with the bank's business goals.
- Developed the Technology Services organization strategy and structure for a \$20 billion bank as consultant to the CIO. Managed client-server development for the bank.

Great Western Bank, Chatsworth, CA

1996 – 1997

Vice President, Senior IT Account Manager, Retail Bank & Manager, IT Change Management

Key IT executive responsible for managing the relationship between IT and the Retail Bank (including Branch Services, Business Banking, Consumer Lending, Call Center, and Securities). Advisor to the CIO on IT organization and process issues. Leader and change agent in implementing Great Western's IT Strategic Plan.

Price Waterhouse, LLP, Los Angeles, CA

1989-1996

Principal Consultant, 1995-1996; Sr. Manager, 1993-1995; Manager 1990-1993; Sr. Consultant, 1989-1990

Technology consultant and business advisor to Fortune 500 companies. Top-rated manager; partner track; focus in strategic technology planning, business process re-engineering, and application software development.

Grants and Academic Awards

Fielding Graduate University Research Grant for dissertation research (2011)

Academy of Management, Organizational Development and Change Division, Doctoral Consortium (2011)

Fielding Graduate University, Institute for Social Innovation Scholarship Award (2011)

Academy of Management, Most Promising Dissertation Award 3rd Place, Management, Spirituality and Religion Division Doctoral Consortium (2010)

Academy of Management, Organizational Behavior Division, Best Reviewer Award (2009)

Fielding Graduate University Research Grant for *Higher Consciousness States Through Meditation – A Phenomenological Study* (2008)

Conference and Academic Presentations

Women's Addiction Services Leadership Institute (7/2013); webinar presenter: *Having the Difficult Conversation*.

Academy of Management Annual Conference, Boston, MA (8/2012); Panel facilitator: *Meditation as a Leadership Practice*. Panelists included Dr. J. Robert Ouimet, Chairman and CEO, Holding O.C.B. Inc., Cordon Bleu International Ltd., Dr. Stuart Lord, Senior Fellow at the Bonner Foundation, and Dr. Andre Delbeq, Professor at Santa Clara University.

Spiritual Living Convention, New Orleans, LA (2/2012); Presenter: *Spiritual Intelligence: A Model for Spiritual Development*

Academy of Management Annual Conference, San Antonio, TX (8/2011); Panel presenter: *The corporate mystic: Integrating Eastern and Western spiritual practices into organizational life*

Office 2.0 Conference, San Francisco, CA (9/2008); *Entering and Leaving the Workforce*. Panelist; speaking about the multi-generational workforce

California State University, Northridge, CA (2/2008); *Top 10 Ways to Communicate with Executives*. Guest speaker, course: "Organizational Behavior"

California Lutheran University Technology Forum, Thousand Oaks, CA (8/2006); Presenter and panelist: *IT Skills in a Tough Job Market*

Religious Science International Annual Conference, Asilomar, CA (7/2006); Presenter: *Coaching Future Leaders*

Religious Science International Minister's Conference Ft. Lauderdale, FL (2/2005); Presenter: *Essential Leadership Skills: Communication, Planning, Delegation and Recruiting*

Affiliations and Volunteer Work

President, Board of Directors, Spiritual Living Archives and Library Foundation	2011 - present
Association of Fundraising Professionals	2013 - present
American Psychological Association	2010 - present
Chamber Music America	2010 - present
Organizational Development Network	2010 - present
ACMP (Amateur Chamber Music Players Association)	2010 - present
Academy of Management	2008 – present
Society for Phenomenology and Human Sciences	2008 – present
Teacher, Center for Spiritual Living, Simi Valley Youth programs	2008 – present
Board of Directors, Hefferlin Foundation	2011 - 2013
Executive Advisor, Women's Addiction Services Leadership Institute	2009 - 2011
Teen Group Leader, Center for Spiritual Living, Westlake Village	2004 - 2008
Society for Phenomenology and Existential Philosophy	2008 – 2012
Volunteer at Boys and Girls Club of Oxnard – Workshops for at-risk teens	2008
Board of Directors, International Centers for Spiritual Living	2003 – 2006