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Curriculum Vitae

OBJECTIVE: To apply change management, leadership coaching, and institution building skills acquired over 30 years with international organizations. To apply expertise in building tripartite partnerships among government, business, and civil society.

EXPERIENCE:

- 2008 – present Principal, CJFox Associates. Instructor for American University School of Public Affairs leadership program: Leading Public Policy Implementation, teaching “Leading Organizational Change for Results” attended by senior level US Government professionals; leadership coach for public sector and NGO clients; change management assignments with country program, technical, and non-operations divisions of UN Agency, Rome, Italy.
- 1998 – 2008 Sr. Multi-Sector Specialist in Social Programs Division, Inter-American Development Bank (IDB), Washington D.C. Prepared institution strengthening projects and project components; prepared publication on tripartite partnerships - government, business, and civil society; applied tripartite concept to urban revitalization project design.
- 1987 – 1998 Sr. Management Analyst for IDB from 1988-1998. Conducted organizational change studies and applied organizational development skills to strengthen Country Offices in Latin America. Human Resources Officer from 1987 – 1988.
- 1985 – 1987 Project Officer, UNICEF, New York, N.Y. Assessed feasibility to decentralize training function to regional offices.
- 1981 – 1985 Management Trainer, The World Bank, Washington, D.C. Designed and delivered learning events for managers and staff, including offices in Nairobi, Kenya and Paris, France; Performed institutional analysis for Bank operations in Latin America.
- 1979 – 1981 Management Development Officer, Riggs National Bank, Washington, D.C. Responsible for strategic planning and budgeting for skills and knowledge development; supervised management training unit; designed and delivered training events; helped create the Bank’s employee relations function.
- 1972 – 1979 Human Resource Development Consultant. Clients included international organizations and national associations. Secondary and Adult Education: Fairfax County, VA public high school; DC private language schools.

EDUCATION:

M.S. Applied Behavioral Science with concentration in organization systems, 1982, Johns Hopkins University, Baltimore, MD. Johns Hopkins Fellow in Organization and Community Systems, 1979.

Leadership Coaching Certificate. Georgetown University, Washington DC. September 2009 - May 2010. Program is accredited by the International Coach Federation (ICF). Attained Professional Certified Coach level.

Bilingual Education: Madrid, Spain, 1974, New York University, 12 credits; George Mason University, Virginia, 1975, 3 credits

B.A. Spanish and Education. 1972, State University of New York at Geneseo. Honor Society: Kappa Delta Pi. One year at University of Madrid 1970 – 1971.

LANGUAGE: Spanish, fluent. English, native language.

BIRTHDATE and NATIONALITY: January 22, 1950; United States of America

ADDITIONAL TRAINING:

- Emotional and Social Intelligence Inventory **Certified**. May 2009.
- Myers-Briggs Type Indicator (MBTI) **Certified**, 1994.
- Team Coaching Workshop with Accompli Consulting, one week, September, 2010
- Brokering Partnerships, with International Business Forum. Wales. April, 2010
- International Program for Development Evaluation Training (IPDET): Results-based Monitoring and Evaluation System. Three weeks. Carleton University/World Bank, 2006
- Design and Management of Social Policies and Programs, IDB/INDES one month, 2000
- Logical Framework, IDB, one week, 1995
- Masterful Facilitation: Yarbrough Group, one week, 1997
- Managing a Future Search Conference, one week, 1995
- Business Process Reengineering, three days, 1993
- Management Coaching: Coverdale Organization, one month, 1981
- Adult development: Western Institute for Group and Family Therapy. One month, 1978

SUMMARY OF SELECTED ACCOMPLISHMENTS

Organizational Change Consulting Assignments

- Conducted study of language services at the International Fund for Agricultural Development (IFAD) to increase cost-effectiveness of documents production process. Topics included controlling documents demand; creating and implementing a *corporate* documents tracking system; and maximizing flexibility through structural change.
- Made proposals and facilitated initial implementation of change to maximize use of administrative resources within the Latin America and Caribbean country program division of IFAD.
- Assessed the organization and support functions of the Policy and Technical Advisory Division of IFAD to strengthen operations effectiveness and efficiency.

Institution Building Applied to Socio-economic Development Operations

- Prepared the publication Tripartite Partnerships: Recognizing the Third Sector, (2005). Five case studies on urban revitalization provide the context and real-life experience for understanding different institutional arrangements for government-business-civil society partnerships, including their costs, benefits and strategic success factors. Also applied the tripartite partnership concept to urban revitalization projects in Panama and Mexico.
- Was team leader or team member of multi-cultural and multi-sector teams to design social sector loan operations addressing: urban revitalization; poverty reduction, including conditional cash transfer programs; labor market initiatives; and institution strengthening of government ministries and executing agencies.
- Worked three months in Nicaragua IDB Country Office to integrate project preparation and project execution operations experience.

Institution Building / Organization Development Staff Assignments

- Designed, organized and co-facilitated a three-day event attended by IDB member country representatives, IDB Executive Directors, Country Office and Headquarters staff to streamline IDB operations processing.
- Prepared evaluation report for the 1994 IDB reorganization. The report described the creation of new departments, changes to the roles and operating practices of staff dedicated to Bank operations, and the human cost associated with a restructuring effort.
- Performed diagnosis and conducted organization development interventions for IDB Country Offices (1993 – 2005). Topics covered included: adequate coordinating mechanisms, incentives for effective performance, leadership styles, inter-office relationships, work distribution, management and work practices.
- Led process and wrote report for reorganizing the IDB's Finance Department. Topics included: developing collective understanding of department mission, objectives, and functions; workload analysis; staff requirements; coaching and team building.