

## ORGANIZATIONAL DEVELOPMENT

Organizational Psychologist with proven ability to effectively help leaders develop themselves and their organizations in order to improve employee engagement and customer satisfaction. Areas of expertise include:

- Leadership Development/ Coaching
- Organization Development Initiatives
- Individual and Team Development
- Communication Systems
- Business Measurement
- Change Management

## RELEVANT TEACHING EXPERIENCE

**University of Southern California, Marshall School of Business, Los Angeles, CA** **2014-Current**  
Adjunct faculty at the Center for Management Communication. Teaching Communication Strategies for Business (BUAD 302), Communication Strategies for Accountants (BUAD 302T), and Food Industry Executive Program (FIEP) lecturer.

**Alliant International University, Los Angeles, CA** **2006-2011**  
Adjunct faculty for the Marshall Goldsmith School of Management. Taught graduate courses in Organization Theory, Change Management, Business Principles, Consultation Skills, Group Dynamics, Training and Development, and Leadership Development

## RELEVANT WORK EXPERIENCE

**ALT CONSULTING, Orange County, CA** **2000-Present**

### Principle/ Owner

Consulting to organizations, businesses, entrepreneurs, and individuals regarding development and growth issues:

- Consulted on organizational development initiatives that ranged from needs assessments to leadership development and succession planning that resulted in increased effectiveness and attainment of ROI measures
- Facilitated personal leadership growth using coaching principles and tools that resulted in increasing individual effectiveness and efficiency for senior leaders and high potentials in large and small organizations
- Designed and facilitated strategic planning/ business development sessions that resulted in reorganization, clarified role expectations, and attainment of business plan goals 18% over projection
- Created merit pay structure and goal setting systems that aligned employee efforts to growth of companies
- Conducted team building sessions that created alignment of team members to team and organizational goals resulting in effective attainment of goals
- Developed and delivered management and employee skills training based on in-depth needs analysis and client input
- Provided guidance and direction in creating client centered learning tools that ranged from stand-up trainings to individual exercises and support materials

**DEUTSCHE BANK/BANKERS TRUST**, Irvine, CA

**1997-2000**

**Vice President, Organizational Development**, Banking Services/Mortgage Services Group

Created necessary organizational structures to drive desired culture for 250 employees:

- Developed and delivered management and employee skills training as well as created a job specific skills delivery process that standardized training and implemented tracking measurements
- Facilitated multiple process mapping interventions that:
  - Improved communication and reduced conflict for the monthly distribution process across Structured Finance and Trust Administration departments
  - Increased timeliness of filing for Schedule Qs by 62% for Tax group
  - Identified new automated process for Custody department
- Worked with Senior Manager to redesign Analytics Department. Created appropriate job descriptions and career path model that resulted in a 15% increase in department efficiency
- Designed and led business alignment process with monthly reporting
  - Coached senior management on employee and personal growth issues

**RR DONNELLEY & SONS**, Los Angeles, CA

**1994-1997**

**Organizational Development Specialist**, Magazine Printing Plant

Directed culture change activities for over 550 employees:

- Designed and implemented Employee, Customer Satisfaction, and Diversity Surveys that increased information flow to senior management
- Created succession planning model and organized mentor program that resulted in six management positions being filled with internal candidates within 1 year of implementing program
- Designed and facilitated senior team discussions on issues concerning strategic planning, business plan alignment, effective execution of strategic intention, and transformational leadership
- Created and facilitated process mapping that resulted in 34% decrease in make-ready time and increased productivity
- Implemented communication plan that included quarterly employee talks, monthly newsletter, and bulletin board postings

*Additional Work Experience Upon Request*

## **EDUCATION**

PhD in Industrial/Organizational Psychology: California School of Professional Psychology

MA in Psychology: California School of Professional Psychology

BA in Psychology: San Diego State University

## **PROFESSIONAL AFFILIATIONS**

American Psychological Association (APA)

Worldwide Association of Business Coaches (WABC)

Society for Industrial Organizational Psychologists (SIOP)

Association for Talent Development (ATD)

## PUBLICATIONS

Heller, C. (1993). The effects of fun on individuals working in creative problem-solving teams. Doctoral Dissertation, California School of Professional Psychology.

Dutcher, J.S., Heller, C., & Sheposh, J.P. (1993). Performance appraisals: An employee perspective. In 34th Annual Conference of the Military Testing Association Proceedings, San Diego, CA.

Sheposh, J.P., Shettel-Neuber, J., Santos, S., & Heller, C. (1993). Longitudinal Assessment of the Relationship Between Organizational Climate and Planned Change.

Sheposh, J.P., Shettel-Neuber, J.1, Rosenthal, M., & Heller, C. (1992). Impediments to TQL implementation within a U.S. Navy activity. In 33rd Annual Conference of the Military Testing Association Proceedings, San Antonio, TX.

## PROFESSIONAL PRESENTATIONS

Alt, C., Whiting, A., Sidle, S., and Hall, E (2016). "Coaching Nightmares: What would you do." Society for Industrial Organizational Psychologist (SIOP) 2016 Convention (approved for CE credit).

Alt, C, Lopez, D., Troper, J, and De Young, P. (2016). "Putting up your Shingle: Business Tips for I/O Entrepreneurs." Society for Industrial Organizational Psychologist (SIOP) 2016 Convention

Alt, C. (2011). "Creating an Engaged Employee." The 9th Circuit Court HR Bi-yearly Convention.

Alt, C. (2010). "Communication 101." The Association of Contingency Planners (ACP), June meeting.

Alt, C. (2007). "Managing Conflict before it takes over." Southern California Presbyterian Homes Executive Management Team, December offsite.

Alt, C. (2007). "Manage the change or it will manage you." Personnel Testing Council of Southern California (PTC-SC), March Luncheon.

Alt, C & Lancaster, B. (2004). "Living with integrity." Professional Coaches and Mentor Association (PCMA) 2004 Conference, Irvine Ca.

Freas, A & Alt, C. (2002). "Coaching with principles: The power of leadership with integrity." Professional Coaches and Mentors Association (PCMA) 2002 Conference, Long Beach Ca.

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<sup>1</sup> Joyce Shettel Dutcher was formerly known as Joyce Shettel-Neuber.

<sup>2</sup> Cynthia Heller Alt was formerly known as Cynthia Heller