

**Kathleen Miller Perkins, Ph.D.**  
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Kathleen Miller Perkins is a psychologist, researcher, educator, consultant. She owns and manages Miller Consultants, Inc., an organizational development, coaching and management consulting firm. Over her decade-spanning career, she has assisted organizations in developing leaders and leadership teams, building sustainable cultures, and creating positive change. Kathy's national and international clients work collaboratively with her and her company to strengthen their organizational capabilities, thereby enhancing their prospects for ongoing success during months and years down the road.

**EDUCATION**

University of Kentucky, Ph.D., Psychology, 1978  
Indiana University, MA, Psychology, 1974  
Indiana University, BA, Psychology and Sociology, 1972

**ACCREDITATIONS/CERTIFICATIONS**

CPI 260 – Leadership and Personality Assessment  
OPQ 32 – Leadership Style Preference and Competency Assessment  
OCAI – Culture Assessment  
Denison Culture Assessment  
Certified WBE (Women Business Enterprise)  
Certified graduate of the WBENC ORV Business Development Program

**EMPLOYMENT**

- ❖ Owner and CEO of Miller Consultants, Inc. 1980 - Present
  - Oversees teams in assisting corporations with transformational change initiatives.
  - Developed the proprietary culture assessment SCALA™ (Sustainable Culture and Leadership Assessment) which has been administered to over 5,000 globally.
  - Provides corporations and nonprofits with assistance in building positive organizational cultures to support their people and their strategies.
  - Coaches executives for transformational leadership.
- ❖ Leadership Coach for administrators at Centre College, 2014-Present
- ❖ Forbes.com contributing author, 2019 – present
  - Writes a regular column in the Leadership and Careers Section

- ❖ Adjunct Faculty at Virginia Tech Center for Leadership in Global Sustainability 2016 – 2018.
  - Taught corporate sustainability.
  - Delivered coaching to XMNR students through the Individual Development Process.
  
- ❖ Visiting Professor, Business School of Lausanne, 2013 – 2018.
  - Taught quantitative research design and methods.
  - Supervised doctoral students from countries including Germany, Switzerland, Italy, Australia, and Pakistan.
  - Oversaw the administration of the SCALA™ to corporations participating in the students' doctoral research.
  
- ❖ Associate, KKS Advisors, 2014 – Present
  - Working with corporations on org culture and ESG strategy
  - Assisted with the design and development of a materiality assessment instrument.
  - Assisted with the development of corporate materiality strategies.
  - Participated in the World Bank Integrated Reporting Symposium.

## **EXAMPLES OF PROJECTS**

- 10-year research program, qualitative and quantitative, exploring how the cultures of purpose-driven companies differ from others.
- Culture assessment and strategy development to support purpose, diversity and inclusion for Chiat\Day.
- Organizational culture, sustainability, and engagement assessment for DEWA (Dubai, Energy and Water Authority).
- Development of change and communications strategy for the Metropolitan Transportation Authority of NYC.
- BC Hydro- Change strategy and enablement for a new business model.
- Ashland Chemical – Led an organizational change project. Coached the leadership team on leading the change initiative. Trained trainers to deliver change-related management and technical training.
- Kawasaki Rail Cars - design and implementation of an organizational culture change project. Included assisting the executive leadership team with the development and implementation of a strategy for creating a more collaborative, cross-functional, process-focused organization in a multicultural environment. Provided training and coaching to leaders on leading change, setting roles, communicating vision and values, conflict management and other similar topics.
- City of Henderson, Nevada - Change strategy and enablement for organizational asset management transformation. Provided training and coaching to leaders on leading change, setting roles, communicating vision and values, conflict management and another similar topic.
- Ypsilanti Community Utility Authority. Conducted an organizational assessment and culture change project. Provided coaching to leaders.

- Designed, developed and validated the SCALA™ (Sustainability Culture and Leadership Assessment). The instrument is used to assess corporate culture and capability for implementing positive change.
- Developed and published several tool kits for organizational leaders and employees in topics such as how to prepare for difficult conversations, how to organize productive meetings, dealing with change, preparing to lead an organizational initiative, designing communication strategies.
- Ashland Chemical – Facilitated the creation of their company-wide curriculum for leadership development. Also served as an outside mediator for conflict within teams. Delivered training and coaching for their high potential employees.
- Lexmark International and Perceptive Software – Talent engagement and retention strategy through career coaching in a changing environment.
- Dow Chemical – organizational culture assessment in support of the development of their 15-year sustainability strategy.
- Brown-Forman Corporation – Internal communications and culture change strategy and implementation. Also assisted with their sustainability strategy.
- National Center for Family Literacy- Organizational culture audit, strategic planning and talent development strategy. Change strategy development and facilitation.
- Strategic Leadership Centre, Nairobi, Kenya - Taught leadership of change program to executives from the banking, insurance, and publishing industries.
- Toyota Motor Manufacturing – Facilitated an organizational redesign for the Human Resources Function. Assisted in the development and implementation of a change strategy. Provided training and coaching to leaders on leading change, setting roles, communicating vision and values, conflict management and other similar topics.
- Rohm and Haas Chemical Company – Assisted with the organizational redesign process; facilitated the development and implementation of the Worldwide Training and Development Strategy. This global project included collaborating with a network of internal stakeholders worldwide including management and labor.
- Shell Oil – Facilitated the Woodriver Plant’s first union/management partnership. Assisted with the design and rollout of their technical training program.
- IBM Corporation - Created a retraining and job transition strategy for employees throughout North America. Conducted workshops and advised at every plant in North America.

## **LIST OF RECENT PUBLICATIONS**

- Miller Perkins, Kathy. (2020) *Leadership and Purpose: How to Create a Sustainable Culture*. Abbingdon OX: Routledge Press, an imprint of the Taylor and Francis Group.
- Muff, Katrin & Miller Perkins, Kathleen. (2019). Developing the Roadmap for Sustainable, Transformational Change in Corporations. Submitted to Harvard Business Review.
- Miller Perkins, Kathleen & Lepley Wells, Meredith. (2016) Meta Data Analysis of Sustainability Culture and Leadership Assessment,” Unpublished manuscript, 2016.
- Miller Perkins, Kathleen, Serafeim, George. (2015) “Chief Sustainability Officers: Who Are They and What Do They Do?” in Rebecca Henderson, Ranjay Gulatik and Michael Tushman (eds), *Leading Sustainable Change: An Organizational Perspective*. Oxford: Oxford University Press, 196-221.
- Miller Perkins, Kathleen. (2013) “Sustainability and Innovation: Creating Change that Engages the Workforce,” *Journal of Corporate Citizenship*, June 2013.
- Eccles, Robert G., Miller Perkins, Kathleen, Serafeim, George. (2012) “How to Become a Sustainable Company”, *MIT Sloan Management Review*, Summer 2012, Vol 53, No. 4, pg. 43.
- Miller Perkins, Kathleen, Eccles, Robert, Weick, Mark. (2012) “Sustainability at Dow Chemical”, *Journal of Applied Corporate Finance*, Spring 2012.
- Miller Perkins, Kathleen. (2010) “Employee Engagement and the Holy Grail” in Robert Eccles, Beiting Chang and Daniela Saltzman (eds.), *Landscape of Integrated Reporting*. Boston: Harvard Business School, November 2010.
- Miller Perkins, Kathleen. (2010) “Integrated Reporting and the Collaborative Community”, in Robert Eccles, Beiting Chang and Daniela Saltzman (eds.), *Landscape of Integrated Reporting*. Boston: Harvard Business School, November 2010.
- Miller Perkins, Kathleen. (2010) “Uncertainty Isn’t Going Away: How to Survive and Thrive”, MWorld. American Management Association, October 2010.