

# Cindy Wilcox, PhD, PCC

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## Leadership Development and Executive Coaching Consultant

**Leader Resilience and Wellbeing | Innovative Approaches to Midlife Leadership Challenges**  
**Leadership Wisdom for Uncertainty, Complexity and Change**

Systems thinker who sees into complexity, and discerns small shifts that make a difference. Combine depth of knowledge and experience with deep curiosity. Passionate, inspirational, authentic, and inclusive in working with others. Intuitive and adept at accessing insight, clarity, and wisdom in service of desired outcomes or goals. Compassionate, supportive, and engaging in coaching and leadership style.

Areas of Expertise:

- **Leadership and Executive Coaching**
- **Assessments and Assessment Strategy**
- **Custom Leadership and Competency Model Design**
- **Coaching Supervision and Mentorship**
- **Leadership and Specialty Coaching Program Design**
- **Cultural Competency Assessment and Training**
- **Leadership and Organizational Resilience and Wellbeing**
- **Specialty Coaching in the areas of Authentic Leadership, Leadership Presence, Emotional and Social Intelligence, Resilience and Wellbeing, Leading through Crisis, Purpose and Leadership, and Energy Management**

## Experience

**TARGET CORPORATION**, Minneapolis, MN

2017 - 2023

### Executive Coaching Lead

Led Center of Excellence (COE) for Executive Coaching. Designed and developed custom and specialty coaching programs for all levels of leaders (Store Director through C-Suite). Managed program execution, created and implemented evaluation strategies, and coached at the executive level. Hired and supervised executive coaches.

- Expanded coaching practice from 1 new-in-role coaching program for Senior Directors and VPs, to full suite of coaching programs for Store Directors through C-Suite, increasing coaching volume over 300%.
- Aligned all coaching initiatives across Executive Development function by developing multi-level coaching competency models, and differentiating programmatic vs. standalone coaching structures.
- Established coaching circles and provided mentoring for new and emerging coaches, resulting in Net Promoter Score of 4.9 / 5.
- Coached executives, focusing on authentic leadership, presence, leader resilience and wellbeing, emotional and social intelligence, receiving personal NPS of 100%.
- Responded to pandemic by developing and implementing Leading through Crisis and Uncertainty Coaching, addressing mental / emotional / wellbeing challenges, DE&I leadership, and supporting rapid business pivots in changing environments.

**UNIVERSITY OF MINNESOTA**, Minneapolis, MN

2013 - 2016

### Director of Education, Earl E. Bakken Center for Spirituality and Healing

Oversaw education at major land grant university, including 114 courses, 75 faculty, 2K students, several graduate certificates, and Master of Arts program in Health Coaching. Served as subject matter expert in areas of leadership presence and resilience, authentic leadership, workplace wellbeing, emotional and social intelligence, and created new public programs.

- Launched new course offerings and doubled enrollments over 3-year period through increased collaboration and programs.
- Expanded core offerings by launching Leadership for Individual, Organizational, and Global Wellbeing focus area.

**UNIVERSITY OF MINNESOTA** (Continued)

- Oversaw Mindfulness Strategy and Mindfulness-Based Stress Reduction (MBSR) program.
- Increased Mindfulness in Organizations programming and research, hiring new faculty.
- Launched collaborative programming with Carlson School of Management and Carlson Executive Education focused on Mindfulness at Work and Mindfulness in Organizations.

**CARGILL**, Wayzata, MN

2008 - 2012

**Global Lead**, High Performance Leadership Academy

Delivered multi-phase leadership programs in 52 countries. Managed team of 5 direct and 12 indirect reports globally. Developed and designed leadership programs ranked among top 20 leadership programs nationally among Fortune 500 corporations. \$2M budget.

- Achieved Corporate Center and Executive Team sponsorship through leaders' interviews, focus groups, analysis and presentation of company-wide assessment data, and development of competency-based "future leader profile" utilized to guide complete redesign and alignment of leadership programming.
- Increased global scalability and reduced program delivery costs 40% through creating customized content and eliminating vendor-based content and licensing.
- Involved key stakeholders from Corporate Center, Organization Effectiveness, Talent Management, and Coaching and Assessment Practice Area, resulting in highly collaborative and aligned strategies across global HR.
- Grew and sustained increased demand for leadership programs across organization, resulting in over-recovery on \$7M annual Learning and Development budget.

**MIRROR IMAGE CONSULTING GROUP**, Minnetonka, MN

2000 - 2008

**Principal**

Focused on conceptualization, design, and implementation of corporate and non-profit leadership programming, large-scale change initiatives, and global conferencing. Applied international and multi-cultural skills to working with individuals and leadership teams from over 40 countries. Key clients included Fortune 500 companies such as Wells Fargo, Medtronic, American Crystal Sugar, and Cargill, and NGOs / Foundations, including United Nations, Blandin Foundation, Northwest Area Foundation, and American Public Radio.

- Led design and delivery of \$1.6M Community Leadership Program, including 10 annual leadership retreats and all follow-up programming, resulting in healthier rural communities, better equipped to face economic and socio-economic change productively.
- Achieved client satisfaction ratings over 90% for programs targeting Reservation Communities, Health Care, Education, and Foundation-sponsored change initiatives.

**SEARCH INSTITUTE**, Minneapolis, MN

1997 - 1999

**Director**, Training and Consulting Services

Hired, developed, and led team of training and consulting professionals in start-up, design, and delivery of strength-based change interventions for \$13M non-profit youth development agency.

- Grew organization's training and consulting operations from start-up to \$2M annual program delivery, internal staff of 5 and global network of 20 consultants / associates.
- Designed and led corporate-wide theory of change initiative, resulting in nationally aligned Healthy Communities Healthy Youth programming and enhanced funding.
- Supported launch of 8 statewide asset-building initiatives, resulting in increased resources for community-based youth development along with improved health and wellbeing outcomes for youth.

**PERSONNEL DECISIONS INTERNATIONAL (PDI)**, Chicago, IL

1995 - 1997

**Training and Development Consultant**

Engaged in executive coaching, assessment, training delivery, and client relationship management.

- Participated in start-up phase of PDI's Chicago office, conducting client needs assessments and writing proposals, resulting in 8 new client relationships.

**PERSONNEL DECISIONS INTERNATIONAL** (Continued)

- Achieved high client satisfaction ratings on 360-degree Profiler feedback and training delivery in the areas of coaching skills and strategies, team building and team leadership, executive level leadership development, internal consulting skills, performance management, and selection interviewing.

**Additional Experience**

Held positions in Management and Leadership Development with Norwest Corporation (now Wells Fargo), and International and Economic Development with US State Department, and USAID.

**Education**

**Doctor of Philosophy (PhD)**, Leadership and Cultural Systems, Union Institute and University, Cincinnati, OH

**Master of Business Administration (MBA)**, Carlson School of Management, University of Minnesota, Minneapolis, MN

– Curtis L. Carlson School of Management Corporate Fellowship Winner

**Master of Science (MS)**, Applied Economics, University of Minnesota, Minneapolis, MN

**Bachelor of International Studies (BIS)**, The School for International Training, Brattleboro, VT

**Certifications****Cultural Competence**

– Intercultural Development Inventory (IDI) Certification

**Leadership Development**

- Korn Ferry Leadership Architect Certification
- PDI Profiler and other 360 Multi-Rater Feedback Instrument
- Leadership and Executive Coaching
- Co-Active Coaching Certification (Co-Active Training Institute, CTI)
- Professional Certified Coach, PCC (International Coaching Federation)
- Coaching Supervision Academy (CSA) Certification

**Emotional Intelligence**

- EQi Emotional Intelligence Certification
- Emotional and Social Intelligence (ESCI 360) Certification (Hay Group / Korn Ferry)

**Psychology**

- Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) Certification
- Myers-Briggs Type Inventory (MBTI) Step I and II
- Hogan: Personality Inventory, Development Survey, Motives, Values and Preferences Inventory
- Trauma-Sensitive Mindfulness (TSM) Training

**Systems Thinking**

- Certified Human Systems Dynamics (HSD) Professional
- Presencing Foundation Program (Theory U) | The Presencing Institute