

KATE GERMANO

Consultant and Leadership Coach

Dedicated to helping others be more introspective, accountable, and able to artfully navigate change



About Kate

Kate is a retired military officer with broad experience as a public speaker, facilitator, and leadership coach who is committed to assisting others live the Marine Corps maxim, "Know yourself and seek self-improvement." At the pinnacle of her career in the Marines, Kate was chosen to lead the all-women 4th Recruit Training Battalion. After a tumultuous experience with some spectacular results and a very public firing, Kate left the military and embarked on a journey of self-reflection. Her thirst to learn how to improve her leadership and better serve people led her back to school, where she attained certifications from Georgetown University for change leadership and Diversity, Equity, and Inclusion program management, and Fielding Graduate University for leadership coaching. Kate is a fierce advocate for women in the military and is a sought-after speaker and thought leader on leadership, brain science, change, and gender issues.

Kate's exploration of her own emotional intelligence helped her understand that true leadership requires vulnerability, authenticity, empathy, and an appreciation for the perspectives of people from all different walks of life. Believing you can always teach an old dog new tricks, she uses her own experiences as powerful tools to help improve individual and team performance through the identification and removal of systemic blocks to communication and community.

Education

Evidence Based Coaching Certificate Program, Fielding University, Santa Barbara, CA	2020
Strategic Diversity and Inclusion Management Certificate Program, Georgetown University, Washington DC	2019
Organizational Consulting and Change Leadership Certificate Program, Georgetown University, Washington DC	2018
Master of Military Science, Marine Corps Command and Staff College, Quantico, VA	2011
Bachelor of Arts, History, Goucher College, Towson, MD	1996

Professional Experience

Chief Executive Officer, Consultant, and Coach 2018 — Pres

Cassandra-Helenus Partners, LLC, Indian Head, MD

Partners with individuals and organizations to improve their emotional intelligence, workplace culture and inclusion, and communication. Clients include (among others):

- The United States Air Force (through the Executive Leadership Group)
- Merck
- SRC (through TruEdge Consulting)
- Center for International Policy
- Kohler
- Wells Fargo (through Jennifer Brown Consultants)

Director of Talent Acquisition and Management 2017

Mark G. Anderson Consultants, Inc., Washington DC

Led the project management consulting firm's efforts to develop and implement innovative recruitment, retention, and employee development strategies.

- Collaborated with key stakeholders to identify staffing shortfalls and needs, establish pay bands, and standardize position descriptions and responsibilities for staff to improve performance and profitability.
- Conducted stratified survey of all MGAC employees by position to determine their talent management and growth needs, assess shortfalls, and identify cultural problem areas and performance management gaps.
- Developed appropriate structure to enable the company to grow in the future.
- Developed communications strategy for the new talent acquisition program to generate buy-in from key stakeholders and improve trust and cohesion by the individual employees.
- Developed strategy and budget for the implementation of automated recruiting applicant tracking and performance management systems.
- Developed college recruiting and internship programs and budgets to expand the company's acquisition pipeline and attract the "best and the brightest" young employees to the organization.

Volunteer/Chief Operations Officer

2015 — 2017

Service Women's Action Network (SWAN), Washington, DC

Served as the public face for America's only national-level non-profit dedicated to serving active-duty military women and veterans and improving military diversity and inclusion results.

- Developed strategy, supervised day-to-day operations and Board requirements.
- Served as lead spokesperson. Conducted national-level media interviews. Authored numerous Op-eds. Represented SWAN at public speaking events. Raised the profile of the organization on issues affecting military women resulting in an increase in membership and individual donations.
- Nationally known as a subject-matter expert on issues impacting servicewomen.
- Coordinated member recruitment and outreach across key stakeholder communities.
- Briefed members of Congress and legislative staffs on Capitol Hill.

Presiding Officer

2015 — 2016

Naval Clemency and Parole Board, Washington Navy Yard, Washington, DC

Served as senior member of a review board responsible for criminal parole recommendations to the Secretary of the Navy.

- Reviewed, analyzed, and formed recommendations to the Secretary of the Navy for more than 225 individual cases.
- Directed an office of five in the development of briefing packages.
- Coordinated the appearance of witnesses and schedule for clemency and parole hearings.
- Re-wrote the Naval governing directive on clemency and parole for the Secretary of the Navy.
- Assisted in the recruitment of new board members from the Navy and Marine Corps.
- Served as the Commandant of the Marine Corps' direct representative for Marine cases.
- Coordinated the return of parole violators.

Commanding Officer

2014 — 2015

4th Recruit Training Battalion, Marine Corps Recruit Depot, Parris Island, SC

Board selected to lead and manage a training staff of 120 personnel and 3,200 trainees annually.

- Researched and analyzed historic trainee performance data, identified significant systemic problems, and designed and implemented innovative solutions producing demonstrably superior results over a short time period:
 - Increased female marksmanship qualification pass rate from 68% to 92% in less than 9 months.
 - Reduced incidences of recruit abuse and training staff misconduct.

- Improved trainee physical fitness performance by 10% within 6 months.
- Reduced lower extremity injury rate by 20% in less than 9 months.
- Conducted quality control and performance analysis and communicated performance improvement trends to external recruiting operations staff to help increase physical and mental preparedness of female applicants.
- Conducted high-level distinguished visitor events to explain the need for higher level diversity and inclusion process improvements.
- Served as organizational spokesperson, delivered monthly speeches in front of audiences of 3,000+.
- Created an awards and recognition program to enhance morale and reward desired behavior.
- Developed a career progression plan to ensure only most qualified personnel were placed in leadership roles.

Assistant Chief of Staff

2012 — 2014

Marine Corps Installations Command, Pentagon, Arlington, VA

Excelled as head of manpower, diversity, and human resources for the largest command in the U.S. Marine Corps.

- Responsible for the oversight of three regions numbering 17,000 civilian government employees around the world.
- Managed \$820M salary and union contracted personnel budget.
- Developed a manage-to-payroll policy resulting in significant cost savings for the government.
- Served as senior human capital and diversity and inclusion advisor to organizational CEO and C-suite staff.
- Researched and designed policy and procedures for unplanned furlough of civilian employees during the government shutdown of 2014.
- Developed all human capital, talent management and career progression policies to increase diversity and promotion opportunities.

Marine Aide to the Secretary of the Navy

2011 — 2012

Office of the Secretary of the Navy, Pentagon, Washington DC

Hand selected to serve as first Marine Corps aide de camp and special advisor to The Honorable Ray Mabus, the 75th Secretary of the Navy.

- Collaborated with executive-level key stakeholders across the Department of the Navy to develop travel plans and align policy goals with U.S. Government national security objectives.
- Coordinated with high-level embassy and military staff in 21 foreign nations to support the Secretary's official travel. Planned and executed 17 domestic trips supporting the Secretary's outreach to communities throughout the US.

Graduate Student

2010 — 2011

Marine Corps Command and Staff College, Quantico, VA

Competitively selected to attend the Marine Corps' premier resident school for military strategy and planning.

- Researched, wrote, and defended thesis on the impact of corruption on failing states.
- Graduated with distinction.

Commanding Officer

2007 — 2010

Marine Corps Recruiting Station San Diego, San Diego, CA

Board selected to lead 135 recruiters in 13 offices covering 75,000 square miles in California and Nevada.

- Managed a budget of \$860K and saved taxpayers \$80,000 per year for three years.

- Led meaningful increase in quality improvement and diversity results. Recognized as “most improved” recruiting station in 2007-2008.
- Achieved 20% year to year increase in enlisted and officer acquisition without sacrificing quality.
- Achieved recognition as “highest quality” recruiting station in 2008-2010.
- Ranked best recruiting station in district for 2010.
- Conducted detailed analysis of recruiting data, implemented process improvement, and achieved historically low attrition rates for male and female applicants at recruit training (boot camp).
- Developed a career progression plan for key leadership positions and implemented incentive/awards program to reinforce desired behavior.
- Systemically improved recruit prospecting in target market to achieve monthly goals early while improving quality of life of recruiting staff.

Adjutant and Legal Officer, Marine Wing Support Group 17, Okinawa, Japan	2006—2007
Adjutant and Legal Officer, 31 st Marine Expeditionary Unit, Okinawa, Japan	2004—2006
Student, Expeditionary Warfare School, Quantico, VA	2003—2004
Operations and Executive Officer, Recruiting Station Orange, Irvine, CA	2000—2004
Adjutant and Legal Officer, Comms and Electronics School, 29 Palms, CA	1999—2000
Adjutant and Legal Officer, Headquarters Battalion, 29 Palms, CA	1997—1999

Notable Achievements

- Delivered TEDx talk on gender bias in how female Marines are recruited and trained, TEDx Tysons
- Three-time finisher of JFK 50-mile race, finishing in top 15% for age and gender
- Selected as HillVets 100 of 2018 Honoree
- Appointed to serve on VA Advisory Committee on Women Veterans

Publications

- Co-author, *Fight Like a Girl- The truth about how female Marines are made*, New York NY: Prometheus Publishing, April 2018.
- Contributing author, *Bullet Proofing the Psyche: Preventing mental health problems in our military and veterans*, Santa Barbara CA: ABC-CLIO/Praeger Publishing, May 2018.
- Contributing author, *Military Virtues*, Havant, Hampshire: Howgate Publishing, 2019.
- For a complete list of Kate’s articles and opinion pieces, please visit www.kategermano.com

Public Speaking

Since 2018, Kate’s public speaking clients have included Société Générale, Allstate, Merck, Amazon, PayPal, Kohler, the FDIC, Princeton University, the University of North Carolina at Greensboro, the City of York, PA, and the University of Southern Illinois at Carbondale, among others.

Additional Certifications

NeuroLeadership Institute- Brain Based Coaching, 2020
Brain Based Conversations, 2020
International Coaching Federation- Leadership Coaching, 2020