

## MARGARET (PEG) HOWELL

---

### EDUCATION

M.B.A. Harvard University Graduate School of Business Administration, Boston, MA, 1984  
B.S. in Petroleum Engineering, *cum laude*, Marietta College, Marietta, OH, 1977

### EXPERIENCE

**SODA (Stop Offshore Drilling in the Atlantic)**, Pawleys Island, SC (2015-present)

*Spokesperson and Volunteer - SODA's mission is to prevent offshore seismic testing and drilling for oil and gas along the Atlantic Outer Continental Shelf.*

Core team member of this mission-driven, all-volunteer, nonpartisan, grassroots organization. Create and deliver educational presentations to elected officials, interest groups and citizens across the southeast US and to members of the U.S. Congress. Organize and staff dozens of events to inform the public about issues related to renewable energy opportunities, fossil fuel expansion and climate change.

**HOWELL CONSULTING GROUP, L.C.**, Pawleys Island, SC (1994-present)

*President*

Founder of this organizational change management firm, specializing in the design and implementation of organizational change strategies, leadership and team development, and executive coaching. Designed and delivered innovative and highly effective training, coaching and consulting for Fortune 50 top leadership teams around the world. Client sectors have included: consumer goods, entertainment/media, defense, energy, manufacturing, financial and professional services, government, education and not-for-profit organizations.

**OUTWARD BOUND USA**, Reston, VA (1992-1994)

*National Marketing and Sales Manager - Professional Development Programs*

Started-up national sales and marketing effort for this nonprofit, outdoor action-learning organization. Established national sales office and national inquiry response system. Built awareness via national marketing communications. Managed national accounts. Coordinated sales, marketing and program delivery for seven US Outward Bound wilderness schools and urban centers.

**CABOT CORPORATION**, Boston, MA (1988-1992)

Key change agent in this Fortune 200 specialty chemicals company.

*Market Manager - Cab-O-Sil Division* (1991-1992)

Evaluated and set priorities for new market development in \$100 million fumed silica business. Established new marketing function.

*Director of Business Development - Special Blacks Division* (1990-1991)

Managed 12 person department responsible for financial and market analysis, project management and export sales service for \$190 million specialty carbon black business. Initiated new marketing program. Designed improved strategic planning process. Established first South American office. Revitalized Total Quality initiative. Instituted regional service focus in export department.

*Manager, Special Projects and Transportation - North American Carbon Black Division* (1989-1990)

Assisted General Manager during successful turnaround of \$160 million business. Supervised five person transportation department. Introduced "market-driven management" as key division strategic initiative. Led task force which won approval for creating new logistics organization as a key cost-saving measure.

*Business Planner - Carbon Black Group Staff* (1988-1989)

Supported Carbon Black Group Executive Vice President with marketing and manufacturing analysis. Started competitive information function. Managed consultant and summer interns assessing status of worldwide business.

**HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS, Boston, MA (1984-1988)**

***Assistant Dean and Director - MBA Placement Services (1986-1988)***

Senior Manager for MBA Program. Supervised nine person staff with \$1 million operating budget. Managed Placement Office serving 1600 students, over 300 companies, and 70,000 alumni. Redesigned and automated systems to improve service quality.

***Associate Director - MBA Program Office (1984-1986)***

Managed all administrative aspects of MBA program including registration, academic performance, housing, student organizations, case distribution, and commencement. Supervised 13 person department.

**FIRST NATIONAL BANK OF COMMERCE, New Orleans, LA (Summer 1983)**

***Acquisitions Analyst***

Established bank's first Merger and Acquisition department. Analyzed all Louisiana banks and identified acquisition candidates for impending legislation permitting statewide banking.

**CHEVRON USA, INC. New Orleans, LA (1977-1981)**

***Drilling Engineer (1979-1982)***

Supervised onsite drilling operations and personnel, primarily offshore Louisiana. Resolved North Sea drilling problems during temporary assignment in Denmark.

***Production Engineer (1977-1979)***

Designed remedial measures which increased productivity of onshore and offshore oil and gas wells.

**RELATED PROFESSIONAL DEVELOPMENT**

**Myers-Briggs Type Indicator, Center for the Application of Psychological Type, *Certification***

**Team Management Systems, *Certified Master Consultant***

**Wilderness First Responder, SOLO Wilderness Emergency Medicine, *Certification***

**The Bunting Institute, Seminar for Professional Leadership at Radcliffe College**

**Learning Coach Development Program, Leadership in International Management, Ltd.**

**9<sup>th</sup> Annual International Conference on Work Teams, Presented paper on Self-Directed Work Teams**

**Open Space Conference on Organizational Learning, Harrison Owen and Ruthann Paige**

**Self Organizing Systems Conference, Margaret Wheatley and Myron Kellner-Rogers**

**The Chaos Network**

**Re-Engineering: The Implementation Perspective, Michael Hammer**

**Team Technology, Heller, Hunt and Cunningham**

**Quality Function Deployment, American Supplier Institute**

**Market Driven Management, Dr. James D. Hlavacek**

**Quality, Productivity & Competitive Position, Dr. W. Edwards Deming**

**Cabot College - General Management Program, Cabot Corporation/Harvard Business School**

**Competitor Intelligence Seminar, Information Data Search, Inc.**

**Louisiana State University, Economics and Enhanced Oil Recovery**

**PUBLICATION**

**"Transforming Teams: A Personal and Team Development Approach," in Developing High-Performance Work Teams, Volume 2, published by the American Society for Training & Development, 1999.**