



+1.908.310.8439
cwinter@propartnering.com

Catherine J. (Cathy) Winter *Practice Leader* *Partnering Human Resources*

Cathy Winter leads the Partnering Human Resources Practice of Professional Partnering Services, LLC. “Our *3-D partnering* concept takes a balanced approach to the product, market and people elements of partnering, with a strong emphasis on the usually neglected people element.” More than sixty percent of all partnerships fail to meet partner expectations. The main reason partnerships fall short is not that the joint product doesn’t work or a lack of market need. Partnerships fail primarily because of people issues. These crippling people issues can crop up in alliance formation, expectation setting, motivation, cultural pre-disposition, training, management; indeed, through-out the entire partnering process. Getting the people part of partnering right through applying solid, proven, partnering human resources practices is the focus of Cathy Winter and her associates.

Cathy Winter brings over fifteen years of senior Human Resources experience to her role at Professional Partnering Services, LLC. She has held Director level HR positions leading teams supporting globally deployed sales, development, marketing and finance teams as well as channel and alliance partner organizations. Organizations include Fortune 500 companies to small start-ups. Teams have ranged from 3 to over 2500 employees. Revenues of these teams have ranged from \$2M to \$2.5B. Cathy also has broad industry experience with successful assignments in the Information Technology, Chemical Manufacturing and Pharmaceutical sectors. She has extensive experience in working with line managers to senior executives in organizations outside the United States and in-depth expertise in managing expatriate assignments in the US and abroad. Cathy has developed the skills and in-depth insights into human behavior in partnering settings to help our clients achieve partnering success.

Ms. Winter takes an active, hands-on approach to her work. As the HR partner to AT&T GIS’ Worldwide Partner Team, she worked closely with the rest of the senior team to design, recruit, train, motivate and manage a newly formed alliance and channel organization. In the first year, this team doubled its revenue performance to over \$1B. She saw first hand the challenges of working with partners and worked to adapt standard HR practices to the realities of the alliance and channel world. In recent HR work in the Pharmaceutical industry, Cathy has successfully navigated the complexities of inter-company management of employees. She has had a critical role in the rapid deployment of specialty pharmaceutical sales teams from 8 to 250 people in the matter of weeks. The sales teams she has supported in these multi-company ventures have not only achieved



their aggressive national recruiting goals, but also met but exceeded their sales objectives, managed constantly changing marketing and sales directives, and avoided timely, demoralizing and costly legal issues through close relationships with management and employees.

Cathy Winter is especially adept at turning cultural diversity into business results. Whether the diversity comes from within the company, from multi-company partnerships or from multi-national teams, she has developed the experience and skills to change what for many teams is a risk factor into a core team strength. Her work assignments have included sales and corporate compensation, organizational design, recruiting, workforce planning and redeployment, employment relations and training. She has personally managed over 50 expatriate assignments. She has supported teams based in Latin America, Canada, Europe and Asia as well as the United States. She has traveled extensively and has lived for extended periods in The United Kingdom and Brazil.

Cathy Winter has developed and applied a career's worth of partnering HR experience to her clients partnering challenges. Ms. Winter holds an MA-IR (Master of Arts in Industrial Relations) from the University of Minnesota's Carlson School of Management and a BS from St. Olaf College. She is a member of the Society for Human Resource Management. Cathy currently resides in Clinton, New Jersey.