

Dr. Joel M. Rothaizer, MCC

CEO, Clear Impact Consulting Group

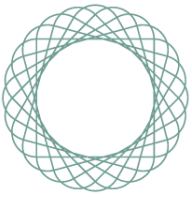
1411 Loewen Court NW,
Edmonton AB
T6R 2X9, Canada

780-430-0714
877-430-0714
509-692-8297 (fax)

joel@clear-impact.com

EDUCATION / AFFILIATIONS / CERTIFICATES

- *Ph.D., Clinical/Community Psychology, Peabody College of Vanderbilt University, 1981*
- *M.S., Clinical Psychology, University of Wisconsin, Oshkosh WI, 1978*
- *B.A., Mathematics and Philosophy, with Distinction in All Subjects, Cornell University, 1974*
- *Board Certified in Organizational & Business Consulting Psychology*
- *Master Certified Coach, International Coaching Federation*
- *Accredited Enneagram Professional, International Enneagram Association*
- *Official Member, Forbes Coaches Council*
- *Licensed Psychologist, Province of Alberta*
- *Licensed Psychologist, State of Colorado*
- *Certified Business Coach, Corporate Coach University International*
- *Registered Mentor Coach, International Coaching Federation*
- *Faculty, Coach U*
- *Faculty, University of Miami Professional Coaching Program*
- *National Register of Health Service Psychologists*
- *Certified Facilitator, The Coaching Clinic*
- *Graduate, Corporate Coach University, International*
- *Graduate, B\Coach Business Coach Training Program*
- *Certified Enneagram Consultant, Enneagram Institute*
- *Certified Enneagram Consultant, Awareness to Action International*
- *Past President, Edmonton Association of Professional Coaches*
- *Member, American Psychological Association*
- *Member, Canadian Psychological Association*
- *Member, Society for Industrial and Organizational Psychology*
- *Corporate Crisis Consultant, Crisis Care Network*



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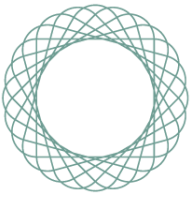
CEO, Clear Impact Consulting Group

- Certified in Many Assessments including the Hogan, Kolbe, Human Synergistics Organizational Culture Inventory and Leadership Impact, Leadership Versatility 360, Korn Ferry ESCI and Integrative Enneagram.

Partial list of Fortune 500 and other Clients:

Fortune 500: ExxonMobil, Google, AT&T Bell Laboratories, IBM, General Electric, ADP, Canadian National Railway (CN), Grainger, BNY Mellon, Broadridge, HSBC, Enbridge, Hagemeyer, Sanofi-Aventis, Royal Bank of Canada, PeopleSoft/Oracle

Other:: Ledcor, PCL, Los Alamos National Labs, Government of Alberta, US Center for Disease Control (CDC), City of Edmonton, Skidmore Owings & Merrill (SOM), University of Calgary, HYL Architects, National Bank of Canada, University of Alberta, ATCO Structures & Logistics, STARS, Dialog, StorageTek, Go Auto, Alberta Federal Council, DoubleClick, Italian Centre Shop, Wide Open West (WOW!), Alberta Health Services, Rehrig Pacific, Government of Canada (Western Economic Diversification), Edmonton Police Service, Keystone Center for Public Policy, Strathcona County, Bissell Centre, Pathfinder International, Federation of Canadian Municipalities, National Fire Safety, Yellow Pencil, ABB, NeXstar Pharmaceuticals, Paradyne, STV, Prologo, The Nature Conservancy, Government of British Columbia, Community Food Share, Emergency Family Assistance, Boulder Ballet, Friends School and Grant MacEwan College.



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Selected Work Experience

CEO, Clear Impact Consulting Group (1999 - present) and CEO, Clear Impact Consulting Group (Canada) (2001 – present)

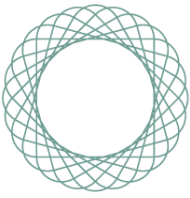
- Co-owner of consulting company providing organizational effectiveness services to organizations throughout North America.
- Underpinnings of our work include Contextual Thinking (understanding behavior by first looking outside the person, rather than inside), Developmental Models (the different leadership “operating systems” that are increasingly more effective in times of volatility, uncertainty, complexity, ambiguity (VUCA) and rapid change), Complexity Theory, Polarity Management, Leadership Versatility, Practical Neuroscience, Mindfulness and Living Systems.
- Executive coaching
- Development of high-performance organizational cultures
- Leadership development
- Team building
- Employee engagement/retention
- Performance management

Clinical Psychologist, Private Practice, Edmonton AB (2001 - present)

- Individual, couple, and family therapy

City of Edmonton Leadership Effectiveness Initiative (2010-2016)

- Designed and delivered the leadership development program for the top 800 leaders in the City of Edmonton.



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- This program has some of the strongest outcome data in the world. Please see http://clear-impact.com/news-post/bridging_the-complexity_gap/ for more details.

Faculty and Mentor Coach, Coach University (1999 – present)

- Classes taught include Executive Coaching, Language of Coaching, Coaching Conversation, Coaching Competencies, Questioning, Listening, Messaging, and Coaching Foundations
- Introduced systems thinking and other unique perspectives into course curriculum, broadening the education and potential impact of a large number of corporate coaches
- Mentor Coach for more than 60 coaches

Faculty, University of Miami Professional Coach Training Program (2011 – present)

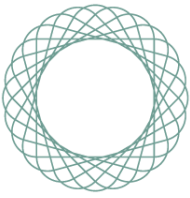
- Teaching in the coach certificate program.

Executive Coach, Lee Hecht Harrison (2019 – 2023)

Executive Coach, Government of Alberta (2011 – present)

Executive Coach, Alberta Health Services (2011 – 2020)

Senior Consultant, Right Management Associates (2001 – 2010)



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*Senior Consultant/Executive Coach, Organizational Systems
(1994 –1999)*

- Management consulting, leadership development, and executive coaching

*Associate, Crisis Management International, Inc/Crisis Care Network.
(1999 – present)*

- Trained in Corporate Crisis Intervention and Corporate Threat of Violence Intervention
- Provided crisis services to many New York City organizations around Ground Zero directly after September 11th

Clinical Psychologist, Private Practice, Boulder CO (1992 –2002)

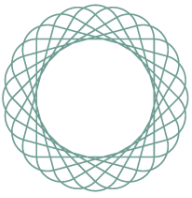
- Individual, couple, and family therapy

*Clinical Psychologist, Private Practice, Colorado Springs CO
(1991 - 1994)*

- Individual, couple and family therapy; psychological assessment

*Center Director, Colorado Biodyne, Colorado Springs CO
(1989 - 1991)*

- Center Director/Clinical Director of Southern Colorado (serving 60,000 members)
- Clinical operations manager with responsibilities including external/internal systems, quality assurance, utilization review, personnel, hospital utilization, and budgetary compliance



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Staff Psychologist, American Biodyne Institute, Phoenix AZ (1989)

- Individual, couple, group, and family psychotherapy

Clinical Psychologist, Human Development Associates, Wellesley MA (1988 - 1989)

- Individual and family treatment of children, adolescents, and adults with presenting problem of chronic underachievement

Clinical Psychologist, Private Practice, Newton MA (1987 - 1989)

- Individual and couple psychotherapy

Clinical Psychologist, Partner, Institute for Motivational Development, Wellesley MA (1986 –1988)

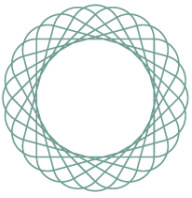
- Individual and family treatment of children, adolescents, and adults with presenting problem of chronic underachievement

Clinical Psychologist, Private Practice, Nashville TN (1981 –1984)

- Individual, couple, and family therapy
- Psychological and psychoeducational assessment

Clinical Psychologist, Columbia Area Mental Health Center, Columbia TN (1981 –1984)

- Individual, marital, family, and group psychotherapy



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- Psychological, neuropsychological, psychoeducational, and forensic assessment
- Alcohol and Drug Coordinator, 1981-1982
- Supervision and training of practicum students and staff clinicians
- Director, Adventure Counseling Program for adolescents

*Adjunct Faculty, George Peabody College of Vanderbilt University,
Department of Human Development Counseling (1983- 1985)*

- Clinical supervision of graduate students, particularly in family therapy

*Psychological Examiner, Human Development Associates, Nashville
TN (1979 –1980)*

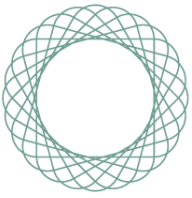
- Evaluation of adults and adolescents in correctional facilities
- Evaluation of dual-diagnosed residents of state mental institutions
- Program evaluation

*Research Assistant, Instrumental Enrichment Program, John F.
Kennedy Center, George Peabody College of Vanderbilt University,
Nashville TN (1979 –1980)*

- Program evaluation of Instrumental Enrichment, a project for imparting learning-to-learn skills

*Psychological Examiner, Luton Mental Health Center
(Nashville TN, 1979)*

- Personality and intellectual assessment



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Graduate Assistant, University of Wisconsin-Oshkosh (1977 –1978)

- Teaching and supervision of graduate students in intelligence testing
- Teaching and supervision of undergraduates in an experimental psychology laboratory

Assistant Director, Residential Facility, Ithaca Alpha House Center, Trumansburg NY (1974 –1976)

- Supervision and training of counselors in a substance abuse therapeutic community
- Group, individual, and family therapy

Counselor and Trainer, Main Line, Ithaca NY (July 1973 – September 1975)

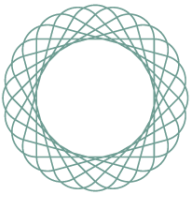
- Short-term and crisis counseling, and training of counselors

Predoctoral Internship

University of Alabama - Birmingham Medical School, Smolian Psychiatric Clinic, Birmingham AL, 1980-1981 (APA approved)

Publications

Rothaizer, J. Is Your Organizational Role Optimized? Forbes Coaches Council, April 25, 2025. <https://bit.ly/431DWMp>



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Rothaizer, J. Please Close Your Door. Forbes Coaches Council, March 18, 2025.

<https://bit.ly/4maGXBc>

Rothaizer, J. Do You See Your Employees As Being 'In Your Care'? Forbes Coaches

Council, Feb 18, 2025. <https://bit.ly/4iXhlzO>

Rothaizer, J. Role Clarity: You've Likely Been Getting It Half Wrong. Forbes Coaches

Council, Oct 30, 2024. <https://bit.ly/3S0ptKd>

Rothaizer, J. Fist To Five Voting: A Different Approach. Forbes Coaches Council, Sep

17, 2024. <https://bit.ly/3F12D26>

Rothaizer, J. The Value Of Negative Working Agreements. Forbes Coaches Council,

Mar 26, 2024. <https://bit.ly/4jvZmAA>

Rothaizer, J. Top Cover Versus Sanctuary Trauma: How To Provide Safety In Your

Organization. Forbes Coaches Council, Mar 01, 2024. <https://bit.ly/3Z6nfgc>

Rothaizer, J. Why You Shouldn't Summarize Others' Actions—And What To Do

Instead. Forbes Coaches Council, Jan 25, 2024. <https://bit.ly/3Suhs0c>

Rothaizer, J. How Leaders Can Quickly Reduce Their Stress Levels. Forbes Coaches

Council, Nov 20, 2023. <https://bit.ly/4mgVjAn>

Rothaizer, J. A Formula For Peace of Mind and Heart: Everything Reasonable Plus

10%. Forbes Coaches Council , October 13, 2023. <https://bit.ly/3QIRNgd>

Rothaizer, J. Optimizing Positive Feedback. Forbes Coaches Council, September 13,

2023. <https://bit.ly/3QmHOKs>

Rothaizer, J. Try Boarding The Factors For More Effective Decision-Making. Forbes

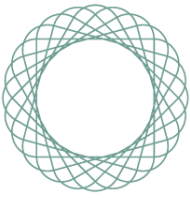
Coaches Council, July 31, 2023. <https://bit.ly/3tKYd9t>

Rothaizer, J. Do You Still Really Need Your Inner Critic? Forbes Coaches Council, July

3, 2023. <https://bit.ly/3Jjy7Js>

Rothaizer, J. Fact Versus Story. Forbes Coaches Council, May 30, 2023.

<https://bit.ly/43cxkYh>



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Rothaizer, J. View Your Leadership Development As A Project. Forbes Coaches Council, April 25, 2023: <https://bit.ly/43aDsQS>

Rothaizer, J. Use Public Declaration To Catalyze Positive Change. Forbes Coaches Council, January 24, 2023. <https://bit.ly/3XFliFN>

Rothaizer, J. How Well Do You Listen? Forbes Coaches Council, December 21, 2022. <https://bit.ly/3XKG8Dx>

Rothaizer, J. How Managers Can Upgrade The Process Of Giving Feedback And Practice Co-Responsibility. Forbes Coaches Council, October 20, 2022. <https://bit.ly/3rcz0no>

Rothaizer, J. Are You Suffering From Role Friction? Forbes Coaches Council, August 24, 2022. <https://bit.ly/3PJAcBZ>

Rothaizer, J. What Kind Of Wake Are You Leaving? Forbes Coaches Council, July 21, 2022. <https://bit.ly/3JIZKCn>

Rothaizer, J. Do You Have a Decision-Making Model? Forbes Coaches Council, April 11, 2022. <https://bit.ly/3GGQ08H>.

Rothaizer, J. How To Safely 'Manage Up.' Forbes Coaches Council, Mar 1, 2022. <https://bit.ly/3Mb76wP>.

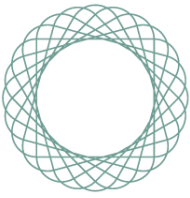
Rothaizer, J. & Hill, S. The Problem with Enneagram Assessments: If you need them, you shouldn't be using them. Enneagram Monthly, Nov/Dec 2021, #262, p. 11-12.

Rothaizer, J. The Most Powerful Coaching Question Leaders Can Ask. Forbes Coaches Council, Nov 19, 2021. <https://bit.ly/3rmlBWP>

Rothaizer, J. How To Best Approach Complex Problems, Forbes Coaches Council, October 25, 2021. <https://bit.ly/30WVYIz>

Rothaizer, J. Do You Know Who Is Making Your Decisions? Forbes Coaches Council, September 1, 2021. <https://bit.ly/3HLakGI>

Rothaizer, J. Please Take A Real Vacation. Forbes Coaches Council, August 5, 2021. <https://bit.ly/3oX7JjY>



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Rothaizer, J. & Hill, S. Leadership Development is About Capacity, Not Just Competencies. Training Industry, July/August 2021. <https://bit.ly/3HPT02Q>

Rothaizer, J. How To Make The Most Of Your Leadership 360 Assessment.. Forbes Coaches Council, July 13, 2021. <https://bit.ly/2ZlnVCR>

Rothaizer, J. A Powerful Question To Upgrade Your Leadership Operating System. Forbes Coaches Council, July 4, 2021. <https://bit.ly/3FQNgqZ>

Rothaizer, J. Dreading A Difficult Conversation? Ask Yourself This Transformational Question. Forbes Coaches Council, April 20, 2021. <https://bit.ly/3r4amDe>

Rothaizer, J. How Leaders Can Cultivate Self-Compassion. Forbes Coaches Council, March 1, 2021. <https://bit.ly/3CQTm5N>

Rothaizer, J. Are You Ready For A Transformative Executive Coach? Forbes Coaches Council, January 20, 2021. <https://bit.ly/3nOR42z>

Rothaizer, J. How To Deal With Grief And Anxiety In The Workplace. Forbes Coaches Council, December 1, 2020. <https://bit.ly/30ZHTnh>

Rothaizer, J. How To Increase Your Leadership Effectiveness In 30 Seconds. Forbes Coaches Council, August 20, 2020. <https://bit.ly/3HQEgAG> .

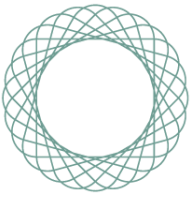
Rothaizer, J. The Power of Common Humanity. Forbes Coaches Council, June 15, 2020. <https://bit.ly/3HUDEdi>

Rothaizer, J. Making Mindful Use Of Your 'Time Confetti'. Forbes Coaches Council, May 11, 2020. <https://bit.ly/3FIUaLl>

Rothaizer, J. Supporting A Sense of Connection In A Virtual Environment. Forbes Coaches Council, April 16, 2020. <https://bit.ly/3nOrJWq>

Rothaizer, J. Fact + Curiosity: A Formula For Better Communication. Forbes Coaches Council, March 11, 2020. <https://bit.ly/3cNUNHA>

Rothaizer, J. The Power of Clarifying Your Decision-Making Process. Forbes Coaches Council, February 21, 2020. <https://bit.ly/3cKgliy>



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Rothaizer, J. Why You Need Regular Retention Dialogues. Forbes Coaches Council, February 4, 2020. <https://bit.ly/3cl5uuf>

Rothaizer, J. A Quick And Powerful Reflection Process For Effectively Coaching Direct Reports. Forbes Coaches Council, January 27, 2020. <https://bit.ly/3nNp2o1>

Rothaizer, J. How To 'Shift Into Neutral' At Work. Forbes Coaches Council, January 13, 2020. <https://bit.ly/3CNS5wg>

Rothaizer, J. How To Choose An Executive Coach. Forbes Coaches Council, December 12, 2019. <https://bit.ly/3CNzhwT>

Rothaizer, J. Most Conflicts Between People in Organizations Aren't Actually Between People. Forbes Coaches Council, December 2, 2019. <https://bit.ly/3CP6sjR>

Rothaizer, J. How To Ask For a Raise or Promotion With Applied Mindfulness. Forbes Coaches Council, November 13, 2019. <https://bit.ly/3nNeG7I>

Rothaizer, J. What Does Trust Mean? Forbes Coaches Council, November 1, 2019. <https://bit.ly/3DRLvWS>

Rothaizer, J. The Vital Attitude of Co-Responsibility In Performance Dialogues. Forbes Coaches Council, October 16, 2019. <https://bit.ly/3oZarp5>

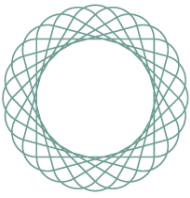
Rothaizer, J. Why Senior Leaders Need White Space In Their Calendars (And How To Make It Happen). Forbes Coaches Council, September 27, 2019. <https://bit.ly/3l9frGg>

Rothaizer, J. Self-Awareness Without Cultivated Mindfulness Is Useless. Forbes Coaches Council, September 11, 2019. <https://bit.ly/3nMEAIW>

Hill, S. & Rothaizer, J. The Big Lie in Leadership Development. Training Industry, September 11, 2019. <https://bit.ly/3102Puh>

Rothaizer, J. Senior Leaders: HR Does Not Own Organizational Effectiveness, You Do. Forbes Coaches Council, August 3, 2019. <https://bit.ly/3DPVgEX>

Rothaizer, J. How To Lay The Foundation For Effective Performance Dialogues. Forbes Coaches Council, July 1, 2019. <https://bit.ly/3nKVI7b>



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Rothaizer, J. *The 'Silver Bullet' Of Breaking Bad Leadership Habits*. Forbes Coaches Council, June 6, 2019. <https://bit.ly/3xlQht1>

Rothaizer, J. *Don't Just Play To Your Strengths, Focus On Your Polarities*, Forbes Coaches Council, May 21, 2019. <https://bit.ly/3oRPDji>

Rothaizer, J. *How To Create Truly Effective Development Plans*, Forbes Coaches Council, April 11, 2019 <https://bit.ly/3nO6GDq>

Rothaizer, J. *The Real Reason Leaders Need Mindfulness*. Forbes Coaches Council, March 26, 2019 <https://bit.ly/3HU7qPg>

Stein, Z., Dawson, T., Van Rossum, Z, Rothaizer, J & Hill, S. *Virtuous Cycles of Learning: Using Formative, Embedded and Diagnostic Developmental Assessments in a Large-Scale Leadership Program*. Journal of Integral Theory and Practice, June 2014, 9(1), 1-11.

Rothaizer, J. M. & Hill, S. L. *What is an adequate knowledge base for executive coaching?* International Journal of Coaching in Organizations, 2010, 8(1), 40-58.

Rothaizer, J. M. & Hill, S. L. *Coaching and the unconscious*. International Journal of Coaching in Organizations, 2009, 7(3), 55-72.

Hill, S.L. & Rothaizer, J.M. *A Multidimensional Approach to Organizational Effectiveness*. International Journal of Coaching in Organizations, 2007, 5(2), 6-29.

Rothaizer, J. M. *What's the point? Freedom, bondage, and the enneagram*. Enneagram Monthly, 1997, 3(4), 1, 16-18

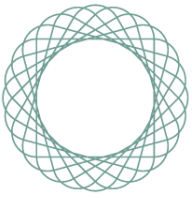
Rothaizer, J. M. *All rules are excuses*. The Arizona Light, 1989, II(9), 12

Rothaizer, J. M. *Motivation and frustration*. The Arizona Light, 1989, II(8), 18

Rothaizer, J. M. *Relationship insight: The illusion of the distancer and the pursuer*. The Arizona Light, 1989, II(7), 13.

Rothaizer, J. M. *The art and power of positioning*. The Arizona Light, 1989, II(5), 7

Rothaizer, J. M. *Mental patients' access to their records: Fact and fiction*. Bulletin of the American Academy of Forensic Psychologists, 1982, 3, 1-2



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Rothaizer, J. M. A typological study of substance abusers using the MMPI. *Journal of Clinical Psychology*, 1980, 36, 1019-1021

Rothaizer, J. M. What is an adequate knowledge base for clinical psychology? *American Psychologist*, 1979, 34, 717-719