

Michelle Holliday is a consultant, facilitator, writer and presenter with over 20 years of experience in organizational strategy. Her work weaves together organizational development and brand strategy, drawing on over a decade of research into the fertile conditions that enable any living system to thrive (including organizations and communities). She is part of the Art of Hosting global community of practice and frequently hosts public events, as well as supporting her clients in using conversation as a powerful approach to customer and employee engagement.

Early in her career, Michelle was one of two expatriates responsible for establishing H.J. Heinz in the former Soviet Union. She developed and implemented a comprehensive strategy to launch five product categories, covering everything from pricing and positioning to packaging and promotion. When she left, the office had 35 employees and sales of \$12 million a year, with product distribution throughout the former Soviet Union.

She left Heinz to become Brand Manager for the Coca-Cola brand for Russia, Moldova and Kazakhstan. With an \$11 million marketing budget, she initiated and oversaw a full range of advertising campaigns. She is most proud of her work on the region's first national contest, which tied together an under-the-cap prize mechanism, 3 television commercials, outdoor advertising, point-of-sale materials and a 30-minute nationally televised film produced specifically for the promotion. As she entered the position, Coca-Cola was new to the region and market leader Pepsi had a 20-year head start. When she left, Coca-Cola's sales were double those of Pepsi's.

Her growing interest in the internal side of branding led Michelle to leave Coca-Cola to co-found a consulting firm dedicated to leveraging culture and leadership more effectively. It was here that she developed the living systems framework she now brings to clients. Based in Washington, DC, her firm's clients included Merrill Lynch, the US Department of Energy and the Eurasia Foundation.

When personal circumstances led her to Montreal in 2004, Michelle continued to apply the living systems framework, first as a freelance consultant and then as founder of Cambium Consulting, a multi-disciplinary team blending organizational development and brand strategy. In these capacities, her experience has included clients in foodservice, scientific fields, healthcare, retail management, consulting, business-to-business product offerings, and energy efficiency. For an international chain of cafés, her mandate was to help preserve the best and evolve the rest of the client's culture. To this end, she developed and implemented an integral brand strategy, articulating the company's positioning, developing and applying core marketing standards, and creating an employee training program and "vibe" video. Her contributions have been vital to the company's rapid expansion. In another example, she helped all 650 employees of the Montreal Nature Museums to articulate and move toward a compelling shared vision. A highlight of that client relationship has been the opportunity to engage some of the world's most brilliant nature scientists in conversation about the living systems theories that underlie her work.

When she is not helping clients, Michelle is writing a book that is both deeply philosophical and eminently practical describing the emerging era in human civilization, in which participating with life's core patterns is the only viable competitive lever – and the only way humanity will survive.

Michelle has a Bachelor's Degree in Russian Studies and a Master's Degree with a concentration in International Marketing. She has lived in the USA, Canada, Scotland, England, Russia and France and speaks English, Russian and French.