

# Olivia Herriford, D.M.

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## EXPERTISE

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**Project and Change Management** – leveraging management and technology implementation experience to achieve goals that require effective and sustained teamwork

**Group Facilitation** – planning; assessment; decision-making; problem-solving; conflict resolution

**Organizational Culture and Strategic Planning** – developing change strategies that align business goals with cultural values and behaviors

**Leadership Development** – designing and delivering leadership training and development

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## EXPERIENCE

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**Project and Change Management** – Over 25 years as a manager of customer-facing technology implementation teams. Built and led teams that delivered multiple, large-scale hardware, software, and service projects. As a consultant providing project and interim management since 1996, guided the performance of successful project teams within a variety of organizations. Most recent engagement contributed to a large technology change initiative at a Fortune 100 company. (See employment and consulting engagements.)

**Group Facilitation** – Facilitated development of strategic plans for technology, government, non-profit, and professional organizations; planned and facilitated focus groups and community forums for several California Superior Courts; guided problem assessment and requirements definition workshops for technology companies and community service providers; conducted workshops on the strategic planning process. Mediation and facilitation skills applied in regular participation on community dispute resolution panels. (See consulting engagements.)

**Organizational Culture and Strategic Planning** – As consulting associate to organizational development firms, assessed the environment and developed change strategies for increasing diversity at a public utility, assisted with aligning employee competencies with strategic change at an insurance company, developed a new approaches for serving a new constituency at several county courts, and developed communication plans to support a major technology change at an energy company. (See consulting engagements.)

**Leadership Development** – Design, development and delivery of leadership development workshops for the Recharge Institute. Workshops leverage leadership competency models based upon emotional intelligence and the Carnegie Mellon People CMM. Adjunct faculty for John F. Kennedy University and the University of Phoenix, teaching courses in graduate and MBA programs that focus on leadership, organizational culture, diversity and conflict management.

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## EMPLOYMENT

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**IBM** – Systems engineer (1969 – 1972)

**National CSS (Dun & Bradstreet Computing Services)** – Regional Systems Manager (1973 – 1983)

**Tandem Computers** – District Systems Manager (1983 – 1985 and 1986 – 1996)

**Ingres** – Western Region Technical Support Manager (1985 – 1986)

**Informix** – Business Development Manager (1997)

**Critical Path** – VP Customer Implementation (1999 – 2001)

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## CONSULTING ENGAGEMENTS

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### **Strategic Planning, Facilitation:**

TechProse (Technology plans for the Superior Courts of Amador, Shasta, Humboldt, Trinity, Del Norte, Glenn, Colusa, Lassen and Modoc Counties)  
Nevada County Superior Court (Community-based strategic and operational plans, self-represented litigant action plan)  
Sacramento County Superior Court (Self-represented litigant action plan)  
Informix (Competitive Analysis)  
YMCA of San Francisco (Strategic plans, program development)  
Zebu Software (Systems requirement definition)  
CARE USA (Scenario planning)

### **Project and Change Management:**

E\*Trade (Technology Implementation)  
Kaiser Permanente (Technology implementation)  
Well Fargo Bank (Business continuity planning)  
Nevada County Superior Court (Technology assessment, requirements, and RFP)  
Chevron (Change Management Planning and Communications)

### **Interim Management:**

Business Engine Software (Director, MarComm)

### **Culture and Strategy Alignment:**

EMERGE International (Central Arizona Project Cultural Assessment)  
Juxtapose (State of Utah Work/Life Awards and Best Practices)  
GBS and Associates (Sacramento Municipal Utility District Diversity Strategy)  
California State Automobile Association (Cultural Transformation Strategic Initiative)

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## AFFILIATIONS

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Member, **Bayview Hunters Point YMCA Board of Managers** – San Francisco, CA  
Member, **International Society for Performance Improvement** – Silver Spring, MD  
Member, **American Society for Training and Development** – Alexandria, VA  
Member, **Society for Organizational Learning** – Cambridge, MA  
Member, **International Association of Facilitators** – St. Paul, MN  
Member, **Academy of Management** – Briarcliff Manor, NY

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## EDUCATION

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**University of Phoenix**, Phoenix, AZ ■ 2002

**D.M.** Organizational Leadership

Dissertation: *High-Technology Organizational Culture and Emotional Intelligence.*

**University of Phoenix**, San Jose, CA ■ 1996

**M.B.A.**

**Northrop University**, Los Angeles, CA ■ 1973

**B.S. Applied Mathematics** Computer Science Option