

Olivia Herriford, DM, MBA

EXPERTISE

Strategic Planning and Execution – assisting organizational leaders with the development of actionable strategies that align vision and goals with culture and capability by creating accountability for results at every level of the organization

Leadership Development – designing and delivering leadership training, development and coaching, with specialization in succession development

Change Management – leveraging extensive management and technology implementation experience as a change manager to engage the right people and all levels to achieve goals and get the expected results

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

EXPERIENCE

Leadership Development and Coaching – Design and delivery of leadership development workshops with an emphasis on Succession Development. Signature product is a five-day series, Leadership Development from the Frontline Up, which prepares high-performing individuals and supervisors for promotion to leadership roles. Additional workplace learning workshops include Creating a Culture of Leadership, Influencing Change, Strategic Planning, and Conflict to Collaboration. As adjunct faculty for John F. Kennedy University and the University of Phoenix, the roles includes development and delivery of undergraduate business and MBA courses in visionary leadership, project management, organizational culture and the emotionally intelligent work environment, total quality, diversity, and conflict management. Developed the curriculum for the Oakland Housing Authority's Leadership Institute, a 12-week program for the development of community leaders as change agents (See consulting engagements)

Strategic Planning –Working with clients across private, public and social sectors, facilitated development of strategic plans for technology, programs, services, workplace diversity, and organizational growth. Certified as a Gazelles International business coach, with a focus on supporting social sectors organization in the execution of their strategies to meet funder-demanded results-based accountability. (See consulting engagements.)

Project and Change Management – Over 25 years leading customer-facing technology implementation teams provided the foundation for transition from major IT project management into change management consulting. Applying Chevron's *CPDEP for Change* methodology and Grenly, Maxfield & Shimer's *Six Sources of Influence* model, led the stakeholder engagement and communications effort for a change team dedicated to a major IT project at Chevron. Integrated change strategies to support successful projects outcomes at E*Trade, YMCA, CSAA, and the Nevada and Sacramento County Superior Courts. (See employment and consulting engagements.)

Group Facilitation –Planned and facilitated focus groups and community forums; guided problem assessment, process improvement, and requirements definition workshops; conducted training workshops on the strategic planning process. Mediation and facilitation skills applied in regular participation on community dispute resolution panels. (See consulting engagements.)

EMPLOYMENT

IBM – Systems engineer summer intern (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)

REFERENCED CONSULTING ENGAGEMENTS (1996 – PRESENT)

Leadership Development and Coaching:

Recharge Institute (Creating a Culture of Leadership)
SureWest Communications (From Conflict to Collaboration)
Oakland Housing Authority (Good Neighbor Program workshop and Leadership Institute curriculum)
Resource Development Associates (SFMTA Conflict Management and Coaching)
Daima Design (Small Business Coaching)
National Community Development Institute (Leadership coaching)
California Department of Rehabilitation (Succession development)

Strategic Planning, Facilitation:

TechProse (Technology plans for the nine California Superior Courts)
Nevada County Superior Court (Community-based strategic plan, self-represented litigant action plan)
Sacramento County Superior Court (Self-represented litigant action plan)
YMCA of San Francisco (Strategic plans, program development, Theory of Change)
Attitudinal Healing Connection (Strategic Planning, Program/Resources Alignment)
CARE USA (Scenario planning)
Chevron (Diversity Strategic Planning)
CSAA (Diversity Strategic Planning)
National Community Development Institute (Four Decisions™ Strategic Planning Workshop)
Kenya Institute of Management Advanced Leadership Program (Four Decisions™ Executive Workshop)

Change Management:

E*Trade (Messaging and workgroup software Implementation)
Well Fargo Bank (Business continuity planning, process improvement)
Nevada County Superior Court (Planning and implementation of public law center)
Chevron (GIL3 stakeholder engagement and communications)

Organizational Culture and Diversity:

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 Visions/Values Initiative, Diversity Strategy)

AFFILIATIONS

Member, **American Society for Training and Development** – Alexandria, VA
Member, **Attitudinal Healing Connection Board or Directors** – Oakland, CA
Member, **Bayview Hunters Point YMCA Board of Managers** – San Francisco, CA
Member, **Council of Business Advisors** – San Francisco, CA
Certified Coaching Associate, **Gazelles International**, Ashburn, VA
Member, **International Association of Facilitators** – St. Paul, MN
Member, **International Coach Federation**, Lexington, KY

EDUCATION

University of Phoenix, Phoenix, AZ ■ 2002
D.M. (Doctor of Management) 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