

**Daniel K. Oestreich  
Oestreich Associates**



**My focus as a presenter, coach, and consultant is the self-development of essential leadership skills:**

- Self-reflection and personal inquiry
- Using self as an instrument for organizational or social change
- Development of personal meaning and joy through leadership work
- Asking for and utilizing feedback from others
- Overcoming patterns of blaming or mistrusting others
- Best deployment of personal gifts and talents
- Developing realistic capacities for self-regard and self-appreciation
- Embodiment of integrity and other core values
- Capacity to nurture human differences and identities
- Effective performance management and coaching skills
- Ability to maintain tension and manage conflict with others
- Creation of personal vision, direction, and life-change

As part of my work, I often assist leaders to diagnose and improve organizational systems, structures and cultures that inhibit productivity and community. I frequently teach inclusive ways to manage organizational change, focusing on positive means to build personal and organizational trust.

I am co-author of **Driving Fear Out of the Workplace** and **The Courageous Messenger**, books about creating high performance workplaces by overcoming the “undiscussable” issues that erode productivity. *Driving Fear Out of the Workplace* won the 1992 national book award from the Society of Human Resource Management and was republished in a revised second edition in 1998. I also write regularly about leadership topics on my weblog at “Unfolding Leadership,” <http://www.unfoldingleadership.com/blog>.

My clients are in all types of industry: professional services, health care, utilities, government, manufacturing, schools, non-profits, and research. Some of my past and present clients are Fred Hutchinson Cancer Research Center, Seattle Cancer Care Alliance, PEMCO Insurance, Springs Window Fashions, University of Wisconsin, Con-Force Structures, PTI Communications, the National Park Service, Meriter Hospital, Cellular One, and many other organizations.

I am a founder and co-facilitator of “Beyond the Edge,” a deep learning experience held in Jackson, Wyoming for anyone who wishes to clarify his or her lifework and develop personal and unique talents as a leader.

I graduated from Yale University in 1973 and hold a Master’s Degree in Guidance and Counseling from the University of Colorado at Boulder.



## **Consulting Services**

### ***Individual leadership coaching***

- One-on-one assistance to executives, managers, supervisors, project managers, and professionals who want to enrich their skills, presence, and personal achievements
- Tailored to address essential professional, business, and personal life issues, especially where these issues are interconnected
- Challenges of transition, change, and personal growth addressed in the context of a broader life path

- Coaching is available in person, by phone, or email
- Regularly scheduled or on an “as needed” basis
- Frequently work with issues such as credibility, competence, courage, overcoming organizational mistrust and negative energy, leadership feedback, finding and generating joy in work.

### ***Work team learning***

- Interventions to create breakthrough communications, openness, trust, creativity and responsibility in group settings
- Facilitation of new roles and relationships, for individual members or the group as a whole
- Often combine individual development with group development
- Customized to meet specific team problems and strategic opportunities
- Focuses on discovering and releasing the positive energy of the group

### ***Organizational assessment***

- Analysis of structures, systems, and programs for value, effectiveness and efficiency
- Combines collaborative problem-solving with independent consultant observations and recommendations
- Effective implementation of systems improvements viewed as an essential measure of leadership

### ***Leadership and management skills training***

- Basic and advanced training for groups in performance coaching skills, organizational leadership, facilitation, meeting management, change management, conflict management, delegation, working with differences and other critical skills
- Highly interactive training methods using adult learning principles for groups large and small

***Whatever the work, it is customized to the specific environment of the organization in order to challenge outdated norms and release the real potentials of participants.***

## Representative Programs and Presentations

**“Claiming Your Freedom: Exercises in Organizational Courage”** – emphasizes why courage is such a critical organizational value (along with vision, ethics, and a strong sense of reality) in overcoming a “default culture” of blame and competition. Takes participants through the process of designing and executing one personal act of organizational courage to be completed after the presentation or workshop.

**“Driving Fear Out of the Workplace”** -- summarizes the award-winning, co-authored book of the same name. Explores the research and major methods managers can use to create a trust-based, high performance work place. Material is customized to emphasize the most relevant aspects of the client’s situation, including organizational change, overcoming cycles of mistrust and defensiveness, and “discussing undiscussables.”

**“The Courageous Messenger”** -- summarizes key points from the co-authored book of this name. Covers how to effectively prepare to share tough information with peers, employees, and managers while protecting key relationships. Best in small groups (15 and under).

**“Leadership in Place: Core Practices for the Personal Journey”** – workshop emphasizes six foundations for effective leadership: 1) knowing your personal leadership challenge, 2) giving and receiving feedback, 3) self-care, 4) enhancing influence with others, 5) discussing undiscussables, and 6) effective collaboration.

**“The Path of Integrity: Authentic Action as a Leader”** – covers the process of self-development of leadership skills, including defining one’s itch to grow, asking oneself challenging leadership questions, overcoming internal “voices” that lower esteem and risk-taking, and dealing with the shadow sides of integrity.

**“Positive Coaching Skills for Leaders”** – provides frameworks and practice for managers who need to focus on assisting good employees, not just those who have performance problems or require disciplinary action. Participants see demonstrations of non-directive and directive coaching and have a chance to both experience coaching and offer it, with feedback, to others.

**“Living the Brand”** – focuses on “discrepancy management” – that is, dealing with the often “undiscussable” discrepancies employees observe between the stated brand, vision, mission and values of an organization, and its day-to-day cultural realities. The program focuses on two primary skills for all in the workplace: the courage to speak up, and the courage to listen.

**“Understanding Temperament”** – usually a half-day session, this mini-workshop uses Eric Allenbaugh’s Interact Profile to assist participants in knowing themselves and their co-workers through the lens of thinking and behavioral styles. A natural adjunct to any diversity program, the workshop helps people understand who they and others are under favorable conditions and also under stress.

## Testimonials

### Grasps the Culture • A Change Agent • A Great Coach

*"Dan has developed and facilitated some great material for our leadership. Surveys of the leadership work done by Dan have scored the highest over seven other leadership events. He is awesome to work with, quickly grasps the culture and behavioral attributes in the organization and he is able to fully integrate and connect his material to the aspects of the culture and behavior you want strengthened or diminished. He is a change agent and can and does extend challenging questions to conversations that skirt the hard issues. Additionally, Dan is a great coach, is empathic yet able to hold you accountable. If you're looking for leadership development, a change agent, coach or OD consulting work Dan is the person to call."*

-- Bev Banks Director of Learning & Development, PEMCO Insurance, Seattle WA

### Effective facilitation

*"Dan served as a moderator for an National Postdoctoral Association event and helped us to resolve a 3-year-old issue in just one day!"*

-- Crystal R Icenhour, Ph.D., President/Director of Research, Phthisis Research, Charlottesville, Virginia

### Understanding of Human Nature • Business Acumen

*"Dan is the best facilitator that I have worked with in my 28+ years of public accounting practice. He uses his his depth of understanding of the human nature, along with a healthy dose of business acumen to help groups move forward."*

-- Chris Strand, MST, CPA/PFS, Principal, Bader Martin, PS, Seattle, WA

### Insightful • Carefully Crafted Work • Heart and Genius

*"Dan is a highly insightful and powerful change agent. Have used Dan with great success, many times, with small groups (~5) and large (divisions) on issues that range from getting the best from functional teams, to interventions in the most dysfunctional environments. His work is carefully crafted to fit the specific need of a situation and not at all canned. His approach has*

*heart and genius. I carry the "Performance Dimensions for Emerging Leaders" document Dan developed for our organization in my folio and reflect on it often prior to coaching others."*

-- Han Nachtrieb, Vice President Human Resources, Fred Hutchinson Cancer Research Center, Seattle, Washington

### **Deep Inquiry • Meaningful Feedback • Committed to Your Success**

*"Dan's strength is in the elegant way he weaves deep inquiry, compassionate listening, and meaningful feedback, creating supportive space for personal and professional growth. His leadership development work focuses on strengthening the important internal partnership between vulnerability and fearlessness. He is honest, challenging and committed to your success. Dan knows how to meet you where you are, and move you to where you want to be."*

-- Mary Allison , Business and Organization Development Consultant, Whole System Solutions, Greater Seattle Area

### **Gifted Coach • Committed Champion • Identifies the Real Issues • Inspires Confidence**

*"Dan is a gifted coach who has inspired in me great confidence. Each time we meet, I come a way with the sense that I can take meaningful steps to improve my work and achieve my dreams. I always know that I have a talented and committed champion "in my corner." He asks me to step up and do tough work. He helps to identify the real issues--from broken trust to tired old habits--that get in the way of meaningful progress. He always seems to know what will help. I have recommended him to a number of my most trusted friends and colleagues, and I do so without hesitation."*

-- Krista Goldstine-Cole, CEO & Senior Thought Partner, Ken! Inc, Washington State

## **Contact Information**

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