

# RESUME

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**1991 – Present**  
**Principal, Oestreich Associates**

*Leadership and culture change consultant with over 25 years experience working with businesses, public sector and non-profit enterprises, embracing all facets of trust-based individual leadership growth, team development, organizational change and culture alignment.*

*Previously, from 1979 – 1990, Human Resources Analyst for the City of Bellevue, WA.*

*Education: BA, Yale University, History, 1973*  
*MA, University of Colorado at Boulder, Guidance & Counseling, 1975*

*Co-Author: Driving Fear Out of the Workplace (Jossey Bass, 1991, 1998)*  
*The Courageous Messenger (Jossey Bass, 1996)*

## **Description of Practice**

***My focus as a consultant, coach, trainer and facilitator is the 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 blame or mistrust of others*
- *Best deployment of personal gifts and talents*
- *Developing realistic capacities for self-regard and assertion*
- *Embodiment of integrity and core values*
- *Capacity to nurture human differences and identities*
- *Effective performance management and coaching skills*
- *Ability to manage tension and constructively address conflict with others*
- *Creation of personal vision, direction, and life-change*

*As an integral part of my work, I 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.*

## **Representative Assignments**

### **Facilitate Change**

- *Guided several key managers for a research-oriented health enterprise in co-design and execution of a small but critical restructuring of two organizational units; then evaluated the leadership and performance requirements of the top position to which these units reported through a structured, participative analysis; then provided developmental leadership coaching based on feedback and temperament assessment for a current manager interested in succession to the vacant job. Essential aspects of this work included helping managers learn to “tell the story” of the change and to design engaging staff input and feedback methods, along with providing personal coaching work.*
- *Guided and facilitated the integration of two units in a technical maintenance environment while helping build leadership and teamwork into the management group responsible for the change. This involved building trust with all members of the management team, developing and conducting mini-training modules on the nature of organizational change, designing the change process itself to include the leaders learning to ask for feedback and gain insight into their own leadership capabilities.*
- *Consulted with a large Midwest manufacturing and distribution firm’s executive and management teams to identify, develop and personally offer culture change and leadership programs needed following major re-branding and shift to a new CEO.*
- *Consulted with and facilitated the executive team of a concrete pre-casting company to lead new forms of teamwork following a comprehensive, geographic restructuring of the company.*
- *Guided an accounting firm of about 40 people design and implement an entirely new operating structure that made use of a formal team structures. The process included several rounds of design with the principals, new “managers” in the firm and with a transition team modeled on the work of William Bridges.*

### **Develop and Conduct Leadership Training**

- *Designed, developed and presented two one-day workshops for the 125 top managers of an insurance firm aimed to link personal leadership conduct with the publicly stated and advertised brand of the company, bearing on issues of integrity, personal commitment, the company’s ethical norms and its reputation for customer service.*
- *Co-designed and co-led a four-day personal leadership development workshop (“Beyond the Edge”) offered for many years in Jackson Hole, Wyoming. The workshop, for no more than twelve people, focused on the deeper developmental*

*needs of leaders at the cross-over points between personal and professional learning. The workshop aimed to foster “emotionally intelligent” leadership long before that became an emphasis in the leadership development industry.*

- *Designed and co-led a one-day workshop for administrative leaders of all Schools in a major university on models of guiding organization change.*
- *Designed and led small group developmental workshop, “The Arc,” for no more than six people (see attached brochure). This workshop has been offered multiple times in the Seattle area and in Wisconsin.*
- *Designed and led a one-day workshop for 100 managers, staff and faculty on driving out fear, reducing defensive behavior, finding one’s developmental path, and applying this knowledge to guiding organizational change for a large mid-western university.*

### **Develop Teams and Build Relationships**

- *Designed my own survey model and instrument to assess trust levels in teams. This is a free tool for most managers, available at my second website, [teamtrustsurvey.com](http://teamtrustsurvey.com). The tool has been downloaded thousands of times across the world. The site also includes video tutorials on how to introduce and use the survey, a workbook of trust-building exercises, and other reflections on the nature of trust-building work from a MITA perspective (neuro-leadership approach). I often use the survey in my own work as a place to help teams get started on their own improvement efforts.*
- *Facilitated conflict resolution with two top managers in a cash strapped enterprise to help them overcome tensions and conflicts in their relationship using a high-efficiency process to identify needs, develop a vision for their relationship, establish ground rules for future conduct, and begin collaborating (again) on how to lead their company out of its financial challenges.*
- *Facilitated a single all-staff discussion for a 60 person service and brokerage firm on “undiscussables” that led to breakthrough discoveries for the two owners in how their competitive work styles and blaming contributed to staff dysfunctions, inadequate training and budgeting problems, while staff felt safe to speak up and share their concerns and suggestions for change.*
- *Coached the head of two health-care organizations on a potential merger, where the main issues had to do with both interpersonal trust between the two leaders and overall organizational trust between the two entities. Although the merger attempt ultimately failed, my coaching with the two leaders helped them quickly clarify their true differences and more constructively and objectively address the organizational realities each of them faced.*

## Coach Individual Leaders

- *Coached a key executive who was failing in his role by getting him accurate feedback from his associates, helping him clarify his options, providing insight and context to his challenges, assisting him in talking with his boss about the problems, and facilitating his own choice-making from an empowered perspective about his life and his future.*
- *Coached the CFO of a large enterprise in the aftermath of getting negative feedback from the COO regarding his future with the company. This involved acquiring 360 degree feedback, interpreting this data, working with the CFO to create a personal action plan, and also setting up and facilitating an ongoing support team of several colleagues to assist him in holding true to his developmental process and goals.*
- *A middle manager learned that several work teams in an IT function were displaying hostile, uncooperative behavior toward each other, all related to the invasive and abrasive behavior of a single, high level professional staff member. I coached this “sole performer” to come to terms with his impact on the teams through feedback, then helped him think through his options, one of which was to resign. This turned out to be not only his choice, but a highly constructive leadership opportunity for him – as he spent a month training people, repairing relationships and learning to leave the organization in a professional, productive way rather than continuing to undermine the morale and performance of his colleagues.*
- *Coached two-three new superintendents within the National Park system each year as they begin their leadership responsibilities. This is done through telephone and email coaching – superintendents can be located anywhere in the geographic United States. Issues frequently include getting started building a management team, designing a personal vision, upfront work to design and implement needed structural or programmatic changes, addressing difficult community or constituency relationships, working with staff performance or conduct issues and many other challenges. Each new park superintendent automatically is funded for six sessions. Many ask for additional sessions with me.*
- *Coached a high level manager who felt he had been discriminated against as a Native American by his boss. The coaching helped him decide how to proceed with his concerns, find help, and cope with negative feelings while taking constructive action to resolve the situation.*
- *Coached the “heir apparent” who would soon head a \$500 million company on understanding his blind spots – one of which is an inability to inspire others to action. I worked with him to get feedback, begin developing a sense of his own vision for the company and learn how to articulate what was in his heart about the future of the firm.*

## *Partial Client List*

*Fred Hutchinson Cancer Research Center  
Seattle Cancer Care Alliance  
University of Washington  
University of Wisconsin  
Seattle University  
South Seattle Community College  
Pemco Insurance  
Ben Bridge Jewelers  
Berntson Porter & Company  
Seattle Biomedical Research Group  
Bader Martin  
Freestone Capital  
Discover Card  
Banc One  
ConForce Structures  
Design Structures  
Alliant Energy  
Placon  
Madison Cutting Die  
PSF Mechanical  
Phillip Morris  
Coast to Coast Seafood  
Hewlett-Packard  
Environmental Protection Agency  
National Park Service  
Bureau of Land Management  
City of Olympia  
City of Redmond  
City of Covington*

*Covington Water District  
Seattle Public Utilities  
Multnomah Health  
Clark County  
County of Marin  
King County Medic One  
Springs Window Fashions  
Joyful Noise Child Development Centers  
Meriter Hospital  
Physicians Plus Medical Group  
Polyclinic  
Fletcher Allen Hospital  
Tellabs  
MetaStar  
Cellular One  
LA Cellular  
PTI Communications  
British Deming Association  
Ohio Quality and Productivity Forum  
Madison Area Quality Improvement  
Network  
Wisconsin Center for Performance  
Excellence  
Catholic Community Services of King  
County  
National Postdoctoral Association  
Colorado Employee Assistance Professional  
Association  
Educational Assistance Foundation*

## **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