



HEIDI SPARKES GUBER

**Leadership, Learning and Performance Consultant
Founding Partner, Systems Perspectives LLC**

60 Melrose Place, Montclair NJ 07042

Phone: 973-744-4992 Mobile: 973-563-0201

Email: heidiji@mac.com

Web: www.systemsperspectivesllc.com

Coaching Credentials And Experience – I have conducted and supervised over 500 coaching interventions within a variety of organizations, in ongoing engagements from 6 months to 7 years, including:

- Executives and senior managers in the National Security Agency, Center for Advanced Study of Language, FBI, U.S. State Department and IFC/World Bank, USA
- Senior executives from every region and division of Nissan Motor Company: 9-month engagements in action learning applications of various business perspectives & tools
- Executives and managers in 360-degree coaching for UCB Pharma, Brussels & Atlanta
- Several CEOs of mid-size family-owned businesses, USA
- Design and implementation of leadership development and coaching process for over 160 senior executives and managers at Finance One and Ford Motor Company.
- Founding member of the SoL Coaching Community of Practice
- Program Designer, *Coaching from a Systems Perspective* course
- CSP Course Facilitator, Budapest and Tokyo

Training Experience — In over 25 years as a management and leadership consultant, I have designed and delivered programs in a variety of organizations, including J&L Steel, NMB/ING Bank, Citibank, Ford Motor Co, Ford Credit, Nissan Motor Ltd., UCB Pharma, Merck, ExxonMobil, NSA and IFC/World Bank.

- Director (including design and delivery) of 5-day Leadership in Change program for senior executives and managers at UCB Pharma, Brussels, BE.
- Course Leader, Nissan Global Executive Training Program, the elite leadership development program at Nissan Management Institute in Hakone, Japan.
- Certified Trainer for Insight Education Systems in *MicroInequities: The Power of Small*, based on MIT research in micro messaging. Experience includes over 80 sessions for Merck, Wells Fargo, Cisco, Lockheed Martin, Campbell's and Microsoft in the US, Europe and Asia.
- Certified Master Trainer for Insight Education Systems, responsible for design and delivery of all T3 and TTF programs for Merck, Cisco Systems and Wells Fargo.
- As trustee and consultant member for Society for Organizational Learning, I have facilitated the ongoing action learning program and research collaboration of organizational members such as AT&T, DTE, Ford, Harley-Davidson, IFC, Intel, NSA, Royal Dutch/Shell and Unilever.

- Contributing author to The Change Handbook, a definitive resource on today's best methods for engaging whole systems.
- Director (including design, customization and delivery) of the Breakthrough Leadership™ program at Citibank, Bank One, Finance One, Ford Credit, Ford Motor Company and Volvo Car Company.
- Curriculum design director and guest lecturer for Driving Fundamental Change in Business: A CEO's Perspective, an MBA course at the University of Michigan.

Educational Background

- Duke University BA 1970
- Pratt Institute MPS 1974. Expressive Therapy and Creativity Development, co-author of the first program textbook: Symbolic Dialogues in the Therapeutic Encounter



JEFF CLANON

**Founding Consultant Member
Society for Organizational Learning**

151 Hubbard Street, Concord MA 01742
Phone: 978-371-1099 Fax: 617-812-1257
Email: jclanon@solonline.org
Web: www.solonline.org

Jeff Clanon is a founding consultant member and former Director of Partnership Development for SoL, The Society for Organizational Learning. SoL is a non-profit; member governed organization chaired by Peter Senge, dedicated to building knowledge about fundamental institutional change through integrating research, capacity building, and the practical application of organizational learning theory and methods. SoL evolved from the Center for Organizational Learning at MIT where Jeff was the Executive Director for five years.

Leadership Development — Working with the members of SoL which include private and public sector organizations such as Shell, Nissan, Ford, AT&T, Boeing, the Department of Defense DoD, as well as researchers and consultants, Jeff has focused on discovering, teaching, and implementing theory and practice in the area of organizational learning. He is particularly interested in leadership as systemic phenomena and its implications for senior managers as they create and sustain work environments, which facilitate learning, tap intrinsic motivation and generate effective, collaborative action.

Coaching Credentials and Experience — In addition to his work with organizational members of SoL, over the past five years Jeff has focused on teaching, coaching and consulting with leaders and management teams in academic institutions, Federal Government agencies including the US Department of Education, NASA, and the National Security Agency and the World Bank Group. Jeff was responsible for establishing SoL's executive coaching business, which has coached over 350 executives and managers in both the public and private sectors. Jeff is a Leadership Agility 360-certified coach.

Consultant and Training Experience — Jeff has more than 30 years' experience in the area of individual and organizational learning, having held positions as a clinical psychologist, educator, and organization development consultant and business manager. Prior to SoL and MIT, Jeff helped establish Digital Equipment Corporation's pioneering effort in the commercial application of artificial intelligence technology and had worldwide management responsibility for Digital's knowledge engineering training programs. He also served as Director of a Community Mental Health Center in Swampscott, Massachusetts, and as a Peace Corps volunteer in Western Samoa.

Jeff has published a number of articles in the area of organizational change, organizational learning and technology. Most recently "The Relevance of Organizational Learning for High Performing Social Networks" was published in the book Dynamic Learning Networks (2009). His article "Organizational Transformation from the Inside Out: Reinventing the MIT Center for Organizational Learning," won an award as outstanding submission to the Learning Organization International Journal for 1999. An article published in the Systems Thinker in 2004 entitled "The Dark Side of Success: Dealing with the Organizational and Emotional Complexities of Growth" provides insights

into the complexities of organizational growth and the practical application of systems thinking methodologies.

Educational Background — Jeff received a BA from Dickinson College, an MS from the University of Illinois and he has also completed postgraduate programs at Harvard Medical School, Laboratory of Community Psychiatry and at MIT.



NANCY MIRIAM HAWLEY

Enlignment, Inc.

1770 Massachusetts Avenue, #132, Cambridge MA 02140

Phone: 617-661-6393 Mobile: 617-359-0055

Fax: 617-812-0318

Email: mhawley@enlignment.com

Web: www.enlignment.com

Coaching Credentials and Experience — Since 2000 I have conducted over 800 coaching and consulting interventions with executives and business owners in a variety of organizations, educational institutions, and publicly and privately owned businesses, for a total of 550 hours:

- American Student Assistance, Human Resources Management Team
- Miniature Tool & Die (MTD), Inc., Executive Management Team
- Connecticut College, Human Development Department
- Mass Bay Community College, Task Force on Communications
- Cambridge School of Weston, Development Team
- Vertex Pharmaceuticals, Executive Leaders
- Wilderness Point Investments, Founder and President
- Harvard Business School, Program for Leadership Development (PLD), Exec. Ed.

Training Experience — In over 40 years as a group and family therapist, author, and organizational and leadership consultant, I have designed, developed and delivered courses, programs, presentations, seminars, workshops, conferences and consultations in a wide variety of settings.

- Co-author, *Our Bodies, Ourselves* and *Ourselves and Our Children*
Delivered hundreds of workshops and presentations on women's health and sexuality, and parenting, in a variety of settings, including: Tufts University, American College of Obstetrics and Gynecology (ACOG), and the UN Conference on Women in Beijing, China.
- Group And Family Therapist
Led programs and trainings for over 30 years on the topics of: addiction and recovery; conflict resolution; communication; meditation and healing; financial health; designing a balanced and successful life for executive/professional couples.
- Organizational and Leadership Consultant
Developed and delivered coaching and training programs for executives, teams and business leaders since 2005: leadership development, women's financial, business and personal success; integrating principles of sustainability into leadership strategies.
- *The Seven Intelligences of Leadership*[®], a training framework and assessment tool. Delivered at the 2008 ICF-NE annual meeting.
- *Beyond Success: A Leaders' Learning Forum for Executive & Professional Women* and *Vision, Voice and Victory: The Changing Face of Women's Leadership*

- Co-developer and Trainer, SoL CCoP Business Stewards: *Coaching from a Systems Perspective*, an in-depth systems approach to learning.
- Speaker, Workshop Presenter, Seminar Leader and Conference Organizer
Delivered keynote presentations, organized and led seminars in the field of sustainability, sufficiency and altering world conversations, since 2005.
- Certified Trainer, *Awakening the Dreamer: Changing the Dream Symposium*.
Training in environmental sustainability, spiritual fulfillment and social justice.
- Keynote Speaker/Workshop Presenter: *The Power of Enough* and *Enough Already!* 2009 Green Business Ventures Conference, Farleigh Dickinson University, NJ.
- Organizer: *Global Sufficiency Summit* conferences, 2007, 2008 and 2010: establishing the context of *enough* as the foundation for sustainability.

Educational Background

- University of Michigan, Ann Arbor, MI, MSW 1966, Specializing in community organization
- University of Michigan, BA 1964, History and Psychology Major



RICHARD KARASH

Karash Associates, LLC

23 Shore Road, P.O. Box 296, Grantham NH 03753

47 Chestnut Street, Boston MA 02108

Phone: 617-227-0106 Fax: 617-812-5365

Email: Richard@Karash.com

Web: www.Karash.com

Richard Karash is an independent consultant whose work covers the broad range of Organizational Learning disciplines, with special emphasis on Systems Thinking and System Dynamics. Mr. Karash's overall focus is on developing capacity for learning and change for his clients and their organizations. His clients include industry, high-tech, government, military, intelligence, health-care, and non-profit.

Leadership Development — Mr. Karash designs and delivers leadership development programs for Fortune 500 companies and government agencies. He is a master facilitator for *The Core Course* offered by the Society for Organizational Learning, and a facilitator for *Leadership & Mastery* (Innovation Associates) which is now *Foundations for Leadership* (Society for Organizational Learning). He teaches a range of leadership programs in Systems Thinking. He provides a Systems Thinking component in executive development, leadership development, and high-potentials programs in several corporate settings.

Consultant and Facilitator Training — Mr. Karash has a twenty-year track record in training consultants, facilitators, and executive coaches in Systems Thinking and System Dynamics. He is a co-developer of the new program *Coaching from a Systems Perspective* for experienced executive coaches.

Executive Coaching — Mr. Karash is active as an executive coach. Since 2003, he has been delivering coaching and managing coaching programs in the US Intelligence Community. Mr. Karash is a contributor to *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*. He has been a regular presenter at the annual Systems Thinking in Action conference and a contributor to *The Systems Thinker*. He was a founding Trustee of the Society for Organizational Learning. He is a past Chairman of the Sustainability Institute.

He was a senior staff member at Innovation Associates, Inc. (later Arthur D. Little) from 1991 through 1995. Mr. Karash received Arthur D. Little's "Star Case" awards twice for outstanding customer satisfaction. Prior to joining IA, he spent nearly twenty years as an executive in technology-based companies. He co-founded a highly successful computer software firm, Management Decision Systems, Inc. He was chief operating officer of Applied Expert Systems, developing artificial intelligence applications software for the financial services industry. Later, he was VP - Marketing as part of the turn-around team at Symbolics, Inc., a computer workstation vendor. He spent several years as an independent consultant working on business strategy and strategic planning for software and other high-tech firms.

Educational Background — Mr. Karash holds several degrees from the Massachusetts Institute of Technology (MIT). He graduated in Physics, and a Master of Science from MIT's Sloan School of Management. He holds active DoD security clearances.



JEFFREY R. McINTYRE

Enlignment, Inc.

1770 Massachusetts Avenue, #132, Cambridge MA 02140

Phone: 617-661-6393 Mobile: 617-359-0056

Fax: 617-812-0318

Email: jmcintyre@enlignment.com

Web: www.enlignment.com

Coaching Credentials and Experience — In 2002 I attended Naropa University's Marpa School of Business and completed the Authentic Leadership certificate program and trained with Dr. Fred Kofman in the consulting models of the Society for Organizational Learning (SoL). From 2000 to 2006, I contributed to the development of the New England Chapter of ICF's Executive Coaching group. In May, 2009 I initiated the conversation that led to the creation of the course *Coaching from a Systems Perspective*. I have fulfilled the following coaching and consulting contracts with senior management teams and executives:

- American Student Assistance: Human Resources Management Team
- Miniature Tool & Die (MTD), Inc.: Executive Management Team
- Techni-Products, Inc.: Senior Management Team
- Camden Associates, Executive Management Team Coaching
- Emerson and Cuming Microwave Products: Executive Management Team Training in Communication and Accountability for Relationship Development
- Globe Composite Solutions, Ltd.: Executive Management Team Development
- Seaboard Bindery: Executive Team Leadership Coaching and Consultation
- Vertex Pharmaceuticals: *Portals to the Creative Training in Mindfulness Meditation Practice with Business Applications*

Professional Training Experience

- Enlignment[®], Inc. Cambridge, MA 2003 – Present
President
Creator: The Seven Intelligences of Leadership[®]
(training framework and assessment tool)
Co-author: Seven Conversations the Matter: Entrepreneurial Couples in Action
- Hawley-McIntyre Associates Cambridge, MA 1977 – Present
Principal
- Harvard Medical School Boston, MA 1992 – 2006
Instructor, Clinical Psychology
Supervisor, Family and Couples Training Program -
Interventions from a System's Perspective
- Massachusetts Association for Marriage and Family Therapy, Inc. (MAMFT) Boston, MA 1996 – 2001
President, 1998 – 2000
- Cambridge College Cambridge, MA 1996 – 1998
Instructor, Family Systems Therapy and Theory

- Lesley University Cambridge, MA 1981 – 1993
Instructor, Family Systems Therapy and Theory
- Lifecycle: A Center for the Study of Human Systems, Inc. Newton, MA 1984 – 1987
Instructor, Group Leader

Consulting Education and Training

- Newfield Coach Training Boulder, CO 2009 – 2010
- Shambhala Institute Halifax, NS 2001 – 2004
- Naropa University, Marpa School of Business Boulder, CO

Educational Background

- The College of Wooster, Wooster, OH
BA in History, 1968
- Antioch University Graduate School of Professional Psychology, Keene, NH
M.Ed. in Counseling Psychology, 1977