

Carol E. Anderson

Carol Anderson is an organizational change agent who brings over 24 years of experience helping leaders design working environments that inspire the human spirit and lead to positive business results. She has worked with client groups ranging from Fortune 500 companies to community-based leadership programs. Insightful as an organizational strategist, she assists executives, teams, and departments to identify and agree upon the approach for complex change. A sample of her work projects over the past two decades includes the following:



- Implemented Participative Management strategies with both union and salaried workers in large manufacturing firm that led to significant cost savings and increased employee morale.
- Partnered with IT firm to develop shared vision, mission, and values among a 750-person virtual sales force as part of a global strategy to create alignment in approach to customers.
- Conducted diagnostic of organizational systems in large utility in the Midwest showing historical perspective on how social norms of the early 1900's influenced institutional racism and sexism. Created a strategy for culture change.
- Designed personal mastery program for ten partners in an engineering firm that became a model for new leader development in the organization.

A sought-after executive and leadership coach, Carol uses a multi-discipline approach to work with individuals interested in creating workplaces that inspire people. Her clients appreciate her keen ability to help them discover new possibilities for leading and navigating organizational uncertainty. She has studied Quantum Coaching with Gay Hendricks, author of *The Corporate Mystic*, completing a year-long program focused on helping leaders achieve deeper and more sustained change through understanding their personal drivers.

In addition to her expertise in coaching, Carol has a powerful, unique talent using graphics and art as a means to communicate the deeper stories that lie at the heart of organizational difficulties. Her data scroll technique reveals assumptions and root causes of conflict and resistance to change that are often buried beneath more surface symptoms. Helping everyone see issues from a systemic perspective in a colorful and comprehensive way allows them to open up to a more compassionate view of intricate situations and to move toward resolution. She has a passionate interest in the area of courageous leadership and the role it plays in organizational change.

Carol has achieved candidacy for a Ph.D., in educational psychology at the University of Michigan and holds masters degrees in organizational development from Pepperdine University, in psychology from Eastern Michigan University, and in telecommunication arts from the University of Michigan. Her B.A. is in sociology and business education. She has also completed a four year program in the healing arts and received her Doctor of Ministries in June 2004. Adept at administering and interpreting various assessment techniques, Carol is a certified MBTI facilitator. She is also author of a book entitled *When You Add Up Life* – stories that reflect major lessons learned in her five decades of living.

Andrew Bennett

Former personal assistant to Ross Perot and student of W. Edwards Deming, consultant and business leader Andrew Bennett presents inspiration as a critical strategy for achievement. Sharing stories from his own life – a life of contrast between great personal loss and impressive achievement – Andrew weaves together a compelling case about the need for inspiration in our work.



Andrew founded Bennett Performance Group in 1997 to work with leaders building inspiration into the fabric of organizations in order to achieve critical goals like growth, innovation, and profitability. For over 20 years he has been working in, and studying, organizational cultures at Abbott Laboratories, The City of Detroit Health Department, The Deming Institute, Ford Motor Company, Host Marriott, Lockheed Martin, Motorola, and Sun Microsystems, to name a few. He's learned that most organizations spend their time on daily operations, neglecting the powerful force of inspiration.

During his years at EDS, Andrew was selected at age 28 to manage expansion into Australia. During this assignment his team grew annual revenue by 1300% from \$5 million to \$65 million over two years without adding resources. He did this by creating a new business model based on a partnership of risk and reward-sharing with his client. He returned to the US to teach this paradigm-busting model to hundreds of managers. During this time Andrew attended New York University where he studied quality management and systems thinking under W. Edwards Deming.

After working inside corporate structures for 10 years Andrew experienced a personal wake-up call as he struggled to reconcile financial success with success as measured by feeling that the work we do has meaning – that our work matters. He had observed many people over the years wrestling with the same questions. As he worked to find answers, Andrew learned about the close relationship between financial success and inspiration. He realized that these two drivers are not mutually exclusive. In fact, financial success and inspiration support each other in a virtuous cycle.

Andrew left EDS and established the consulting practice of a Pacific Northwest training organization. During this time he was able to study thousands of people in well-known organizations and their ability to take responsibility in relationship to the culture they worked within. Andrew is a champion for the spirit of humanity – working to build organizations that honor the sacredness of human beings.

Andrew received his Bachelor's degree in Communication Arts and Sciences from Michigan State University and pursued postgraduate studies at the University of Wisconsin and New York University. He serves as secretary on the Board of Trustees for the Organization Development Network and makes his home in Ann Arbor, Michigan.

Peter F. Norlin, Ph.D.

Peter Norlin has spent over 25 years in the human systems development professions, as both an internal and external consultant. He works in partnership with leaders, groups, and whole organizations to help them find the insights that propel new business strategy; to put their collective values into action with courage and confidence; and to create nimble, spirited workplaces by identifying and sustaining the necessary balance between personal accountability, collaboration and teamwork, and cycles of whole-system change.



Peter has worked extensively with leadership teams in both new and mature business settings to help them manage the key evolutionary transitions from entrepreneurial start-up, to large-system change, to organizational renewal. He is especially interested in the complex role and emotional dynamics of executive leadership, and he has experience coaching executives and leadership teams. One of his other areas of specialty is the facilitation of both small- and large-group dynamics, and he has had considerable experience and success designing and facilitating meetings, retreats, and work conferences for groups of 5 to 500 participants.

His areas of expertise and experience include: 1) sharpening personal influence skills and strategies; 2) developing successful business partnerships; 3) assessing and building team effectiveness; 4) facilitating post-merger culture integration; 5) facilitating family business effectiveness and succession; 6) executive coaching and development; 7) co-creating and facilitating whole-system change initiatives.

Through the years, he has served a wide variety of customers, in corporate, government, and not-for-profits settings; from two-person partnerships to Fortune 100 companies. As an external consultant, his corporate, government, and not-for-profit clients have included *Public Broadcasting Service, Pfizer, IBM, Eastman Kodak, AT&T Credit Corporation, Internal Revenue Service, Interlochen Center for the Arts, S.C.Johnson Wax, McNeil Consumer Products, Louisiana State Office of Mental Health, Clairol, AARP, Vermont Agency of Human Services, Annheuser-Busch, Philips Electronics, General Mills, and the U.S. Department of Education.*

He has a M.S. from Johns Hopkins University in Organization Development, and an M.A. and Ph.D. from Northwestern University in Communication Sciences, and his teaching experience includes faculty appointments at Vanderbilt University, Johns Hopkins University, and Georgetown University. Based in Ann Arbor, Michigan, he is also a professional member of the NTL Institute and a member of the Editorial Review Board for the *OD Practitioner*. A long-time practitioner of Authentic Movement, he loves to dance, cook, go to the theatre, and spend time at his cabin in northern Michigan, watching the waves.