## **Betsy BeMiller, LLC / Workplace Resolutions, LLC**

Conflict/Dispute Resolution Services & Systems at Work



Betsy BeMiller consultant / facilitator / trainer / coach / mediator

Empowering into productivity: managers leading, supervisors enhancing performance, and employees working together

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Leadership, Management & SupervisionPersonnel InterventionsOmbuds ServicesCommunicationConsultationsTrainingsFacilitationsCoachingsMediationsAssessmentsBetsy BeMillerWorkplace Resolutions, LLC253–941–0822voice, message & auto FAXwebsite:www.workplace-resolutions.com/emails:betsy2resolve@msn.com, betsy@workplace-resolutions.com

| CLIENTS | I have marketed                  | l, trained, facilitated, me  | ecades of work with hundreds of organizations.<br>diated and consulted in quality improvement,                                   |
|---------|----------------------------------|--|--|
|         |                                  |  | n and organizational development and processes.  |
|         | Governmenta<br>E la seti se el l | -  | ederal, state, regional, city, county, special districts   |
|         | Educational I                    |  | K-12, Community Colleges, Universities   |
|         | -                                | gencies; Community groups  |  |
|         | Fortune 500 (                    | -  | Insurance Companies  |
|         |                                  | ts; Attorneys-at-Law   | Unions & Employer/Employee Associations  |
|         | Utilities                        |  | Hospitals & Health Care  |
|         | Manufacture                      |  | Distributors, Wholesalers, Retailers   |
|         | Printing & Pu                    | iblication   | Food Processors, Agriculture   |
|         | For the State of                 | Washington in particular, 1  | am a competitively selected contractor for:  |
|         | Trainings:                       | Diversity, Inclusion & Cu  | Accountability®<br>reness & Prevention<br>n & Harassment: Awareness & Prevention<br>ltural Awareness<br>mmunication & Resolution |
|         | Consulting:                      | Leadership / Coaching<br>Personnel Management<br>Change Management<br>Core Values Developmen<br>Resolving Conflict | Team Building<br>Organizational Development<br>Strategic Planning<br>t Communications<br>Conflict Resolution Skill Building      |

| SYSTEMS DESIGNER:<br>COLLABORATIVE CULTURE,<br>ORGANIZATIONALI assist organizations in developing and maintaining a workplace of<br>positive, safe, respectful, collaborative and productive. I assist in Sy<br>Thinking, Visioning, Process Improvement and Change Manageme<br>assist in developing policy, procedure and practices that pro<br>organizational goals and values.SYSTEMS DESIGNER:<br>COLLABORATIVE CULTURE,<br>ORGANIZATIONAL<br>DEVELOPMENT,<br>CHANGE MANAGEMENT<br>PROCESS IMPROVEMENTI assist organizations in developing and maintaining a workplace of<br>positive, safe, respectful, collaborative and productive. I assist in Sy<br>Thinking, Visioning, Process Improvement and Change Manageme<br>organizational goals and values. |                         | , collaborative and productive. I assist in Systems<br>ocess Improvement and Change Management. I<br>policy, procedure and practices that promote |
|---|-------------------------|---|
| Creating Col  | llaborative Cultures    | Creating safe, respectful, productive workplaces  |
| Re-structurin   | ng, Re-engineering      | Organizational Assessment & Development   |
| Establishing/Reformulating/Updating:  |                         | Mission/goals/objectives/values   |
| Strategic Planning  |                         | Systems Thinking  |
| Visioning & Future Focus  |                         | Change Management & Transitioning   |
| Process Improvement   |                         | Quality Processes   |
| Core/Key Va   | alues Development & Imp | olementation  |

| Performan<br>FeedbackM<br>Recognitio<br>Ensuring e<br>Competen<br>Personnel   | individual performance pl<br>performance appraisal/med<br>and receiving performance<br>deficiencies and inappropri<br>Development Plans<br>ce Appraisal/Measurement/Fee<br>Motivational Interviewing<br>on & Reinforcement                    | Aligning individual with organizational goals  |
|---|---|--|
| MANAGERIAL & estab<br>SUPERVISORY build<br>DEVELOPMENT leade<br>align<br>a Re<br>Ken<br>Executive<br>Leadership<br>Mentoring<br>Motivation<br>Ethics<br>Situational<br>Gung Ho! | olish goals. By refining DIRECT<br>I the skills to develop their tean<br>ers integrate Behavioral and<br>ment with personal, team, depo<br>source Trainer for the premie<br><b>Blanchard Companies</b> , Escon<br>Leadership<br>o Development | Strategic Leadership<br>Decisioning/Decision-making<br>Coaching (one-on-one, group)<br>Conflict Coaching<br>Integrity<br>Situational Self Leadership <sup>®</sup><br>Raving Fans <sup>®</sup> (customer/client satisfaction) |
| NON-DISCRIMINATION &<br>NON-HARASSMENT<br>IN EMPLOYMENT &<br>IN THE WORKPLACE   | Resolving cases in Discrimi<br>Facilitating issues around di<br>Mediating parties in formal<br>Assisting organizations form<br>Handling personnel complai<br>Facilitating resolution of inf<br>Training staff on workplace                    |  |

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| FACILITATOR:<br>Collaboration<br>productivity,<br>effective<br>communication &<br>understanding | community effectiveness through assist<br>productive, cohesive and professional | ng workplace, organizational, group and<br>ting groups and individuals develop more<br>relationships. My training and mediating<br>of facilitation. I design creative processes<br>tive utilization of time. |
|---|---|--|
| Prod  | luctivity: energizing and empowering emp  | ployees Developing agreements  |
| Tean  | ns: Charter, Development, Communication   | on, Functioning, Leadership, Conflict  |
| Faci  | litating Groups   | Partnering & Cross-training  |
| Enhancing communication skills Assessing percepti   |   | Assessing perceptions  |
| Appreciating, valuing diversity Understanding ot  |   | Understanding others   |
| Non-Harassment & Non-Discrimination Internal-and-External Customer Se                           |   | Internal-and-External Customer Service   |
| Orga  | anizational Change Management & Proce   | sses Diversity, Equity & Inclusion   |
|   |   |  |

| MEDIATOR,<br>NEGOTIATOR:<br>CONFLICT        | I assist organizations in designing conflict r<br>early resolution of problems within organizat<br>customers and partners.  |   |
|---|---|---|
| MANAGEMENT<br>Systems<br>Labor<br>Relations | My strong sense of neutrality and my command of processes empower disputants to create workable, acceptable solutions in my mediations and negotiations. I strive to ensure parties' satisfaction with the process as well as the outcome. I effectively clarify issues and needs, identify common ground, and lead parties to increased understanding of each other's issues. My patience, perseverance and optimism |   |
|   | have contributed to my high-resolution rate i<br>Risk Management<br>Mediation Services within organizations<br>Alternative Conflict/Dispute Resolution (ADR) no   | Workplace Liability<br>Cost Savings from Early Resolution   |
|   | Collective Bargaining<br>Labor Relations<br>EEOC Referrals<br>Resolving Grievances & Complaints   | Interest-based Negotiation<br>Employment Law & Case Law<br>Discrimination (Title VII, Title IX)<br>Investigations           |
|   | Employment Disputes & Dispute Prevention<br>Facilitating Dialogue<br>Conducting Difficult Conversations<br><i>Difficult Conversations</i> (Harvard Negotiation Project)   | Dealing with Difficult People<br>Group Dialogue<br>Crucial Conversations <sup>®</sup><br>Fierce Conversations (Susan Scott) |

| TRAINER,<br>Educator | and to provide a positive learning exp<br>highly facilitative and holistic, creating<br>learning environment. In trainings and | rses I deliver are to effect long-term learning<br>erience for the participants. My delivery is<br><b>g an interactive, dynamic, positively charged</b><br>I courses, I build skills through the delivery of<br>f individual and group interests, assessments<br>oaching. |
|----------------------|--|---|
|                      | I have designed, developed and now of trainings (upon the robust Adobe Conn  | deliver these training as live, virtual, online <b>ect</b> platform).   |
|                      | Discrimination, (Sexual) Harassment for b  | ooth staff and leaders  |
|                      | Diversity, Inclusion & Equity  |   |
|                      | Facilitation & Mediation Skills: Basic, Ad   | vanced, Workplace Applications  |
|                      | Leadership, Management, Supervision De   | evelopment  |
|                      | Emotional Intelligence   | Ethics & Integrity  |
|                      | Developing Commitment  | Performance Coaching & Development  |
|                      | Crucial Influence®   | Giving Feedback; Receiving Feedback   |
|                      | Crucial Conversations for Masting Dialog   | $gue^{\mathbb{R}}$ and for <i>Accountability</i> $^{\mathbb{R}}$  |
|                      | Fierce Conversations <sup>©</sup>  | Difficult Conversations <sup><math>©</math></sup>   |
|                      | Coaching, Mentoring & Shadowing  | Establishing Expectations   |
|                      | Performance Management   | Performance Development Process   |
|                      | Conflict Resolution Skills for Staff & Lea   | ders Conflict Management  |
|                      | Assertive and Effective Communication  | Diversity, Inclusion & Cultural Awareness   |
|                      | Disabilities & the ADA/ADAA  |   |

| Training,<br>Background, | Empowering Employers to Directly Confront Harassment Issues at Work<br>(2024, Webinar, Equal Employment Opportunity Commission)             |
|--------------------------|---|
| Continuing<br>Education  | Employment Law 2023: Legal Developments, Cutting-Edge Issues, and Workplace Trends (2023, Webinar, Equal Employment Opportunity Commission) |
|                          | Crucial Influence: Leadership Skills to Create Lasting Behavior Change (2023, Webinar, Crucial Learning)                                    |
|                          | Employment Law 2023: Legal Developments, Cutting-Edge Issues, and Workplace Trends (2023, Webinar, Equal Employment Opportunity Commission) |
|                          | (continued)   |

| TRAINING,<br>Background, | (continuing from previous page)  |
|--------------------------|--|
| CONTINUING               | Meet the New Crucial Conversations (2021, Webinar, VitalSmarts)  |
| EDUCATION                | Goodbye Flash, Hello HTML (2021, Webinar, Adobe Connect)   |
|                          | A Path to Peace in 2021: Six Skills to Restore Civility (2020, Webinar, VitalSmarts)   |
|                          | Racism Pandemic Facing our Nation (2020, Town Hall/Webinar, American Psychological Association)  |
|                          | Bystander Intervention Training (2020, Hollaback!, www.ihollaback.org/)  |
|                          | Breaking Down Blended Learning: Tips for Training in a Virtual World (2020, VitalSmarts <sup>™</sup> , Salt Lake City UT)                              |
|                          | Shifting to Blended Online Learning (2020, Live Webcast, LinkedIn Learning)  |
|                          | Certification as Live, Virtual Trainer (2020, VitalSmarts <sup>™</sup> , Salt Lake City UT)  |
|                          | Beyond Inclusion, Beyond Empowerment: A Training for Mediators/Facilitators (2019, City of Seattle Alternative Dispute Resolution Program, Seattle WA) |
|                          | Influencer <sup>®</sup> (Train-the-Trainer Reinforcement, 2018, WA State Department of Enterprise Services, Olympia WA)                                |
|                          | A Conversation with WA State Attorney General (2018, Greater Federal Way Chamber of Commerce, Federal Way WA)  |
|                          | Influencer <sup>®</sup> (Training and Train-the-Trainer, 2017, VitalSmarts <sup>TM</sup> , Salt Lake City UT)  |
|                          | Crucial Accountability® (Training and Train-the-Trainer, 2016, VitalSmarts <sup>TM</sup> , Portland OR)  |
|                          | Diversity Training Forum (2015, WA State Department of Enterprise Services, Olympia WA)  |
|                          | Anti Racism for Mediators (2015, Alternative Dispute Resolution Program (ADR), City of Seattle WA)   |
|                          | Race: The Power of an Illusion (2015, Alternative Dispute Resolution Program (ADR), City of Seattle WA)  |
|                          | <i>The Art of Collaborative Negotiation</i> (2015 Negotiation Nuts & Bolts Conference, King County Office of Alternative Dispute Resolution)           |
|                          | (continued)  |

| TRAINING,               | (continuing from previous page)   |
|-------------------------|---|
| BACKGROUND,             |   |
| Continuing<br>Education | The Essentials of Human Resources and the Law (2014, Fred Pryor Seminars: Career Track,<br>Tacoma WA)   |
|                         | Restorative Justice (Victim-Offender) Mediation In-service (2014, InterLocal Conflict<br>Resolution Group, King County WA)  |
|                         | Transforming Difficult Conversations (2014, Dispute Resolution Center of King County, Seattle WA)   |
|                         | ADR Consortium(2014, 13th Annual Training Conference, Seattle Federal Executive Board, Seattle WA)  |
|                         | Negotiation Nuts & Bolts (2014, 7 <sup>th</sup> Annual Conference, King County Office of Alternative Dispute Resolution)  |
|                         | Best Practices in Conflict Resolution (2014 InterLocal Conflict Resolution Group, King County WA)   |
|                         | Advanced Mediation Training: When Stories Clash: Practicing Narrative Mediation (2013<br>Antioch University Continuing Education)   |
|                         | CUPA-HR Conference (2012 Annual; Invited Plenary Presenter and Participant; College & University<br>Professional Association for Human Resources, Washington State Chapter; Seattle WA) |
|                         | Washington Association of Cities Conference (2012 Annual; Invited Presenter and Participant;<br>Vancouver WA)   |
|                         | ADR Conference (2007 Annual Northwest; Univ. of Washington, Seattle WA)   |
|                         | Dispute Resolution Conference (2012 Annual Northwest; Univ. of Washington, Seattle WA)  |
|                         | Crucial Conversations <sup>®:</sup> Advanced Trainer Conference (2011, VitalSmarts <sup>™</sup> , Park City UT)   |
|                         | Influencer <sup>®</sup> : Trainer Seminar (2011, VitalSmarts <sup>™</sup> , Park City UT)   |
|                         | Breaking Impasse: Straightforward Strategies for Mediators and Advocates (2010, Dispute Resolution Center of King County, Seattle WA)   |
|                         | ADR Consortium (2010, 9th Annual Training Conference, Seattle Federal Executive Board, Seattle WA)  |
|                         | Differences between Washington and Federal Law (2007 Employment Law & Legislative Conference, Seattle WA)   |
|                         |   |
|                         | (continued)   |

| TRAINING,                 | (continuing from previous page)  |
|---------------------------|--|
| Background,<br>Continuing | Transformational Conflict Coaching (2010, Antioch University, Seattle WA)  |
| EDUCATION                 | Interest Identification (2009, InterLocal Conflict Resolution Group, King County WA)   |
|                           | Gold Medal Leadership (2008 Leadership Excellence Conference, Tacoma WA)   |
|                           | Mirrors of Privilege: Making Whiteness Visible & the SEED Project: Seeking Educational<br>Equity & Diversity (2008, The Bush School: The Diversity Series, Seattle WA) |
|                           | You're Fired: The Apprentice Meets Retaliation (2007 Employment Law & Legislative Conference, Bellevue WA)   |
|                           | The Crossroads of Conflict: A Journey into the Heart of Dispute Resolution (2007, Antioch University, Seattle WA)  |
|                           | National Association of Presidential Assistants in Higher Education (2006, 19th Annual Meeting; invited plenary presenter/participant, Los Angeles CA)                 |
|                           | ADR Conference (2006 Annual Northwest; presenter/participant, Univ. of Washington, Seattle WA)   |
|                           | ADR Consortium (2006, 5th Annual Training Conference; invited presenter/participant, Seattle Federal Executive Board, Seattle WA)                                      |
|                           | Mastering Emotional Intelligence: Gain the Edge in Work and Life (2005, Harvard Business<br>School Club of Puget Sound, Seattle WA)                                    |
|                           | ADR Conference (2005, Annual Northwest; presenter/participant, Univ. of Washington, Seattle WA)  |
|                           | ADR Conference (2004 Annual Northwest; presenter/participant, Univ. of Washington, Seattle WA)   |
|                           | Crucial Conversations <sup>®</sup> Training (2003, VitalSmarts <sup>™</sup> , Chicago, IL)   |
|                           | Crucial Conversations <sup>®</sup> Train-the-Trainer (2003, VitalSmarts <sup>™</sup> , Chicago, IL)  |
|                           | Performance Coaching Seminar: Achieving Accountability AND Maintaining<br>Relationships (2003, VitalSmarts™, Chicago, IL)  |
|                           | ADR Conference (2003, Annual Northwest; presenter/participant, Univ. of Washington, Seattle WA)  |
|                           | Workplace Conflict Resolution Training (2003, Dispute Resolution Center of King County, Seattle<br>WA)   |
|                           |  |
|                           | (continued)  |

| TRAINING,                              | (continuing from previous page)  |
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| BACKGROUND,<br>Continuing<br>Education | Settlement Conference Mediation Training (2003, presenter/participant, Pierce County Center for Dispute Resolution WA) |
|  | Mediation HeartWork Retreat (2002, North American Institute for Conflict Resolution, Banff, AL)                        |
|  | Mediation-Arbitration Training (2002, Inter-Local Conflict Resolution Group, Seattle WA)                               |
|  | American Bar Association 2002 ADR Conference (presenter/participant, Seattle WA)                                       |
|  | Partnering Symposium (2001, 6th Annual International, Univ. of Washington, Seattle WA)                                 |
|  | Gung Ho! ® Trainer Training (2001, The Ken Blanchard Companies (international))  |
|  | Managing Human Resources Training (2001, Northern California Courts)   |
|  | DISCovering Self & Others® Trainer Training (2001, The Ken Blanchard Companies)  |
|  | ADR Conference (2001, Annual Northwest; presenter/participant, Univ. of Washington, Seattle WA)                        |
|  | Geriatric Care Managers Conference (2001, Western Region; presenter, Seattle WA)                                       |
|  | Resource Trainer Training 2000, The Ken Blanchard Companies, Seattle WA)   |
|  | ADR Conference (2000, Annual Northwest; presenter/participant, Univ. of Washington, Seattle WA)                        |
|  | International Association of Public Participation (1999, 9th Annual Conference, Banff CAN)                             |
|  | Partnering Symposium (1999, 4th Annual International, Univ. of Washington, Seattle WA)                                 |
|  | Labor Relations Institute (1999, Local Government Personnel Institute, Yakima WA)                                      |
|  | ADR Conference (1999, Annual Northwest, Univ. of Washington, Seattle WA)   |
|  | Organizational Conflict Management Conference (1999, SPIDR, Miami, FL)   |
|  | Victim-Offender Mediator Training (1998, Mediation Center of the North Valley, Chico CA)                               |
|  | Situational Leadership <sup>®</sup> II Trainer Training (1998, Blanchard Training/Development, Escondido CA)           |
|  | Situational Self Leadership <sup>®</sup> Trainer Training (1998, Blanchard Training/Development, Escondido)            |
|  | Raving Fans® Trainer Training (1997, Blanchard Training/Development, Escondido CA)                                     |
|  |  |
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|--|--|--|--|
| BACKGROUND,<br>CONTINUING<br>EDUCATION | <ul> <li>Chamber of Commerce (1997-98; Board, Task Force, Trainer, Conducted Annual Planning Conf.)</li> <li>Advanced Mediator Skills Training (1996, Institute of Conflict Management, Portland, OR)</li> <li>Personal Injury Mediation Training (1996, Mediation Center of the North Valley, Chico CA)</li> <li>Family Law for Mediators Seminar (1996, San Francisco CA)</li> <li>Advanced Training in Commercial Mediation (1995, Mediation Center of the North Valley)</li> <li>Advanced Mediation and Trainers Training (1994, Mediation Center of the North Valley)</li> <li>Certification in Collaborative Negotiation &amp; Mediation (1994, C R/N Institute, Tacoma)</li> <li>Collaborative Negotiation/Mediation Center of the North Valley)</li> <li>Conflict Resolution Training (1992, Mediation Center of the North Valley)</li> <li>Conflict Resolution Training (1992, Sacramento Mediation Center)</li> <li>Business Negotiation Seminar (1991, Scott Paper Company)</li> <li>International Negotiation Seminar (1987, International Negotiating Institute)</li> <li>Advanced Quality Circle Facilitator Training (1986, Quality Circle Institute)</li> <li>Quality Improvement Training (1984, Quality Circle Institute)</li> </ul> |  |  |

| VIRTUAL /<br>Blended /<br>Trainings<br><u>For The</u><br><u>Workplace</u> | Sexual Harassment: Awareness & Prevention<br>Managing Leaders' Responsibilities: Prevention of Workplace<br>Discrimination & Harassment<br>Violence in the Workplace: Awareness & Prevention<br>Diversity, Equity & Inclusion  |
|---|--|
| Delivered<br><u>Live, Online</u><br>Proprietary<br>Trainings              | Crucial Conversations for Mastering Dialogue <sup>®</sup> , Crucial Learning (formerly Crucial Conversations <sup>®</sup> : How to Talk When Stakes are High, VitalSmarts <sup>™</sup> ), Provo UT -   |
|   | plus its 1-day follow-up training to <i>Crucial Accountability</i><br><i>Crucial Conversations for Accountability</i> <sup>®</sup> , Crucial Learning (formerly <i>Crucial Accountability</i> <sup>®</sup> : <i>Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior</i> , VitalSmarts <sup>TM</sup> ), Provo UT<br>plus its 1-day follow-up training to <i>Crucial Conversations for Mastering Dialogue</i><br><i>Crucial Influence</i> <sup>®</sup> , Crucial Learning (formerly <i>Influencer</i> <sup>®</sup> , VitalSmarts <sup>TM</sup> ), Provo UT |

| STANDARD  | Sexual Harassment in the Workplace: Awareness & Prevention                         |  |  |  |
|---|--|--|--|--|
| TRAINING  | Managing Leaders' Responsibilities: Prevention of Workplace                        |  |  |  |
| DELIVERIES  | Discrimination & Harassment  |  |  |  |
| TAILORED  | Violence in the Workplace: Awareness & Prevention                                  |  |  |  |
| TO CLIENTS  | Interpersonal Conflict Management  |  |  |  |
| Resolving Interpersonal and Organizational Conflict |  |  |  |  |
|   | Interpersonal Communication Skills   |  |  |  |
|   | Understanding Discrimination, Harassment, Violence & Intimidation in the Workplace |  |  |  |
|   | Mediation: Basic, Advanced, Workplace Applications                                 |  |  |  |
|   | Facilitation Skills: Beginning & Advanced  |  |  |  |
|   | Negotiation Skills   |  |  |  |
|   | Ethics in Public Service & Use of Public Resources                                 |  |  |  |

| WORKSHOPS &        | Advancing Core Competencies in Quality Improvement, 2019, UW Harborview Medical                 |  |
|--------------------|---|--|
| Extended           | Center, Seattle WA  |  |
| TRAININGS          | Conflict Management for Human Resource Professionals, 2017, Dispute Resolution                  |  |
| <b>Developed</b> & | Center of King County, Seattle WA   |  |
| DELIVERED          | Leadership Skills for Holding Challenging Conversations, 2017 Professional Development &        |  |
|                    | Enrichment Conference, University of Puget Sound, Tacoma WA                                     |  |
|                    | Overview of Crucial Conversations <sup>®</sup> , 2017 Professional Development & Enrichment     |  |
|                    | Conference, University of Puget Sound, Tacoma WA  |  |
|                    | Group Effectiveness, 2017, King Conservation District, Renton WA                                |  |
|                    | Developing Our Team, 2017, Association of Washington Cities, Olympia WA                         |  |
|                    | Furthering Trust in Ourselves & Others, Workshop on Trust in the Workplace, 2016                |  |
|                    | Association of Washington Cities, Olympia WA  |  |
|                    |   |  |
|                    | Investigation Recovery: Workshop for Administrative Professionals, 2016, WA State               |  |
|                    | Department of Ecology, Lacey Holding a Successful Crucial Conversation <sup>®</sup> –           |  |
|                    | with Your Boss!, 2016 Office Professional Workshop, WA State Department of                      |  |
|                    | Ecology, Lacey WA   |  |
|                    | Crucial Conversations <sup>®</sup> Reinforcement & Coaching, 2016 Office Professional Workshop, |  |
|                    | WA State Department of Ecology, Lacey WA  |  |
|                    | Building Collaborative Environments, Working Relationships & Open Communications                |  |
|                    | 2016 Leadership Summit, County of Cowlitz WA  |  |
|                    | Supervising Tams Away from the Office (on Work-Related Activity), 2016, WA State of             |  |
|                    | Financial Institutions, Olympia WA  |  |
|                    | Developing Organizational Culture, 2015, Association of Washington Cities, Olympia WA           |  |
|                    | Delivering & Receiving Constructive Feedback (applying Douglas Stone & Sheila Heen's            |  |
|                    | (2014) Thanks for the Feedback: The Science and Art of Receiving                                |  |
|                    | Feedback Well, New York: Viking), 2014, WA State Joint Legislative Au                           |  |
|                    | and Review Committee, Olympia WA  |  |
|                    |   |  |
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| Using Caucus: Madiation In-samica 2014 current Dispute Resolution Center of Kin  |  |  |  |  |
| Using Caucus: Mediation In-service, 2014 – current, Dispute Resolution Center of King<br>County, Seattle WA  |  |  |  |  |
| <ul> <li>Helping Others Explore Their Reality (applying Susan Scott's (2004) Fierce</li> <li>Conversations: Achieving Success at Work &amp; in Life, One Conversation at<br/>a Time, New York: Berkley Books), 2014, Seattle Federal Executive Board,<br/>Alternative Dispute Resolution Program Training Day, Seattle WA</li> <li>Conflict Behavior Coaching, 2013, Seattle Federal Executive Board, Alternative Dispute<br/>Resolution Program Training Day, Seattle WA</li> <li>Motivational Interviewing, 2013, Joint Legislative Audit Review Committee, Olympia<br/>WA</li> <li>Living Our Core Values, 2012,, Association of Washington Cities, Olympia WA</li> <li>Enhancing Communication Under Stress, Workshop on Trust in the Workplace, 2011,<br/>Association of Washington Cities, Olympia WA</li> <li>Creating Respect, Support &amp; Safety in Our Workplace: Skills &amp; Strategies for<br/>Communicating &amp; Collaborating, 2010, Evers Veterinary Clinic, Chico CA</li> <li>Collaboratively Developing a Process for Making Changes in Work-flow Procedures,<br/>2009, Supervisors Development Retreat, District Courts, County of Pierce<br/>WA</li> <li>Fairness, Objectivity, Support &amp; Professionalism through Performance Accountability,<br/>2009, State Liquor Control Board Finance Department, Olympia WA</li> <li>Supervisor's Journal to Successful Leadership: Workshop on Implementing or Refining<br/>the Use of a Supervisor's Journal, 2008 Leadership Excellence Conference,<br/>Tacoma WA</li> </ul> |  |  |  |  |
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| WORKSHOPS &<br>Extended                                 | (continuing from previous page)   |
|---|---|
| TRAININGS<br><u>Developed &amp;</u><br><u>Delivered</u> | <ul> <li>Diagnosing Performance-based Behavior: How leadership-focus can increase the number<br/>of high performers who are aligned with organizational values and<br/>behavioral standards, 2008, Leadership Excellence Conference, Tacoma<br/>WA</li> <li>Crucial Conversations<sup>®</sup>: How to Talk When Stakes are High—A Refresher, 2008, Tacoma<br/>Power's Energy Services, Tacoma WA</li> <li>Building a Strong Future through Strengthening Trust, 2008, Management Development<br/>Retreat, District Court, County of Pierce WA</li> <li>Team Development, 2008, Arts &amp; Community Development, Department of Community<br/>Services, County of Pierce WA</li> </ul> |
|   | <ul> <li>Introduction to Crucial Conversations<sup>®</sup>: Tools for Talking When the Stakes Are High,<br/>National Association of Presidential Assistants in Higher Education Annual<br/>(2006) Meeting</li> <li>Introduction to Crucial Conversations<sup>®</sup>: Tools for Talking When the Stakes Are High,<br/>National Association of Presidential Assistants in Higher Education Annual<br/>(2006) Meeting</li> <li>Workplace Group Conflict Intervention, Seattle Federal Executive Board ADR Consortium<br/>Annual (2006) Training Conference</li> </ul>   |
|   | Navigating through Highly Charged Conversations: Overview of Crucial Conversations <sup>®</sup> —<br>How to Talk When Stakes are High, Shared Neutrals Annual (2004)<br>Fall Training   |
|   | Group Conflict Intervention, Shared Neutrals Annual (2004) Fall Training - 2-day workshop   |
|   | Collaboratively Handling Difficult People & Challenging Situations: Strategies, Tools & Skills, 2004, WA CTED Housing Improvements & Preservation   |
|   | (continued)   |

| WORKSHOPS &<br>Extended  | (continuing from previous page)   |  |  |  |
|--------------------------|---|--|--|--|
| TRAININGS<br>Developed & | Collaboratively Handling Difficult People & Challenging Situations: Strategies, Tools & Skills, 2004, WA CTED Housing Improvements & Preservation |  |  |  |
| <b>Delivered</b>         | You & Your Professional Development, 2004, WA CTED Community Services   |  |  |  |
|                          | Constructive Criticism: Providing Feedback that is Effectiveand Received, 2004 Supervisors' Conference Leadership Triathlon                       |  |  |  |
|                          | Group Facilitation, 2003, Pierce County Center for Dispute Resolution - with Pete Donor   |  |  |  |
|                          | How to Create Learning Moments, 2003, WA State Community, Trade & Economic Development  |  |  |  |
|                          | Team Approach: Focusing & Building Skills, HUD - Anchorage Field Office (2003)  |  |  |  |
|                          | Mediating Workplace Disputes: Developing Skill through Practice, 2003, Pierce County Center for Dispute Resolution                                |  |  |  |
|                          | <i>Mediating in the Workplace: Practical Applications</i> , 2003, Pierce County Center for Dispute Resolution                                     |  |  |  |
|                          | Applying Conflict Resolution within Organizations, 2003 & 2000, Pierce County Center for Dispute Resolution                                       |  |  |  |
|                          | Sharpening your Listening, Collaboration & Negotiation Skills, 2003 Pierce County<br>Center for Dispute Resolution - with Bob Gorsuch             |  |  |  |

| INVITED &/OR<br>Competitively | Supporting Individual Transformation through Conflict Coaching, 2016 Dispute Resolution Conference (22 <sup>nd</sup> Annual Northwest)   |
|-------------------------------|--|
| JUDGED<br>PAPERS<br>PRESENTED | Helping Others Explore Their Realities through Conflict Coaching, 8 <sup>th</sup> Annual (2015)<br>Negotiation Nuts & Bolts Conference, King County Office of Alternative Dispute<br>Resolution  |
|                               | When Communicating with Others Becomes Difficult, 2015 Washington Affordable Housing Management Convention   |
|                               | Helping Others Explore Their Reality, Seattle Federal Executive Board's 13 <sup>th</sup> Annual (2014) Northwest Alternative Dispute Resolution Conference   |
|                               | <i>Transforming Difficult Conversations</i> (with Patti Kieval), 7 <sup>th</sup> Annual (2014) Negotiation Nuts & Bolts Conference, King County Office of Alternative Dispute Resolution   |
|                               | <i>Conflict Behavior Coaching,</i> Seattle Federal Executive Board's 12 <sup>th</sup> Annual (2013)<br>Northwest Alternative Dispute Resolution Conference   |
|                               | <i>Healthy Strategies for Working with High Conflict People</i> , 2012 CUPA-HR Conference,<br>Washington State Chapter, College & University Professional Association for Human<br>Resources   |
|                               | Strengthening Interpersonal & Conflict Resolution Skills for Elected Officials, 2012<br>Annual Conference, Association of Washington Cities  |
|                               | <i>Coaching Toward Self-Determination</i> , 2011 Dispute Resolution Conference (18 <sup>th</sup> Annual Northwest)   |
|                               | <i>Crucial Conversations</i> <sup>®</sup> <i>Overview: How to Talk When Stakes are High,</i> 3 <sup>rd</sup> Annual (2010) Negotiation Nuts & Bolts Conference, King County Office of Alternative Dispute Resolution   |
|                               | <i>Name That Resolution Deadlock: Specific Deadlock Identifiers &amp; Intervention Strategies,</i> 17 <sup>th</sup> Annual (2010) Northwest Alternative Dispute Resolution Conference; and Seattle Federal Executive Board's 9 <sup>th</sup> Annual (2010) Northwest Alternative Dispute Resolution Conference |
|                               | <i>"Victim" Meets "Villain" in Mediation: Power Balancing through Inner Exploration</i> , 16 <sup>th</sup> Annual (2009) Northwest Alternative Dispute Resolution Conference   |
|                               | (continued)  |

| Invited &/Or<br>Competitively<br>Judged | (continuing from previous page)<br>Maintaining Impartiality through Introspection, 13 <sup>th</sup> Annual (2006) Northwest<br>Alternative Dispute Resolution Conference   |
|---|--|
| Papers<br>Presented                     | Workplace Group Conflict Intervention: Case Study, Land Mines & Clean-up, 12 <sup>th</sup><br>Annual (2005) Northwest Alternative Dispute Resolution Conference  |
|   | <i>Designing Group Intervention Utilizing the 8-Stage Mediation Model</i> , 11 <sup>th</sup> Annual (2004) Northwest Alternative Dispute Resolution Conference   |
|   | Gaining Insights into Performance Issues and Interests from Workplace and Employment Mediations, 10 <sup>th</sup> Annual (2003) Northwest Alternative Dispute Resolution Conference  |
|   | Mandatory Mediation/Arbitration in Employment Agreements—Implementation and<br>Perspectives from Practitioners and the EEOC, American Bar Association 4 <sup>th</sup> Annual<br>(2002) Conference, Section of Alternative Dispute Resolution |
|   | <i>Needs-based creative Resolution for EEO Complaints</i> , 10 <sup>th</sup> Annual (2001) Northwest Alternative Dispute Resolution Conference   |
|   | <i>Workplace Discrimination: Providing Multiple Entry Points for Resolutions</i> , 9 <sup>th</sup> Annual (2002) Northwest Alternative Dispute Resolution Conference   |

| COMPETITIVELY         | State of Washington Trainer  |
|-----------------------|--|
| SELECTED POOLS,       | State of Washington Organizational Consulting  |
| <b>INVITED PANELS</b> | Coach, Consultant, Facilitator, Mediator, State of Washington  |
| & PROFESSIONAL        | State of Washington Performance Management   |
| MEMBERSHIPS           | Coach, Consultant, Facilitator, Mediator, State of Washington<br>University of Washington Consulting Alliance (Organizational Development)   |
|                       |  |
|                       | Coach, Consultant, Facilitator; Mediator, Seattle WA   |
|                       | King County Organizational Development   |
|                       | Coach, Consultant, Facilitator; Mediator, Seattle WA   |
|                       | Dispute Resolution Center of King County   |
|                       | Mediator, Trainer, Consultant, Facilitator; Seattle WA   |
|                       | Inter-Local Conflict Resolution Group ILCRG, King County ADR Program   |
|                       | Mediator; Seattle WA   |
|                       | Equal Employment Opportunity Commission Mediator; Seattle WA   |
|                       | The World Bank Mediator, Washington, DC  |
|                       | Association of Conflict Resolution<br>(formerly Society for Professionals in Dispute Resolution, SPIDR) conferences, institutes, newsletters |

| CERTIFICATES & | Collaborative Negotiation & Mediation                        | Certification<br>Conflict Resolution, Research & Resource Institute |  |  |
|----------------|--|---|--|--|
| AWARDS         | Active, Certified Mediator                                   | Dispute Resolution Center of King County                            |  |  |
|                | Active, Certified Mediator                                   | Inter-Local Conflict Resolution Group (ILCRG)                       |  |  |
|                | The "Coach & Trainer" Award                                  | Pierce County Center for Dispute Resolution                         |  |  |
|                | Certificate of Merit   | Mediation Center of the North Valley                                |  |  |
|                | Certificate of Recognition                                   | Butte County Leadership for Learning                                |  |  |
|                | Award of Merit   | Quality Circles Leader Training                                     |  |  |
|                | Peacemaker of the Year 1998                                  | Butte County Community Award  |  |  |
|                | Professional Associate Awards                                | '89, '93, '94 - UniSource Corporation                               |  |  |
|                | Salesperson of the Year Award                                | '90 - UniSource Corporation   |  |  |
|                | Masters Awards   | '91, '92 - UniSource Corporation                                    |  |  |
|                |  |   |  |  |
| LICENSES &     | Government Vendors (http://www.government-vendor.us/)        |   |  |  |
| REGISTRATIONS  | Central Contractor Registration (U.S. Department of Defense) |   |  |  |

Dun & Bradstreet (D-U-N-S #13-389-9158) Women's Business Enterprise (State of Washington; #W2F2317314)

Disadvantaged Business Enterprise (U.S. Department of Transportation)

City of Tacoma, Washington (#T97889)

State of Washington (UBI #602 431 043)

Limited Liability Company (Washington State)

## Education

|  | Baccalaureate and Post-Baccalaureate                   |                |                       |
|--|--|----------------|-----------------------|
|  | Colleges/Universities                                  | years          | study/degrees         |
|  | Northeastern Illinois University (as Elizabeth Faris)  | <b>`68-`69</b> | music                 |
|  | Marshalltown Community College (as Elizabeth Wischler) | '79-'81        | AA                    |
|  | University of Northern Iowa (as Elizabeth Wischler)    | <b>'</b> 81    | business              |
|  | University of Iowa (as Elizabeth Wischler)             | '81-'83        | BBA: business admin.  |
| during which I accomplished the Core Curriculum for the Master's Degree in Labor Relations |  |                |                       |
|  | Calif. State Univ., Chico (as Elizabeth Caughron)      | '82, '95       | Journalism, Diversity |
|  |  |                |                       |

Master's Degree Equivalents/Supercedents (see below)

| ACADEMIA | Highline Community College   |
|----------|--|
|          | Instructor in "Conflict Resolution & Mediation," "Building Trust," "Facilitating<br>Groups & Meetings," "Leadership," "Teams," "Communication" and "Assertive<br>Communication" for its Leadership Certificate Program |
|          | Butte Community College  |
|          | Instructor in "Americans With Disabilities Act (ADA)" for Law Enforcement Peace Officers Standards and Training  |

| Master's Degree Equivalents/Supercedents   |              |                 |
|--|--------------|-----------------|
| Because the University of Iowa had no undergraduate courses (at that time) in my emphasis of <i>Labor Relations and Human Resources Management</i> , I took graduate-level courses to complete my degree. Below is listed some of my subsequent education: |              |                 |
| Trainings/Courses  | <u>hours</u> | Semester equiv. |
| Total post-baccalaureate equivalent semester units   | 946.0        | 63.02           |
| Empowering Employers to Directly Confront Harassment Issues at Wo<br>2024 Webinar, Equal Employment Opportunity Commission   | ork 2        | 0.10            |
| Crucial Influence: Leadership Skills to Create Lasting<br>Behavior Change<br>2023, Webinar, Crucial Learning   | 1            | 0.05            |
| Employment Law 2023: Legal Developments, Cutting-Edge Issues,<br>and Workplace Trends<br>2023 Webinar, Equal Employment Opportunity Commission   | 6            | 0.40            |
| (continued)  |              |                 |

| Master's Degree Equivalents/Super   | rceaer | ITS - continuing |
|---|--------|------------------|
| Trainings/Courses   | hours  | Semester equiv   |
| (continuing from previous page)   |        |                  |
| <i>Goodbye Flash, Hello HTML</i><br>2021, Webinar, Adobe Connect  | 1      | 0.05             |
| Meet the New Conversations<br>2020, Webinar, VitalSmarts  | 1      | 0.05             |
| <i>A Path to Peace in 2021: Six Skills to Restore Civility</i> 2020, Webinar, VitalSmarts   | 1      | 0.05             |
| Racism Pandemic Facing our Nation<br>2020, Town Hall/Webinar, American Psychological Association  | 2      | 0.1              |
| Bystander Intervention Training<br>2020, Hollaback!, www.ihollaback.org/)   | 2      | 0.1              |
| Shifting to Blended Online Learning<br>2020, Live Webcast, LinkedIn Learning  | 1      | 0.1              |
| Certification as Live, Virtual Trainer<br>2020, VitalSmarts™, Salt Lake City UT   | 20     | 1.3              |
| <i>WA Diversity, Equity and Inclusion Summit 2020</i><br>2020, Washington State Diversity, Equity and Inclusion Council, Tacoma WA                                      | 16     | 1.0              |
| Beyond Inclusion, Beyond Empowerment: A Training for<br>Mediators/Facilitators <sup>®</sup><br>2019, City of Seattle Alternative Dispute Resolution Program, Seattle WA | 16     | 1.0              |
| <i>Influencer</i> <sup>®</sup> 2018, Train-the-Trainer Reinforcement, WA State Department of Enterprise Services, Olympia WA)   | 16     | 1.0              |
| <i>Influencer</i> <sup>®</sup> 2017, VitalSmarts™'s Training and Train-the-Trainer, Salt Lake City UT   | 16     | 1.0              |
| Diversity Training Forum<br>(2016, WA State Department of Enterprise Services, Olympia WA)  | 3      | 0.2              |

| Master's Degree Equivalents/Supercedents - continuing   |              |                 |
|---|--------------|-----------------|
| Trainings/Courses   | <u>hours</u> | Semester equiv. |
| (continuing from previous page)   |              |                 |
| Anti Racism for Mediators<br>2016, Alternative Dispute Resolution Program (ADR), City of Seattle WA)  | 16           | 1.0             |
| Race: The Power of an Illusion<br>(2016, Alternative Dispute Resolution Program (ADR), City of Seattle WA)  | 8            | 0.5             |
| Crucial Accountability <sup>®</sup><br>2016, VitalSmarts <sup>™</sup> 's Training and Train-the-Trainer, Portland OR  | 16           | 1.0             |
| <i>The Art of Collaborative Negotiation</i><br>(2015 8 <sup>th</sup> Annual Negotiation Nuts & Bolts Conference, King County Office<br>of Alternative Dispute Resolution, Seattle WA)                 | 8            | 0.5             |
| The Essentials of Human Resources and the Law<br>(2014 Fred Pryor Seminars: Career Track, Tacoma WA)  | 6            | 0.4             |
| Restorative Justice (Victim-Offender) Mediation In-service<br>(2014 InterLocal Conflict Resolution Group, King County WA)   | 3            | 0.2             |
| Building a Healthy Organization - One Negotiation at a Time<br>(2014 7 <sup>th</sup> Annual Negotiation Nuts & Bolts Conference, King County Office<br>of Alternative Dispute Resolution, Seattle WA) | 7            | 0.4             |
| <i>Transforming Difficult Conversations</i><br>(2014, Dispute Resolution Center of King County, Seattle WA)   | 3            | 0.2             |
| 13th Annual ADR Consortium Training (2014 Seattle Federal Executive Board, Seattle WA)  | 7            | 0.4             |
| Best Practices in Conflict Resolution<br>(2014 InterLocal Conflict Resolution Group, King County WA)  | 7            | 0.4             |
| Advanced Mediation Training: <i>When Stories Clash:</i><br><i>Practicing Narrative Mediation</i> (2013 Antioch Univ. Continuing Education)  | 7            | 0.4             |
| CUPA-HR Conference (2012; presenter and participant; Washington State<br>Chapter, College & University Professional Association for Human Resources   | 3            | 0.2             |
| (continued)   |              |                 |

| Master's Degree Equivalents/Super   | ceden | <b>ts</b> - continuing |
|---|-------|------------------------|
| Trainings/Courses   | hours | Semester equiv.        |
| (continuing from previous page)   |       |                        |
| AWC Annual Conference (2012; presenter and participant; Association of Washington Cities; Vancouver WA)                               | 4.5   | 0.3                    |
| Crucial Conversations <sup>®:</sup> Advanced Trainer Conference<br>(2011, VitalSmarts™, Park City UT)                                 | 8     | 0.5                    |
| Influencer <sup>®</sup> : Trainer Seminar (2011, VitalSmarts <sup>™</sup> , Park City UT)   | 6     | 0.4                    |
| Breaking Impasse: Straightforward Strategies for Mediators and Advocates (2010, Dispute Resolution Center of King County, Seattle WA) | 8     | 0.5                    |
| 9 <sup>th</sup> Annual ADR Consortium Training (2010 Seattle Federal Exec. Board, Seattle WA)   | 8     | 0.5                    |
| Interest Identification (2009 workshop,<br>InterLocal Conflict Resolution Group, King County WA)                                      | 3     | 0.2                    |
| Mirrors of Privilege: Making Whiteness Visible & the SEED Project:<br>Seeking Educational Equity & Diversity (2007 workshop in        |       |                        |
| The Diversity Series, The Bush School: Experience Education)  | 4     | 0.25                   |
| A Place at the Table, 2007 Seattle Federal Executive Board  | 15    | 1.0                    |
| Transformational Conflict Coaching, Mediation Training Programs   | 6     | 0.4                    |
| You're Fired: The Apprentice Meets Retaliation,<br>Employment Law & Legislative Conference  | 4     | 0.25                   |
| Differences between Washington & Federal Law<br>Employment Law & Legislative Conference   | 4     | 0.2                    |
| The Crossroads of Conflict, Antioch University Continuing Ed  | 8     | 0.5                    |
| Mediation-Arbitration Training II   | 8     | 0.5                    |
| Crucial Conversations <sup>®</sup>  | 16    | 1.1                    |
| Crucial Conversations <sup>®</sup> Train-the-Trainer  | 8     | 0.5                    |
| (continued)   |       |                        |

| Master's Degree Equivalents/Sup   | erceder | nts - continuing       |
|---|---------|------------------------|
| Trainings/Courses   | hours   | <u>Semester</u> equiv. |
| (continuing from previous page)   |         |                        |
| Performance Coaching Seminar: Achieving Accountability<br>AND Maintaining Relationships | 6       | 0.4                    |
| Mediation HeartWork   | 20      | 1.3                    |
| Mediation-Arbitration Training  | 8       | 0.5                    |
| Resource Partner Training   | 23      | 1.5                    |
| Victim-Offender Mediation Training  | 20      | 1.3                    |
| Gung Ho! <sup>®</sup> Training and Training-for-Trainers                                | 20      | 1.3                    |
| Advanced Mediator Skills  | 16      | 1.1                    |
| Situational Leadership <sup>®</sup> II Training and Training-for-Trainers               | 68      | 4.5                    |
| Situational Self Leadership Training and Training-for-Trainers                          | 44      | 2.9                    |
| Raving Fans Training and Training-for-Trainers  | 40      | 2.7                    |
| Personal Injury Mediation Training  | 16      | 1.1                    |
| Family Law for Mediators Seminar  | 4       | 0.3                    |
| Advanced Training in Commercial Mediation   | 8       | 0.5                    |
| Advanced Mediation and Trainers Training  | 24      | 1.6                    |
| Collaborative Negotiation and Mediation   | 40      | 2.7                    |
| Mediation Training  | 36      | 2.4                    |
| Conflict Resolution Training  | 36      | 2.4                    |
| Gender Issues   | 45      | 3.0                    |
| Professional Writing  | 45      | 3.0                    |
| Business Negotiation Seminar  | 8       | 0.5                    |
| International Negotiation Seminar   | 16      | 1.1                    |
| Advanced Quality Circle Facilitator Training  | 32      | 2.1                    |
| Statistical Process Control Training  | 24      | 1.6                    |
| Quality Improvement Training  | 40      | 2.7                    |

| PRIOR EMPLOYMENT & ASSOCIATIONS |  |  |
|---------------------------------|--|--|
| 1984–                           | <b>Consultant, Facilitator, Mediator, Trainer, Coach, Problem-solver</b> in:<br>Dispute Resolution, Dispute Resolution Systems, Employment, Labor Relations,<br>Leadership, Communication, Collaboration, Workplace Culture, Productivity, Personnel |  |
| 1994–                           | Principal in my own business: <i>Workplace Resolutions, LLC</i><br>(formerly <i>Workplace Resolutions &amp; Dispute Resolution Systems</i> , and before that,<br><i>Communication &amp; Conflict Consulting</i> )                                    |  |
| 2003-                           | Associate for VitalSmarts <sup>TM</sup> , Crucial Conversations (Provo, UT)  |  |
| 2002-                           | Business Partner (Trainer, State of Washington)  |  |
| 2001-                           | Organizational Development Services (Trainer, Facilitator, Consultant, State of Washington)  |  |
| 2000-2006                       | Resource Trainer for The Ken Blanchard Companies (Escondido CA)  |  |
| 1995–97                         | Associate, Bertain & Associates, Consulting (Employment Discrimination; Chico CA)  |  |
| 1987–94                         | Workplace Practices, Solutions & Sales, UniSource Corporation (West Sacramento CA):<br>Professional Associate Awards ('89, '93, '94), Masters Awards ('91, '92))   |  |
| 1984–87                         | Quality Circle Institute International, (Asst. Vice President, Facilitator, Trainer; Red Bluff CA)   |  |