



Breckenridge Institute

HARNESSING THE POWER OF CULTURE™

Contractor Catalogue

GSA Advantage Number: GS10F0232L

SIN 874-1 and SIN 874-1RC (Consulting Services)
SIN 874-2 and SIN 874-1RC (Facilitation Services)
SIN 874-4 and SIN 874-1RC (Training Services)

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Products, Services, and Areas of Expertise

The Breckenridge Institute® is a research and consulting firm that focuses on organizational culture with offices in Breckenridge and Boulder, Colorado. Our products and services cover the following areas under GSA Schedule Number 874, with a more detailed description of each SIN given below.

- SIN 874-1 and SIN 874-1RC Consulting Services
- SIN 874-2 and SIN 874-2RC Facilitation Services
- SIN 874-4 and SIN 874-4RC Training Services

Our growing staff of scientific and business professionals are committed to mapping out the underlying mechanisms of cultural change in organizations, e.g. how culture positively and negatively affects business performance, how culture change happens, how it is derailed, and the effect that successful (and failed) culture change initiatives have on future business performance. The Breckenridge Institute® provides professional services to clients using a portfolio of research-based tools and methodologies. The Breckenridge Institute's staff has extensive expertise in the following areas:

- Cultural Assessment and Cultural Change
- Business Systems Integration
- Change Management
- Human Performance Improvement

Most managers struggle against the flow of overly complex systems and are often frustrated by an *invisible force* that undermines their attempts to affect positive change. Their instincts tell them that the organization's people and culture are preventing them from getting the results they want, but "culture" has remained one of the least understood aspects of organizational life. Organizational culture often acts like an Invisible Bureaucracy™ that frustrates and undermines high-performance and organizational improvement efforts. The Breckenridge Institute's portfolio of services and tools (see below) is the most comprehensive and powerful set of cultural diagnostics available anywhere. They enable you to take a *deep dive* into what's really going on inside your entire organization – from top to bottom.

SIN 874-1 and SIN 874-1RC Consulting Services

The Breckenridge Institute's portfolio of consulting services and tools will help you transform your organization's culture into a powerful resource that effectively performs day-to-day operations on autopilot, e.g. effectively and seamlessly without thinking about them, which allows managers to focus on more pressing matters. When done *effectively*, autopilot operations can be your greatest ally because they increase your ability to compete and achieve your goals. But in most cases they are self-defeating because they perpetuate problems with work performance, communication, interpersonal conflict, and decision-making and then derail attempts to create positive change. The Institute's unique approach to organizational culture helps managers take ineffective operations off autopilot, *reconfigure* them, and then *migrate* them back to autopilot operations that produce the desired results. The Breckenridge Institute® uses both a quantitative and qualitative approach to cultural analysis and change which helps make the Invisible Bureaucracy™ in your organization visible by *linking* your organization's culture to key financial and non-financial performance indicators.

Breckenridge Culture Indicator™ (BCI™) is used to *baseline* organizational and work-group performance and culture and to help define a performance improvement strategy that includes both the "hard" technical side of integrating business systems with the "soft" human side of balancing conflicting and/or competing interests in a complex system of coalitions of work-group managers who often "see" the mission and goals of an organization very differently.

Business Applications - Because it can be used to baseline the performance and culture of an entire organization or a work-group, the BCI™ is typically used by top managers, business owners, and middle-managers when they are anticipating or experiencing significant change due to:

- Substantial Growth
- Reorganizations
- Changes in Leadership
- Change in Strategic Direction
- Decline in Business Performance
- Mergers and Acquisitions
- Sale or Spin Off of Business Units
- Major IT Implementations

Business Systems Integrator™ (BSI™) – Studies have shown that 85% or more of the root causes of performance problems are in a company’s structures, systems, and culture, so the seamless integration of business systems is a key element of organizational culture and change. Over time, IT systems, spreadsheets, business processes, documentation, and training become fragmented, disconnected and squander enormous amounts of time, energy, and resources. The BSI™ helps identify overly complex systems that frustrate and undermine business performance and create an Invisible Bureaucracy™ of barriers between work-groups and functional units. Our unique approach to Change Management creates a high-performance culture by focusing on both the “hard” technical side of business systems integration, and the “soft” cultural side, using a simple three-step process of: a) identifying all business systems and evaluating their current level of performance, b) reconfiguring and seamlessly integrating them on an enterprise-wide platform, and c) migrating them back to autopilot operations that produce the desired results.

Business Applications – Because it can be used across an entire organization or in work-groups and functional units, the BSI™ can be used by top managers or middle managers to seamlessly integrate:

- IT Systems (COTS, Spreadsheets, Shadow Systems)
- Paper Systems
- Operating Plans, Goals, and Budgets
- Customer Feedback
- Enterprise-Wide Business Processes
- Project Management and Work Flow
- Document Library (Policies, Procedures)
- Orientation and Training
- Compliance Systems

Breckenridge Work-Group Indicator™ (BWI™) – Effectively leading a work-group takes an enormous amount of time and energy because managers have to maintain a balance between conflicting or competing interests in a complex system of coalitions of small groups who “see” business issues very differently. For example, in a work-group of 20 people, the manager has to keep track of nineteen relationships between themselves and others, plus 171 third-party relationships. The dynamics of third-party relationships change and become even more complex when combined into coalitions of 3s and 4s. The revolutionary BWI™ presents a comprehensive 3D evaluation of organizational climate, the six elements of execution, group-dynamics and barriers to effective communication in work-groups. It gives managers a shorthand way to understand and effectively manage the differences between people, within the context of the larger organization in which they are embedded.

Business Applications – Because it evaluates work-groups, the BWI™ is typically used by middle managers and front-line supervisors to:

- Define Common Purpose and Goals
- Optimize Team Performance
- Build Group Identity
- Manage Conflict
- Improve Communication
- Improve Group Morale
- Increase Creative Problem-Solving
- Coach Direct Reports Within the Context of the Work-Group’s Goals

SIN 874-2 and SIN 874-2 RC Facilitation Services

Facilitation is a core tool and methodology in the Breckenridge Institute's portfolio of professional services because it uses effective patterns of interaction and group-dynamics as a foundation for high-performance. More specifically, we help our clients set goals, identify problems, explore viable options and alternatives, and develop appropriate plans for action. We use a variety of tools and methods for discussion, data gathering, analysis, scenario development, and evaluation of alternatives. This includes multidisciplinary work sessions with stakeholders to clearly identify issues, develop solutions, resolve problems, and build consensus for implementation. Some areas facilitation services include:

- Strategic Planning and Goal Setting
- Project Reviews
- Optimizing Team Performance
- Issue Analysis and Decision-Making
- Conflict Management
- Improving Communication
- Process Analysis
- Teambuilding and Consensus
- Increasing Creative Problem-Solving
- Understanding Group-Dynamics
- Conducting Focus Groups

SIN 874-4 and SIN 874-4 RC Training Services

The Breckenridge Institute® offers a wide variety of training and educational experience in the areas listed below. Our workshops and seminars are tailored to the learning styles, capabilities, and interests of participants and the needs of client organizations.

- Organizational Culture
- Cultural Assessment
- Cultural Change
- Organization Development
- Strategic Planning
- Change Management
- Human Performance Improvement
- Business Systems Integration
- Leadership Development
- Effective Group Dynamics
- Personality Assessment
- Individual and Group Coaching

Workshops and seminars can be presented at an introductory, college, or graduate level depending on the capabilities and needs of participants and the client organization. These training and educational experiences can also be used as modules in existing training and develop programs offered by client organizations, e.g. leadership development, succession planning, etc.

Publications

The Building Blocks of Organizational Culture – Part 1 – Patterns of Interaction
(<http://ezinearticles.com/?id=832144>)

Struggling Against the Invisible Bureaucracy of Organizational Culture
(<http://ezinearticles.com/?id=825310>)

The Culture Equation: Taking the Mystery Out of Organizational Culture
(<http://ezinearticles.com/?id=825466>)

Four Global Forces that Will Shape Organizational Culture for the Next 50 years
(<http://ezinearticles.com/?id=826194>)

When It Comes to Organizational Culture, What You See Is What You get
(<http://ezinearticles.com/?id=839838>)

Some Sociological Consequences of High-Energy Physicists' Development of the Standard Model (<http://www.breckenridgeinstitute.com/sociological-consequences.pdf>)

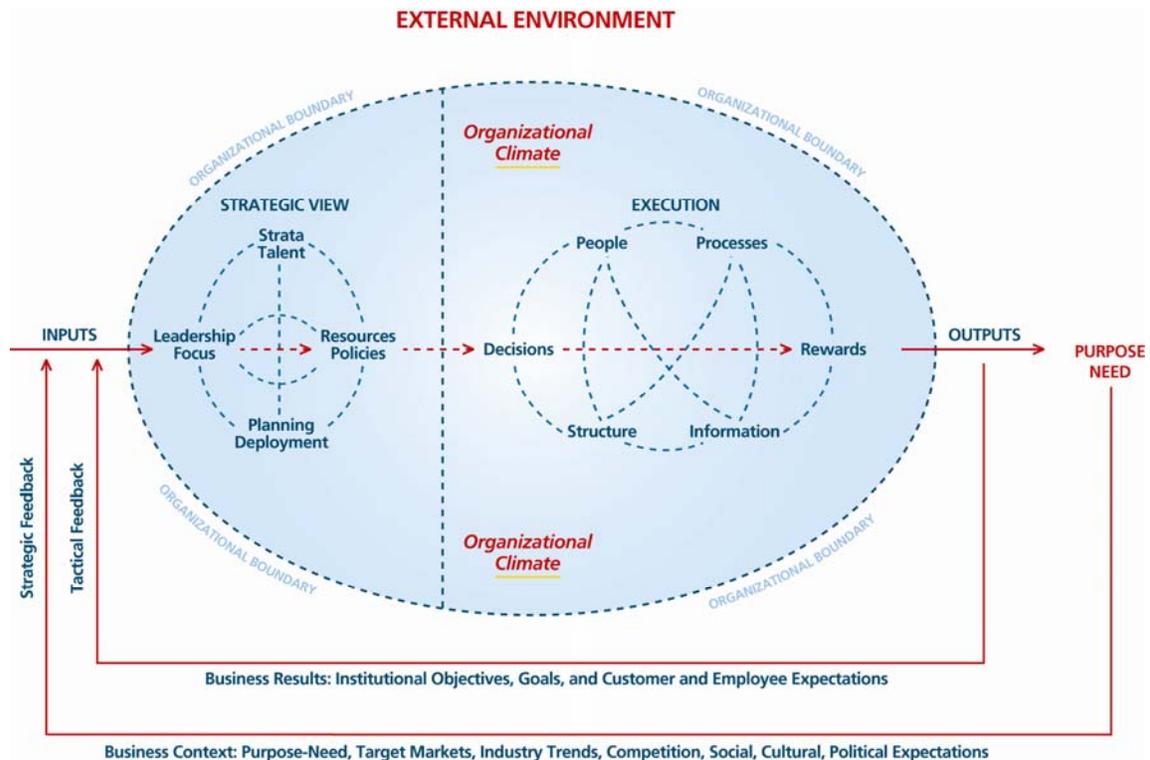
Island of Excellence (http://www.amazon.com/Island-Excellence-Mark-Bodnarczuk/dp/0975511513/ref=sr_1_2?ie=UTF8&s=books&qid=1195229566&sr=8-2)

The Rise of the Standard Model (http://www.amazon.com/Rise-Standard-Model-History-Particle/dp/0521578167/ref=sr_1_1?ie=UTF8&s=books&qid=1195666535&sr=1-1)

Diving In (http://www.amazon.com/Diving-Mark-Bodnarczuk/dp/0975511505/ref=sr_1_1?ie=UTF8&s=books&qid=1195229566&sr=8-1)

Our Approach and Model

The Breckenridge Institute® uses an Open Systems model of organizations as a foundation for working with client organizations. More specifically, in a one-person company, the owner has to perform every function that is performed. They have to obtain materials from suppliers, fabricate products and deliver services, get customers to buy their products and services by raising awareness through marketing and then selling products and services to interested customers. The owner also has to perform all financial management functions which can be reduced to two kinds of dollars: those that come in as revenue and those that go out as operating expenses. When a one-person company grows into an organization of 25, 100, 500, 1,000, or 10,000 people, the tasks, functions and decisions that an owner once made by themselves are now delegated to groups of people as the structures, systems, and culture shown in the oval diagram below.



The figure above depicts the structures and systems of an organization as an organic, process-oriented system that exists within the context of organizational climate and culture, and is open to influences of the business environment upon which it is dependent for its survival. All living systems

are composed of patterns and structure that are linked together by dynamic processes. On the open-systems view, organizations are like organic, living, goal-seeking organisms where their structures and systems reach a state of equilibrium within the context of their internal climate and the forces and pressures from business environment outside the organization. As David Hanna puts it, "All organizations are perfectly designed to get the results they get! For better or worse, the system finds a way of balancing its operation to attain certain results." The diagram above has three main elements:

- Strategic View
- Execution
- Organizational Climate

An organization's Strategic View defines the overall direction, goals, and objectives of the organization, given its purpose in the external environment. Execution reflects the structures and systems needed to carry out and implement the organization's plans, goals, and direction. Organizational Climate is the experience that people have working in an organization day-to-day. Climate is also a reflection of the underlying, tacit assumptions that compose an organization's underlying cultural norms. Perhaps the greatest value in using an open-systems model to analyze and characterize an organization's culture is that it provides a framework for focusing cultural assessments on: a) addressing the specific challenges or issues that the organization is facing, b) improving business processes and tangible work practices, and c) helping organizations to get the results they want. The Institute's portfolio of tools enables clients to obtain a comprehensive quantitative analysis of their entire system.

Organizations the Breckenridge Institute® Works With

McAfee
LogicaCMG
Lucent Technologies
Waterhouse Inc
Pacific Health Research Institute
Vail Valley Medical Center
Sandoz
Alpine Link Corporation
Colorado State University
Eagle County Health Services District
Key Source Group

TCD Inc.
Breckenridge Associates
U.S. Department of Energy
Brookhaven National Lab
Midwest Research Institute
Los Alamos National Lab
National Renewable Energy Laboratory
U.S. Food and Drug Administration
Lawrence Livermore National Laboratory
National Cancer Institute
Rocky Mountain Oilfield Testing Center

Examples of Previous Projects

1. The Breckenridge Institute® designed and led an organizational assessment and business process reengineering project for the DOE Office of International Health Program's Marshall Islands (MI) environmental and radiological monitoring programs at Lawrence Livermore National Laboratory and Brookhaven National Laboratory, respectively. We designed and performed organizational assessments that allowed DOE to evaluate a) the overall scientific direction of the programs, b) barriers to increased efficiency of program performance, c) problematic organizational interfaces, d) communications between DOE and contractors, and e) ways to improve interpersonal relationships. The Institute subsequently designed and led a series of strategic planning workshops that refocused the scientific mission and functionally integrated the two programs which resulted a) in a more clearly focused mission, b) a reengineered program that eliminated duplicate processes (especially logistics), c) improved organizational and interpersonal communication, d) and financial savings of about \$650,000 per year.

2. The Breckenridge Institute® designed and led an organizational assessment and business process reengineering initiative for the Midwest Research Institute (MRI). The BPR process reengineered the organization's a) financial information system, b) information technology system, c) sample and

reagent tracking system, and implemented an Institute-wide performance-based management system (Balanced Score Card). This enabled MRI to link corporate and department level goals to the goals of each person in the company with a redesigned employee performance appraisal system. These projects resulted in the elimination of duplicate processes, reports, and functions spread between organizations. The financial savings resulting from the newly designed sample and reagent tracking system alone was over \$250,000 per year.

3. The Breckenridge Institute® designed and led an organizational assessment and interrelated series of corrective action workshops on customer service, satisfaction, measurement, and improvement for Lucent Technologies. The workshops presented a set of conceptual, analytic, and practical tools for improving interactions with customers. As indicated in anonymous written evaluations, attendees increased their professional skills in the areas of root cause analysis, customer interfacing based on quantitative measures, interpersonal communication, and managing conflict.

4. The Breckenridge Institute® designed and performed an organizational assessment of the National Cancer Institute's (NCI's) Division of Cancer Biology which evaluated organizational structure and alignment; planning and decision making; communications and information flow; policies and procedures; professional development; and cultural values following a restructuring that merged two former NCI divisions. The Institute used the assessment results to design and lead follow-up planning workshops to establish the mission, client base, and services provided by the Division's six disciplinary branches. In addition to improved work efficiencies and morale, these activities resulted in an improved understanding of the scientific interrelationship between diverse programs in genetics, immunology, virology, chemical carcinogenics, and radiation effects research.

5. The Breckenridge Institute® conducted an organizational assessment and reengineering effort for the Pacific Health Research Institute (PHRI). The corrective action process resulted in the reengineering of organization-wide structures, systems, and culture, plus the work processes in all four of PHRI's Divisions, and developed performance measurement at the organization-wide, Division, and Department levels. This enabled PHRI to link Institute, Division, and Department goals to all employee performance appraisals. The Breckenridge Institute's activities also resulted in PHRI operating more like a business rather than the traditional approaches to non-profit research organizations. This gave PHRI an enormous competitive advantage over more traditional research institutes.

6. The Breckenridge Institute® designed and led the Organizational Design and Planning Process (ODP) for the US FDA's Office of Pharmacoepidemiology and Statistics (OPaSS). An initial organizational assessment led to the development of the ODP process for the Adverse Event Reporting Systems (AERS), an Oracle-based computer system that over 200 FDA employees use to identify and analyze serious post-marketing drug incidents, including fatalities. Through a series of focus groups and consultations, the Breckenridge Institute® led the process of gathering requirements for an improved AERS system that resulted in a list of high-level and system-level specifications and requirements.

Client Comments

"I've engaged the Breckenridge Institute on multiple occasions to work with my senior management teams. They have consistently delivered outstanding results. Through their deep understanding of how culture and the personalities of key personnel impact business performance, they have enabled dramatic improvements. They have helped my organizations remove conflict and enable real synergy in teamwork. I will continue to engage the Breckenridge Institute on a regular basis to help me improve teamwork and business performance. I highly recommend them to any business with people interaction issues or who want to take teamwork to the next level."

Mike Hawkins, CEO Alpine Link Corporation

“RMOTC engaged the Breckenridge Institute to help our organization out of personality driven chaos and into a cohesive and strategically driven company. The insight we gained from BI into human personality and its manifestation in the work place has changed RMOTC dramatically. The intense focus on data driven strategic decisions has shifted the organization from power struggles between differing world views to the common goal of the thriving growth of a new business.”

Doug Tunison, Director Technical Services Division, Rocky Mountain Oilfield Testing Center (RMOTC)

“The Breckenridge Institute helped design and facilitate last year’s annual retreat for our 30 managers around the topics of business strategy, our economic driver, and the foundations of leadership. It was one of our best retreats! Their knowledge about organizations combined with their insight into leadership and effective communication were a great combination. The action plans that resulted and the focus on our economic driver have had a positive impact on our business success.”

Mike Millisor, President, Grand Timber Lodge Resort

"Mark Bodnarczuk at the Breckenridge Institute has a keen ability to assess the strengths of highly technical individuals and to leverage those talents in a multifaceted, professional organization. He is an outstanding facilitator of complex meetings and is terrific in identifying the critical underlying issues that are the real source of the organizational problems. His use of personality type as the basis for recognizing and solving critical workplace conflicts leads to the creation of an energized, productive work environment. Mark has a deep personal commitment to me as a customer and to adding value to our organization."

Paul Seligman, MD, MPH, Director of the Office of Pharmacoepidemiology and Statistical Science, U.S. Food and Drug Administration.

“As a senior manager, I’ve always believed that self-development is an important part of professional development. Over the years, I’ve read many books, taken numerous seminars, and participated in various coaching exercises, but the Breckenridge Institute’s approach to executive coaching has helped me the most! Real growth can be obtained only through true self-discovery and Mark Bodnarczuk helped me reach new levels of self-awareness. No other process went this deep. It’s had a positive impact on my professional life by making me a more confident and effective leader and by giving me a deeper sense of meaning and purpose in my work.”

Jim Tarpinion

Associate Director for Environment, Safety, Health and Quality, Brookhaven National Laboratory

“Mark Bodnarczuk and the Breckenridge Institute possess unique talents that are virtually unattainable elsewhere. My firm was retained to provide a culture assessment and change management plan for the prime contractor managing one of the Department of Energy’s premier National Laboratories. I invited Mark and his firm to collaborate with us on the project. His contributions to the project were exceptional - - insightful, intuitive and very much on target with a keen sense of understanding client dynamics within the executive ranks. We have the good fortune of continuing to work with Mark and the Breckenridge Institute, as they are a pleasure to work with and have delivered consistently great results.”

David Ralston, Co-Founder & CEO, The KeySource Group Inc.

“As the Managing Broker, I felt I needed to bring the Breckenridge Institute in because our business was feeling some growing pains as we became more successful. They were able to work with all of us on the levels we needed, support me in making decisions, keep us on top of our business, and give us the tools we needed to stay in that position. We were able to find the root causes of our company’s issues, get them to the surface, and then create a consensus with our group to make forward thinking decisions to positively affect how our business operates. Because of the Institute’s work with us, our

partnership has developed better communication skills and a more team-oriented approach to how we do business. I truly would recommend the Breckenridge Institute to any organization whether you are just starting out or whether you have been in business for a long time. They will truly take you to the next level in your field.”

Lisa Bova

Managing Broker, Breckenridge Associates Real Estate 1999-2004

“The Breckenridge Institute was engaged to help Pacific Health Research Institute (PHRI) restructure and reorganize the Institute during the early phases of a difficult merger of two “Mom & Pop” research organizations with very different cultures. They identified and sorted out the critical underlying organizational issues and problems that facilitated this process. The firm demonstrated an ability to facilitate difficult and complex meetings with individuals and groups representing a variety of disciplines. Their expertise in the tools of organizational development and ability to apply them to a scientific environment allowed us to rapidly develop and implement a sophisticated and successful business model. As a result PHRI’s annual research awards increased by a factor of five over an eight-year period. Throughout the process the Breckenridge Institute demonstrated a high level of responsiveness and commitment to PHRI and its management.”

J. David Curb, MD, MPH

President, CEO & Medical Director, Pacific Health Research Institute

“The Breckenridge Institute’s approach to organizational strategies is powerful and enlightening - a must for any business or organization that wants to better understand how they are presently operating or to operate at a higher level. The time management module that the Institute provided to our team has had an extremely positive effect on productivity and efficiency. They also helped our senior managers build a powerful team that truly understands what it means to be philosophically aligned, on the same page, or as Jim Collins puts it, to be on the same bus. Whether it was positively managing conflict, understanding personality types or executive coaching, the Institute brought a level of commitment and passion to their work with us and helped TCD to grow and prosper using the timeless principles of excellence.”

Rick Brodie

President, TCD, Inc

“Mark Bodnarczuk of the Breckenridge Institute was able to excite and engage our faculty at last year’s departmental retreat like few other facilitators could. His science background and ability to perceive science faculty needs and goals as they relate to the organizational structure were truly remarkable. I received positive feedback and comments such as, ‘Most effective facilitator I’ve ever interacted with!’ and ‘He (Mark) really got me thinking about how to align my career goals with the Department’s goals.’ With Mark’s expert facilitation, we accomplished much more during our retreat than would have been possible without him. I can recommend him without reservation to other universities, research institutes and technical organizations which need a science-savvy facilitator for strategic planning and bringing about effective cultural changes.”

John Zimbrick, PhD, Head

Environmental & Radiological Health Sciences Department

Colorado State University

Key Staff Members

Mark Bodnarczuk is Executive Director of the Breckenridge Institute® and adjunct faculty member at Colorado Mountain College. Mark has an M.A. degree from Wheaton Graduate School and an M.A. degree from the University of Chicago. He was on the staff at Fermilab from 1980 through 1992, and the National Renewable Energy Laboratory from 1992 until 1996 when he founded the Breckenridge

Consulting Group Inc and subsequently the Breckenridge Institute®. Since that time, Mark has provided consulting services for a number of the DOE National Labs including BNL, LANL, ORNL, INL, LLNL, and for DOE up to the Under Secretary (S-3) level, the FDA, and NCI in HHS. Mark has over 20 years of consulting experience in the areas of high-tech, R&D, pharmaceuticals, health care, retail, commercial construction, and resort management, as well as government-funded research in the National Labs, and non-profit organizations. Mark has published numerous articles on organizational culture and organizational development (see list above) and is the author of two books: *Diving In* and *Island of Excellence*.

Elin Larson is Deputy Director of the Breckenridge Institute®. She has a BS degree from Bucknell University and an MS degree from Polytechnic Institute of New York. Elin has over 20 years of experience in consulting, project management and optimizing the performance of business and work processes and business systems integration. She is an experienced assessor in the areas of organizational effectiveness, organizational culture, business systems integration, and change management. Formerly a senior-level DBA with the Oracle Corporation, Elin is an expert in the analysis, design and implementation of database architectures that store and manipulate large data samples using Access, SQL Server, or Oracle platforms. Her project management and technical expertise includes Enterprise Data Modeling, Oracle Database Administration, and Computer Aided Systems Engineering in the oil and gas, telecommunications, beer brewing, and software industries and for state and local government agencies.

Ken Dickinson is a Senior Staff Member with the Breckenridge Institute® and has a BBA in Management Science, and an MBA from the University of Albuquerque. Ken is a senior executive practitioner with over 20 years experience in IT services and solution sales experience including technical consulting, management consulting, strategist, sales professional, entrepreneur, and full operational P&L management. He has held senior management positions at Insight Investments, Oracle, Burnsand Corporation, Computer Corporation of America, and CGI Corporation. Ken has a broad, multi-industry perspective including financial services, energy, manufacturing, telecom, and healthcare.

Anthony Malensek is a Senior Staff Member at the Breckenridge Institute® and adjunct faculty member at Colorado Mountain College. Anthony has a B.S. degree from MIT, an M.S. degree from the University of Chicago and over 25 years of combined experience in financial analysis, tax issues, business investments, project management and the technical use of software to solve complex performance and financial problems. He also has expertise in the design of surveys, diagnostic tools and the use of advanced statistical techniques to analyze data and identify positive and negative patterns of financial and non-financial performance in organizations.

Mark Majors is a Senior Staff Member at the Breckenridge Institute and has over 16 years of experience in psychometrics, organizational consulting, and counseling psychology. He has been a Research Scientist at Consulting Psychologists Press (CPP), and the Director of Research at the Center for Applications of Psychological Type (CAPT). Mark has published widely in the areas of psychometrics, personality type, and counseling psychology and is the author of the Majors' PTI™ and the forthcoming Career Type Inventory™. He received his BS and MS degrees in psychology from Iowa State University and his PhD in counseling psychology from the University of Nebraska-Lincoln.

Dan Johnson is a Senior Staff Member at the Breckenridge Institute and has a BS degree from the State University of New York at Fredonia, an MA degree from Wheaton College, and a PhD from McGill University. He is an expert at developing and implementing internal and external communication plans for change initiatives. He has over 25 years of experience as a communications and media consultant in a variety of cross-culture settings in the U.S. and the former Soviet Union.

Bruce Fischer is a Senior Staff Member at the Breckenridge Institute and has BA, MA, and PhD degrees from the University of Minnesota. He was a founding faculty member of Capella University,

former Dean of the School of Human Services, and is currently a core faculty member in Capella University's Harold Abel School of Psychology. Bruce has led about 80 Tavistock group training workshops in the areas of group dynamics and leadership. He has published in the fields of psychology and education and is Licensed as a Psychologist and Marriage & Family Therapist.

Bill Brazile is a Senior Staff Member at the Breckenridge Institute and an Assistant Professor in the Department of Environmental and Radiological Health Sciences at Colorado State University. With more than 10 years of experience as an environment, safety, and health professional at Los Alamos National Laboratory, he has BS and MS degrees from the University of Southern Colorado, and a PhD from Colorado State University. Bill is also a Certified Industrial Hygienist and a Certified Environmental Trainer.

Kevin Houchin is a Senior Staff Member at the Breckenridge Institute. As a trademark, copyright, and business development attorney with over 15 years of marketing experience, he is uniquely qualified to integrate intellectual property and branding initiatives. Kevin also works with universities, research institutes, and healthcare organizations to create the kind of cultural change needed to effectively implement HIPAA and IRB requirements, and to build a Just Culture. Kevin has a Bachelor of Fine Art in Graphic Design from Iowa State University and a JD from The University of Iowa College of Law.

Ordering Instructions

Orders may be placed by phone or fax but are not final until the customer receives a reply fax from the company. Dates of service will have to be accommodated to an existing schedule of prior commitments. Firm dates for services as well as deliveries will be negotiated between the company and the customer. The company has the option of requiring a one-day minimum for commitments requiring travel. We accept Visa/MC or Discover.

Labor Category Definitions

Project Director: Steer and manage multiple, large and complex organizational interventions and projects. Minimum qualifications: PhD or multiple Master's degrees, 10-20 years of experience in leading and managing large consulting projects, multiple publications and a recognized expert in the areas of organizational culture and organization development in for-profit, non-profit, and government organizations.

Senior Consultant: Lead and manage organizational interventions, multiple intervention teams, and provide consultation, facilitation, training and coaching services to clients. Minimum qualifications: Master's degree and 10 years of experience in consulting in the areas of organizational culture and/or organization development in for-profit, non-profit, and government organizations.

Senior Systems Engineer: Oversee COTS integration, design and manage IT systems, on-line surveys, data analysis and reporting systems, and conduct business systems integration projects for clients. Minimum qualifications: Master's degree, knowledge of Access, ASP, SQL Server, Oracle, experience in survey research and psychometrics, and 10 years of experience in IT consulting.

Senior Researcher: Design and conduct research projects, interpret results, report on (publish) findings, perform statistical analysis and interpret and report on findings. Minimum qualifications: PhD or Master's degree, 10 years of experience, knowledge of SPSS, LISREL, and SAS, expert in advanced analytics, statistical methods, data analysis and psychometrics.

Consultant: Participate as a member of intervention teams and provide consultation and facilitation to clients. Minimum qualifications: Master's degree and 2 years of experience or Bachelors degree and 5 years of experience in consulting in the areas of organizational culture and/or organization development in for-profit, non-profit, and government organizations.

Project Manager: Administer the Institute's assessments (BCI™, BWI™, BSI™) and intervention processes (Harnessing Process™). Minimum qualifications: Bachelors degree, 2 or more years of experience, knowledge of Access, Excel, other Microsoft applications and extensive knowledge of the Internet.

Administrator: Provides administrative support to Institute projects, interventions, seminars, workshops, and in the areas of general computer, financial management, monitoring and updating websites, website optimization, graphics design, document design, layout and preparation. Minimum qualifications: Bachelors degree and 2 years of experience.

Price List

SIN 874-1 and SIN 874-1RC

Consulting Services

\$200/hr

\$1600/day

SIN 874-2 and SIN 874-2RC

Facilitation Services

\$200/hr

\$1600/day

SIN 874-4 and SIN 874-3RC

Training Services

\$200/hr

\$1600/day