

CHRIS HOFFMAN

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Licensed Professional Counselor (Colorado License #576)

QUALIFICATIONS SUMMARY

- Senior Organization Development expertise in change management, sustainability, strategic planning, conflict resolution, individual coaching, team development, mentoring
- Twenty-three years energy industry experience; M.B.A., M.Ed., L.P.C.
- Innovative, creative. Published in professional journals. Systems thinker.

ACCOMPLISHMENT HIGHLIGHTS

- **Strategic planning** for President, Energy Supply, Xcel Energy. “Delivered \$100,000 benefit. This engagement will result in a 5-year strategic plan for the business. If this were an outside service, it is one that I would pay for. There are a few things that Xcel does very well. This is one of them.” – President, Energy Supply, Xcel Energy.
- **Leadership team development and cultural change** in 2,400 megawatt steam electric generating plant. Facilitated team development. Brought management team closer together; improved performance management discussions; helped management team develop rollout strategy. Employee engagement scores and safety record improved significantly. (OSHA recordable injuries went from 30 in 2005 to 15 in 2006.) Plant manager gave highest satisfaction rating for the OD work.
- **Sustainability – Large-scale systems change.** Organizational change management; strategic planning; gathering, analyzing, and synthesizing data; innovative analysis; publishing and presenting reports; diffusion of innovation; and influencing decision-makers. “Chris has shown unceasing commitment and creativity towards sustainability issues. He has developed several original OD tools that are directed at expanding knowledge and reliance on sustainable practices within Xcel Energy. In addition, he continues to look for appropriate people linkages within the company to expand the impact of sustainability. It is a joy and an on-going learning experience to work with Chris.” – VP Marketing.
- Internal Xcel Energy **Sustainability** Conference – Initiated, designed, and facilitated pioneer internal sustainability conference that brought together about 40 leaders from across the organization to focus on improving operations, reducing the company’s environmental footprint and on sharing perspectives from different parts of the company. Participant evaluations: 4.5 on 5-point scale.
- **Performance optimization** – Lead of multidisciplinary team to turn around problematic work unit including union employees. Client evaluation: “Very Satisfied. Reduced conflict, fewer compliance line calls, reduction in investigations of employees, management can focus on tasks at hand. Hard data comparisons between second half 2005 [before the OD work] and second half 2006 [after] show: Grievances: 3 in 2005, none in 2006; Investigations: 3 in 2005, none in 2006. This means tangible cost avoidance in 6 months of about \$33,000. Productivity per person has increased. Supervisor has greatly improved her management ability.”
- **Coaching** – “Chris is great - easy to work with, wise, kind, and always has something constructive and useful to leave you with that you can put to work right away. Chris is a tremendous asset.” -- Line Dept. Supervisor.

[more...]

RECENT WORK EXPERIENCE

1/09 – current Principal, Whole Systems Consulting
12/85 – 1/09 Senior OD Consultant / OD Consultant
Xcel Energy (formerly New Century Energies, formerly Public Service Company of Colorado)

ADDITIONAL CAREER BACKGROUND

- Conference Presenter: **Leadership for Sustainability**, international conference presented by Peakinsight LLC. Oct. 2004.
- Adjunct Faculty, Naropa University, **Environmental Studies** (2003).
- Consultant / Senior Consultant - **Accenture** (was Arthur Andersen Consulting) 4 years. Consultation; Information systems analysis; Supervision of programmers and data-entry personnel; Applications programming; Marketing.
- **Counseling Psychologist**: several agencies, with adolescents, adults, and children. "Outstanding competency and resourcefulness as a therapist...within a wide range of therapeutic modalities." -- clinical supervisor.
- Developed application running in Visual Basic /Microsoft® Excel, for **sociometric consultation**.
- Facilitated ongoing forum for state community leaders on **livable communities** - "Chris...has been invaluable." -- Former First Lady of Wyoming Jane Sullivan.

EDUCATION

M.B.A. **University of Colorado** (emphasis: organizational psychology, computer systems)
M.Ed. Community Mental Health, **Northeastern University**
B.A. History, **Yale University** (emphasis: history of social change)

PROFESSIONAL PUBLICATIONS

- Hoffman, C. (2007). Change mastery, simplified. *OD Practitioner*. Fall Vol. 39 No 4. 5-10.
- Hoffman, C. (2000). *The hoop and the tree: A compass for finding a deeper relationship with all life*. San Francisco: Council Oak Books.
- Hoffman, C. (1999). The tree in the hoop: The shape of all shapes. *The Quest*, November/December, 223-227.
- Hoffman, C. (1998). The hoop and the tree: An ecological model of health. *The Humanistic Psychologist*, (26, 1/2/3) Spring/Summer/Autumn, 123-154.
- Hoffman, C. (1995). Comfort zones: Establishing team norms. *The 1995 annual: Developing human resources - consulting*. San Diego: Pfeiffer & Co. (Jossey-Bass) 29-39.
- Hoffman, C., Wilcox, L., Gomez, E., & Hollander, C. (1992). Sociometric applications in a corporate environment. *Journal of Group Psychotherapy, Psychodrama & Sociometry*, 45(1), Spring, 3-16.
- Hoffman, C. (1988). An application of the sensitivity cycle to organizational groups. *Hakomi Forum*, Summer, 57-61. (ISSN 0884-5808).

PUBLICATIONS CITING MY WORK

- Paulson, S. Lawrence. (2001). The ties that bind: A seven-step strategy can help mergers succeed and last. *American Gas*, 83(6) July, 15-16.
- Paulson, S. Lawrence. (1996). Considering the human factor. *American Gas*, 78(9) October, 30-33.

PROFESSIONAL AFFILIATIONS

Associated Consultants International (ACI) Certified Consultant. (Past leadership service on ACI Board and on Peer Review Committee)
Association for Humanistic Psychology