

JANE MAGRUDER WATKINS

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Organization Development and Training, 1968 to Present. Organization Development professional as an external Consultant and in internal staff positions with extensive experience in system-wide change interventions, long range and strategic planning, team building with private firms, non-profit organizations and government agencies. Skilled in experience-based training methodologies with special expertise in cross-cultural and diversity training. Since 1985, have worked with an organization transformation process called Appreciative Inquiry. Client list is attached.

Director of Programs of OEF International, Oct. 1988-August 1990. Directed a staff of 15 program professionals in four units in the Washington headquarters of OEF and the staffs in 6 field offices in Africa, Latin America and the Caribbean. Responsible for long range and strategic program planning and development, marketing of programs, representation of OEF in various public forums. Worked closely with USAID, World Bank, and Foundations.

Director of the Overseas Development Office of the Episcopal Church, USA, 1984 to 1988. Responsible for the development work of the Episcopal Church with the partner churches of the Anglican Communion in Asia, Africa and Latin America. Programs in Dioceses in 20 countries focused on increasing the capabilities of each diocese to plan and manage integrated rural and urban development programs. The DO provided organization development, leadership and management training and technical assistance for project development and implementation at the Diocesan and Provincial levels.

Director of the TransCentury Training Center, New TransCentury Foundation, 1979 to 1984. Responsible for organizing and establishing the Center for the purpose of designing and testing the transfer of Western management technologies to non-profit development organizations in developing countries. The Center provided training, technical assistance and organization development to TransCentury projects, and to over 200 international non-governmental development organizations.

Special Assistant to the Director of the ACTION Agency, 1977 to 1979. Held policy level position on the Director's staff and functioned in the capacity of internal organization development director. Directed a quality of work life (QWL) joint project with agency management and the AFSME Employees Union resulting in a cooperative plan for subsequent agency reorganization

Teacher of English, Journalism and Creative Writing, 1962-1965.

Editor of Youth Publications for the American Red Cross, 1965-1966.

City Editor of The Delta Democrat Times, a Mississippi newspaper, 1967-1968.

Owner of Mainstream Travel, a travel agency in Greenville, Mississippi, 1968-1975.

Assistant Director, Udall for President Campaign, 1976

Administrative Assistant, the Democratic Study Group, U.S. House of Representatives, 1976-1977.

ACTIVITIES:

Founding Owner and Member of the Global Council of Trustees, AIConsulting, 1999 -

Board of Directors, NTL Institute of Applied Behavioral Science, Member 1990-1994; Vice-Chair 1991-92; Chair 1992-1994.

Board of Directors, InterAction, Executive Committee and Chair of the Professional and Organization Development Committee (InterAction is a member organization made up of private and non-profit (PVO) international development organizations), 1986-1990.

National Board of Directors, Americans for Democratic Action, 1977-1980.

Board of Directors, Mississippi Council on Human Relations, 1967-1975.

Board of Directors, Mid-Delta Headstart Association, Greenville, Ms., 1967-1972.

Board of Trustees, All Saint's Episcopal School, Vicksburg, Ms., 1971-1974.

Co-Chair of Mississippi Delegation to the Democratic Convention, Miami, 1972.

PUBLICATIONS:

- Mohr, B.J., Smith, E., & Watkins, J.M. (2000). Appreciative Inquiry and Learning Assessment: An Embedded Evaluation Process in a Transnational Pharmaceutical Company. *OD Practitioner*, 32(1), 36-52.
- Mohr, B.J. & Watkins, J.M. (2002) The Essentials of Appreciative Inquiry: A Roadmap for Creating Positive Futures. Innovations in Management Series, Pegasus Communications, Waltham, Mass.
- Watkins, J.M., & Cooperrider, D.L. (2000a). Appreciative Inquiry: A Transformative Paradigm. *OD Practitioner*, 32(1), 6-12.
- Watkins, J.M., & Cooperrider, D.L. (2000b). Organizational Inquiry Model for Global Social Change Organizations. In D. Cooperrider, P. Sorenson, Jr., D. Whitney, & T. Yaeger (Eds.), *Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change* (pp. 249-263). Champaign, IL:Stipes.
- Watkins, J.M., & Mohr, B.J., (2002). Appreciative Inquiry: Change at the Speed of Imagination. San Francisco, CA:Jossey-Bass/Pfeiffer.

EDUCATION:

Cambridge University, England, Two years Post-Graduate research, 1994-96

American University/NTL Institute, M.S. in Organization Development, 1984

University of Mississippi, M.A., English Literature, 1962

University of Hawaii, B.A., English and Mathematics, 1959

NTL Institute/National Training Laboratory, Organization Development and Training

COUNTRIES OF WORK EXPERIENCE:

Africa: Botswana, Cameroon, Egypt, Ethiopia, Ghana, Kenya, Liberia, Lesotho, Madagascar, Morocco, Senegal, South Africa, Sudan, Tanzania, Uganda, Zimbabwe;

Asia: Hong Kong, India, Japan, Malaysia, Pakistan, Philippines, Singapore, Thailand, Sri Lanka; **Europe:** England, France, Germany, Greece, Italy, Scotland, Switzerland; **Latin**

America and the Caribbean: Costa Rica, Guatemala, Haiti, Honduras, Mexico, Panama, Spain, Trinidad and Tobago. **Middle East:** Israel; **North America:** USA, Canada, Mexico **South America:** Peru.

CONSULTING CLIENTS INCLUDE:
Private Sector

- ❑ **COMSAT:** Diagnosis, team building and strategic planning with the Vice President and staff of the Government Relations and Public Affairs Division.
- ❑ **Winthrop Pharmaceuticals:** Four conflict management workshops.
- ❑ **Oak Ridge Associated Universities:** Executive coaching and conflict resolution with the senior staff with focus on cross-cultural issues between the Southern culture of the Tennessee location and staff from other parts of the U.S.
- ❑ **Schiller and Associates:** Designed and delivered an intervention for Avon-Mexico on gender issues -- men and women working together.
- ❑ **U.S. West:** Team building for a Division Head and direct reports.
- ❑ **A T & T:** Training of internal trainers and organization development professionals in Conflict Management and Transformation methodologies.
- ❑ **ScottishPower :** Process consultant for a group of 25 "high performer" managers in training to assume leadership positions in this privatized former public utility. Two year program designed by the Wharton School that includes MBA courses, personal development work and group process training.
- ❑ **GTE:** Member of a team consulting to GTE on the use of Appreciative Inquiry to create a culture of excellence in the customer-facing sections of the business (Call Centers) and to foster a partnership between the employee Unions and Management.
- ❑ **SmithKline Beecham:** Member of a team that designed and implemented an "Embedded Evaluation," an Appreciative Inquiry process for the Discovery Division of SB for the purpose of determining the impact of a training simulation.
- ❑ **Bell Atlantic:** Trained managers and Organizational Development personnel in Appreciative Inquiry as an organizational change process.
- ❑ **Verizon:** Basic introduction to Appreciative Inquiry for Communications Division.
- ❑ **DTE Energy:** Trained managers and OD personnel in Appreciative Inquiry as part of a major system wide organizational change initiative. Team building with the senior management team after a merger and re-organization.
- ❑ **BP:** Worked with the internal process auditors to create an appreciative approach to replace the traditional "gap analysis" auditing process.
- ❑ **Air Canada:** Worked with AC to plan, train and facilitate the use of Appreciative Inquiry for action planning on the results of an Employee survey.

International Agencies

- ❑ **Automation Research Services/** USAID Office of Private Voluntary Cooperation: Worked with a team to gather information, design and implement an Institute in Managing for Excellence for CEO's and their teams from U.S. based International Development Agencies (PVO's). The Institute is a comprehensive program of support for PVO leaders as they move their organizations into Partnerships with Non-governmental organizations (NGO's) around the globe to address the issues of oppression, development and the environment. The Institute includes pre-workshop training and data gathering, a one week workshop and follow-up consultation. The Appreciative Inquiry methodology of organization transformation is the basis of the Institute's design.
- ❑ **Case Western Reserve University** Consultant with the Global Excellence in Management (GEM) project, located at the SIGMA project of the Weatherhead School of Management. GEM offers comprehensive management consultation, training and research for Global Social Change Organizations.
- ❑ **Central Bank of Trinidad and Tobago**, Port of Spain, Trinidad: Conducted training in Managing Personal and Organizational Conflict for the Management team.
- ❑ **Asian Development Bank**, Manila, Philippines: With Pelerei, Inc., conducted Bank wide study of attitudes and practices toward women in management. Provided recommendations for a series of training workshops and consultations to integrate more women into the professional and management level of the Bank.
- ❑ **Asian Development Bank**, Manila, Philippines: With Social Impact, worked with the senior management team of the Bank introducing Appreciative Inquiry as a process for a Bank wide re-organization to shift the focus to poverty alleviation in Asia. In addition, worked with the Vice President of the unit that deals with finance and administration to unify this diverse division around a commonly agreed upon vision for their work.
- ❑ **Wilgespruit Fellowship Center**, Roodepoort, South Africa: Worked with SFC since 1985 first as consultant to and trainer for the Ubuntu Social Development Institute, a school operated by the Center for community organizers who do community development in the Townships and Homelands. Facilitated a partnership between the Center, the Overseas Development Office of the Episcopal Church, USA, and the NTL Institute to train trainers for USDI. Conducted on-site training courses on Planning and Managing Development Projects for Center staff and USDI participants. Conducted team-building and planning sessions for the Center staff. Currently working with WFC as they make the shift from anti-apartheid to an institute for training and capacity building for NGO's in Southern Africa. Working extensively to transfer the Appreciative Inquiry methodology to WFC staff to enable them to conduct the Global Excellence in Management program.

- ❑ **Central Tibetan Authority (CTA), India:** Consultancy with the Tibetan Government in Exile in India. Worked with the CTA to establish The Planning Council, a body representing all the government ministries. The task of the Council is to plan and implement economic development for the 30 Tibetan settlements in South Asia. Trained the Council staff in organization development skills; trained trainers for the settlements; executive training and strategic planning for Senior Ministers.
- ❑ **Adventist Relief and Development Agency:** Two-year consultancy. Worked with managers to help them put in place a \$4,000,000 matching grant from USAID. Work included team building with management team; strategic planning to coordinate the new grant with on-going work; a series of field-based workshops in Mexico City, Haiti, Kenya, Zimbabwe, India and the Philippines to train staff teams from 30 countries in the skills necessary to plan and manage development programs in their own countries. On-going consultancy to design, implement and adapt a Women in Development Training Workshop and a Strategic Planning and Management Workshop and Manual for the field offices of ADRA in Asia, Africa and Latin America. Consulted to ADRA as their senior staff participated in the Global Excellence in Management program.
- ❑ **Episcopal Church USA:** One-year consultancy. Worked with the Overseas Development Office doing training and organization development for the ODO and partner churches in Kenya, Liberia, Haiti and the Philippines to plan and initiate a new program focus assisting partner churches to increase their capacity to implement development projects in their communities.
- ❑ **Amigos de las Americas:** Over 5 years, including team building and strategic planning with the office staff ; design and delivery of training to Chapter presidents and training directors; training of field staff; training of trainers; training of volunteers; and, team building and strategic planning with the Board of Directors. Consulted to the organization to plan and implement a strategy for building diversity into Amigos recruitment and staffing.
- ❑ **Institute for Multi-Track Diplomacy (IMTD):** Work within the Israeli community, the Palestinian community and with joint groups from both communities facilitating workshops in leadership and peacemaking skills. Work included networking, dialogues and bridging between and among groups from all sectors.
- ❑ **The Mountain Institute:** Facilitated a planning process for NGO worldwide network of organizations focused on mountains and mountain communities in preparation for a Conference in Peru in February 1995. Assembled a team to facilitate the Conference to prepare for implementation of the Mountain Agenda as described in Chapter 13 of the UN Environmental Document from the Rio Conference. Headed a team of facilitators for the Peru Consultation.
- ❑ **Oxfam America:** Planning and team building with the Board of Directors
- ❑ **Catholic Relief Service:** Facilitated a global strategic management summit to define a process for evaluating programs in five sectors, 1998 and 1999; facilitated the planning process and delivery of a summit for the newly formed Emergency Relief Team of CRS, 2000; facilitated the planning and delivery of a global summit for management excellence within CRS, 2001.

- ❑ **International Institute for Rural Reconstruction (IIRR):** Facilitated global strategic planning process for the Headquarters in Silang, Philippines and for the African Regional Office in Kenya and Ethiopia, 1999.
- ❑ **Academy for Education Development (AED):** Consultant to the Strategic Planning process for the Academy, 2000.

Non-Profit Sector

- ❑ **Episcopal Diocese of Southern Virginia:** Provided consultation to the Creating Holy Fellowship project that includes 30 parishes and 33,000 members in an Appreciative Inquiry leading toward new and innovative partnerships across the Diocese.
- ❑ **Episcopal Diocese of Mississippi:** Planning process for the Leadership Group of the Diocese; Appreciative coaching and planning with the Bishop's staff.
- ❑ **Girl Scouts USA:** Appreciative Inquiry used for planning and teambuilding.

Government and Public Sector

- ❑ **USDA:** Facilitation of a planning retreat for the Secretary and Sub-cabinet.
- ❑ **Office of Population, USAID:** Consulted with the POP office using Appreciative Inquiry for work including team-building, future search and strategic planning. Yearly retreat with the senior staff (4 years).
- ❑ **ACTION Agency:** In collaboration with the White House and 10 major Accounting Firms, conducted a Citizen's Review of ACTION's domestic programs. Directed a strategic planning process resulting in a 5-year plan for the agency.
- ❑ **USDA/APHIS:** Facilitator for conference workgroups of international agricultural scientists working to formulate International Inspection Policies for trade and importation of agricultural commodities.
- ❑ **NIH/National Medical Library:** Facilitated an organization development process for planning and team building with the Technical Services Division. On-going consultation for team-building and planning.
- ❑ **Virginia State Department of Rehabilitation:** Workshop on Collaborative Problem Solving, Regional Meeting.
- ❑ **Civil Service College:** Working with the College in London to upgrade trainer skills in interpersonal processes for several courses offered for British civil servants.
- ❑ **Southwest Center for Occupational and Environmental Health:** (University of Houston) On-going relationship with the Center using AI for their strategic thinking, planning and management.

- ❑ **College of Southern Maryland:** Worked with a group of managers and internal change agents to integrate the Appreciative Inquiry approach into planning ways to integrate innovative change in all aspects of the College.
- ❑ **University of Wisconsin Medical School:** Strategic Planning for the Academic Affairs department of the medical school.
- ❑ **Clark County, Nevada:** Creating a team approach for the management and union leadership in the county.
- ❑ **Santa Cruz, California:** Part of a team to lead a community wide summit on creating a mentally healthy community.
- ❑ **University of Hawaii:** Appreciative Inquiry training for the department of conflict resolution. Work with the indigenous people's association.

Teaching

- ❑ **Office of International Cooperation and Development, USDA:** A 6-year contract (1984 to 1989) to teach a six week course in Management of Government Organizations for foreign nationals from the Ministries of developing countries. A 5-year contract (1991 to 1995) to teach Management of Agricultural and Integrated Rural Development Projects for senior professionals in international development from Asia and Africa. A 5-year contract (1991 to 1996) to teach Management and Organization Development to Ministers and Deputy Ministers from government Ministries in Africa and Asia.
- ❑ **The American University:** Adjunct Faculty position teaching Training Design and Facilitation, Human Interaction, and Managing Diversity in the Master of Public Administration program; a Team Building course in the Key Executive Program.
- ❑ **Pepperdine University:** Teach transformational organization development methods, particularly Appreciative Inquiry, for their MSOD and EdD in Management programs.
- ❑ **Antioch College:** Facilitated the final session of the Master's in Organization Development program. Taught Appreciative Inquiry.
- ❑ **NTL Institute:** Trainer for Professional Courses including Human Interaction Lab; Consultation Skills; Training Design and Facilitation; What is Organization Development?, Appreciative Inquiry, Diversity workshops.
- ❑ **The Taos Institute:** Teach several Appreciative Inquiry courses for Managers and Organizational Change Agents.
- ❑ **Cape Cod Institute:** Invitation to teach Appreciative Inquiry, Summer of 2004.