

## PRESENTATION OF QUALIFICATIONS

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### Overview

Gary Kimble and Metta Zetty are organization development consultants and professional meeting facilitators with over 40 combined years of experience facilitating collaborative work processes with businesses in the public and private sectors, both nationally and internationally. In addition, they have designed and delivered developmental and technical training to employees at every organizational level, from senior corporate executives and mid-level managers to engineering, technical and front-line staff.

Gary's and Metta's professional practice is dedicated to exploring leading-edge processes for implementing organizational change and for enhancing organizational learning, and their expertise lies in facilitating collaborative processes designed to improve communication, cooperation and coordination among multiple groups of stakeholders.

The primary goal and focus of their consulting and facilitation practice is to enable people to work together more effectively. Their facilitation skills are most frequently used in the context of project management planning and "Partnering," team building and cross-functional team development, business process redesign, leadership development, strategic planning and organizational change, and facilitator training.

As dynamic facilitators with strong leadership and interpersonal communication skills, Gary and Metta are committed to supporting their clients in:

- (1) the *process* of creating strong work team relationships, through open communication and the free exchange of information, and
- (2) the *task* of achieving organizational goals and objectives, through coordinated action planning and the responsible delivery of products and services.

To this end, Metta and Gary have adopted a practical, "relationships and results" focused approach to facilitation which involves: clarifying lines of communication, roles and responsibilities; reviewing current stakeholder needs, issues and concerns; developing mutually agreed-upon strategies for on-going issue resolution; and establishing issue-specific action plans which clearly define:

- (1) who: the individual responsible for follow-through,
- (2) what: the issue and action item to which they agree, and
- (3) when: the time frame for completion.

This pragmatic approach to facilitation is one of the hallmarks of Gary's and Metta's consulting practice, and is a primary reason for their clients' high level of satisfaction with the services they provide.

## Professional Highlights

- ❖ Designed and facilitated over **345 Partnering project planning and team building sessions** with contractors, engineers, architects, design teams, suppliers, customers and owners in a variety of industry and organizational settings, including:

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|---|--|
| • Austin-Bergstrom International Airport  | • Texas Health & Human Services Commission                                 |
| • Austin Independent School District      | • Texas Department of Transportation<br>(Construction projects state-wide) |
| • Black & Veatch                          | • Texas State University System  |
| • Coast and Harbor Associates             | • University of Texas System<br>(University campuses state-wide)           |
| • City Public Service of San Antonio      | • UT-Health Science Center<br>(University campuses state-wide)             |
| • City of Austin                          | • U.S Army Corps of Engineers  |
| • Granite Construction, Inc.              | • U.S. General Services Administration                                     |
| • Lower Colorado River Authority          | • U.S. Department of Veterans Affairs                                      |
| • Pape-Dawson Engineers                   | • White Construction Company   |
| • Rice University                         | • Zachry Construction  |
| • San Antonio Water System                |  |
| • Southwestern Bell                       |  |
| • TAC Americas, Inc. (Schneider Electric) |  |

These Partnering sessions included initial construction project start-up workshops; engineering, design and architectural project planning sessions; team building workshops; technical and business process redesign initiatives; and conflict resolution sessions. Each session was customized to meet the unique needs of the client groups and stakeholders, and the project kick-off session was designed to produce stronger team performance, a clear critical path and project schedule, a detailed communication and responsibility matrix, a well-defined issue resolution ladder, and detailed action plans designed to encourage the continuation of the collaborative process throughout the duration of the Partnered project.

- ❖ Developed a **Partnering program for a \$75 million Energy Saving Performance Contract** between **TAC Americas** and the **Texas Health and Human Services Commission**. We designed and facilitated kick-off goal-setting, design and team-building workshops; construction phase workshops for the seven phases of the project; a mid-project "Lessons Learned" summit meeting and three follow-up Partnering sessions to review energy savings results to date. In addition, we worked with TAC Americas personnel to design and facilitate internal, executive-level workshops focused on improving internal teamwork and launching the redesign of TAC's global quality program.
- ❖ Designed and facilitated over 65 **Partnering sessions for facilities and infrastructure on 12 campuses of The University of Texas System** since 1996. These projects included several Regional Academic Health Centers, BioSciences Labs (levels 3 & 4), Medical Arts and Research Centers, the Sam and Ann Barshop Center for Aging and Longevity Studies, academic, laboratory and administrative buildings; residential facilities, health and wellness facilities, recreational, athletic, fine arts and drama facilities; museums and theaters; and thermal energy plants. In addition, Kimble/Zetty has extensive experience facilitating Partnering for the programming, design and construction of many other institutions of higher education, and with a wide variety of consultants, architects, engineers and contractors.

- ❖ Designed and facilitated Partnering workshops for multiple **Federal Agencies**, including:
  - **U.S. Government Services Administration (GSA)**: Design and Construction Partnering for the Tornillo-Guadalupe Land Port-of-Entry project, and Lessons Learned Partnering for the US Courthouse project in Las Cruces, New Mexico.
  - **U.S. Army Corps of Engineers**: Multiple projects including five (5) Land Port of Entry projects on the US/Canada border, and the Medical Instructional Facility Building #5 at Fort Sam Houston in San Antonio, Texas.
  - **U.S. Department of Veterans Affairs**: Phase 4 Gravesite and Cemetery Improvements at the National Cemetery in Houston, Texas.
  
- ❖ Designed and facilitated a series of **10 regional coordination forums**, over a 16-week period, for the **Public Transportation Division of the Texas Department of Transportation**. The goal of these meetings was to bring together representatives from transportation agencies and health and human service agencies to explore ways to provide more efficient and effective transportation services for people with health and human service needs. The forums provided a unique opportunity for previously unknown stakeholders to network with each other, while fostering active engagement in and ongoing support for the regional coordination of transportation services among the diverse stakeholders. The workshops were designed to identify local needs and interests; encourage information sharing; stimulate discussion and ongoing dialogue; and identify concrete next steps to advance regional transportation coordination for health and human service clients.
  
- ❖ Designed, developed and implemented a **district-wide construction Partnering program** in conjunction with the **Austin Independent School District's 1996 Bond Program**. This Partnering program was designed to coordinate work during the design and construction phases of the bond program projects among all the project stakeholders, including: the owners; the construction management group; the contract architects; and over 30 campuses throughout the district, including administrators, teachers, campus staff and students. Kimble/Zetty's involvement included facilitating an internal leadership Partnering program with leaders from key stakeholding groups in AISD, facilitating over 50 workshops for the largest District projects, and training 30 additional Partnering facilitators for AISD and the City of Austin.
  
- ❖ Designed, developed and facilitated the implementation of a **city-wide construction Partnering program** for the **Architectural and Engineering Services Division of the Department of Public Works and Transportation in the City of Austin**. This Partnering program was designed to enhance communication and collaboration between multiple stakeholders in conjunction with the design and construction of COA's capital improvement projects. Kimble/Zetty's involvement included: (1) facilitating an internal Partnering program design session with representatives from key stakeholding groups throughout COA; (2) facilitating a public program design session with COA staff and professionals from Austin's design and construction community; (3) developing the Partnering program manual for COA; and (4) facilitating Partnering sessions for several of the City's major construction projects.
  
- ❖ Designed and developed an **internal Partnering program** for the **Production Department of City Public Service** in San Antonio. This collaborative process was designed for the electrical and instrumentation sections of CPS's Production Department in order to negotiate the redefinition and reassignment of responsibilities for members of each of the union craft groups. In addition, we worked closely with CPS staff to develop strong internal team and leadership skills for the on-going support and facilitation of the redesigned craft groups.

- ❖ Co-designed and co-developed a **comprehensive assessment of professional goods and services** for a \$2.2 billion oil field construction project for **TengizChevroil** in the **Republic of Kazakhstan**. Members of this international strategic alliance included Chevron, Kazak Oil, Mobil, and LukArco. The construction project's program manager was Parsons-Fluor Daniel. The assessment involved facilitating a team of construction engineers and program managers responsible for (1) identifying in-country sources for construction goods and services in the Republic of Kazakhstan, and (2) developing a comprehensive database documenting and tracking options for expanding the use of Kazakh goods and services.
- ❖ Designed, developed and facilitated a variety of domestic and international **human resource and organization development (HR/OD) training programs for utilities** conducted in the US, Philippines, Russia, Ukraine, Kazakhstan, Armenia, Egypt and Ghana. These programs addressed a broad range of issues, including:
  - managing HR/OD in a competitive world market,
  - planning strategically for industry privatization,
  - understanding the changing role of organizational leadership, and
  - understanding the nature of organizational culture and change.

These programs also provided an overview of fundamental HR/OD systems and processes, including:

- organization development and change management;
- strategic planning;
- total quality management;
- leadership and team building;
- communication and conflict resolution;
- designing, implementing and evaluating customer service programs; and
- assessing, designing, implementing and evaluating training.

Program participants explored innovative approaches to facilitating and managing organizational change, and developed action plans to support the changes required in developing and privatizing their national industries.

- ❖ Designed and facilitated a series of **workshops focusing on (1) the redesign of interdepartmental roles, responsibilities and work processes and (2) the improvement of communication and coordination** among several purchasing groups in **The Lower Colorado River Authority (LCRA)**. These changes were implemented as part of a larger business systems initiative within the LCRA's generation division. As a result of these workshops, a number of major changes proposed by employees have been implemented within the LCRA purchasing groups. In addition, communication and collaboration between the purchasing groups were significantly enhanced.
- ❖ Co-designed and co-facilitated an innovative **"Experiences in Stewardship" Leadership Training Program** for the **National Aeronautics and Space Administration (NASA) Lewis Research Center**. This experiential training program focused on creating the necessary conditions for open dialogue, teamwork and collaborative learning. Participants were encouraged to develop an experiential understanding of stewardship and related forms of emergent leadership, while exploring new approaches for developing stronger team relationships.

- ❖ Designed and facilitated a variety of **Open Space processes** for multiple clients, including **Watson Wyatt, L.A. Utilities, The American Society for Training and Development, The International Association of Facilitators, The Association of Quality and Participation, The Southwest Facilitators Network, San Antonio's Organization Development Professionals, and Christian Senior Services**. This innovative strategy for implementing organizational change provides a flexible, low-structure approach for facilitating open dialogue, enhanced teamwork and collaborative learning. The Open Space process surfaces the current issues, needs and concerns of participants which, in turn, become the central focus around which the, breakout sessions and action plans are all built.
- ❖ Designed and conducted **Open Space facilitator training** for the national **Lutheran Youth Organization (LYO)** and **San Antonio's peaceCENTER**. This innovative training program provided an unusual opportunity for organization leaders to develop their facilitation skills by engaging in the Open Space process. In-depth mentoring was also provided for leaders responsible for the facilitation of an Open Space event conducted for 350 delegates in conjunction with the LYO's national summer gathering in 2000.

## **Biographical Information**

### **Education**

- Gary Kimble has an M.A. in Psychology from The University of Cincinnati, Ohio, and a B.S. in Psychology from Ohio State University in Columbus, and has several psychology publications in the area of human learning and memory.
- Metta Zetty has an M.Ed. in Adult Education and Human Resource Development Leadership from The University of Texas at Austin, and a B.A. in Religion from Trinity University in San Antonio. Her academic honors include Phi Beta Kappa, Magna Cum Laude, and the 1992 Ellis Fellowship for Academic Excellence.

### **Professional Development**

- ROPES COURSE FACILITATION TRAINING ★ Team Leadership Resources
- THE SKILLED FACILITATOR ★ Training, Roger Schwarz
- PARTNERING: BEYOND THE BASICS Conference
- SELF-ORGANIZING SYSTEMS Conference ★ Myron Kellner-Rogers, Margaret Wheatley, Fritjof Capra
- REAL TIME STRATEGIC CHANGE WORK COMPETENCIES Training ★ Dannemiller Tyson Associates, Inc.
- OPEN SPACE Facilitator Training ★ H.H. Owen and Co.
- INTERNATIONAL SYMPOSIUM ON ORGANIZATIONAL TRANSFORMATION Conference
- FUTURE SEARCH Conference ★ Myron Kellner-Rogers
- CHORDA Collaboration and Conflict Management Training
- TECHNOLOGIES FOR CREATING ★ Robert Fritz
- PROBLEM SOLVING SKILLS ★ Kepner-Tragoe
- TOTAL QUALITY MANAGEMENT ★ Philip Crosby