

# **Mary V. Gelinias, Ed.D.**

Consultant, Facilitator, Educator, Author, Thinking Partner

3560 Coombs Drive

Arcata, CA 95521

Phone: 707.845.9012

E-mail: [mgelinias@geliniasjames.com](mailto:mgelinias@geliniasjames.com)

Websites: [www.geliniasjames.com](http://www.geliniasjames.com) and [www.cascadialeadership.org](http://www.cascadialeadership.org)

## **Education**

1978 Ed.D. in Organization Development, "Organization Meeting Skills: Their Effect on Satisfaction with Meetings and Jobs and a Suggested Model for Training." University of Massachusetts

1972 M.Ed. in Organization Development, University of Massachusetts

1971 B.A. in English Literature and Journalism, cum laude, Northeastern University, Boston, Massachusetts

## **Professional Experience**

Co-founder and Managing Director of GeliniasJames, Inc. (1992—Present)

Co-leads an international consulting and training firm. Responsible for consulting, executive coaching, training, and developing training programs. Lead consultant on a number of large-scale organizational change initiatives. Developed, refined, and published successful approaches to collaborative, comprehensive and complex change. (For more information see case studies at the end of this document or visit [www.geliniasjames.com](http://www.geliniasjames.com)).

Co-Director of Cascadia Center for Leadership (2002-Present)

Co-leads a leadership development program sponsored by the Humboldt Area Foundation in Arcata, California. Responsible for designing, conducting, and evaluating Cascadia programs. Leadership content areas include various leadership theories as well as knowledge, skills and tools in the following domains; (1) intrapersonal (e.g., self knowledge and management); (2) interpersonal (e.g., communication as a strategic leadership tool, handling difficult conversations); (3) group (e.g., designing and facilitating small and large group meetings, problem solving, decision-making); (4) organizational leadership (e.g., creating change collaboratively, change management); (5) inter-organizational and community (e.g., designing and leading complex change processes).

Adjunct Faculty, Alliant International University (formerly California School of Professional Psychology), San Francisco Bay Area (2003—Present)

Teaches advanced seminars in Organizational Psychology Ph.D. program.

Senior Associate and Managing Partner with Interaction Associates, LLC, San Francisco, California (1981-1989)

Developed on-going relationships with clients from for-profit, not-for-profit, and governmental organizations. Provided consulting and training services. Recruited and developed new associates. Designed and delivered meeting planning and facilitation workshops and advanced facilitator institutes.

Director of Operations, Pacific Institute for Research and Evaluation, Orinda, California and Washington, D.C. (1979-1981)

Developed human resource and information infrastructure. Supported the effective operation of programs focused on substance abuse and juvenile delinquency prevention, education and research.

Adjunct Professor, School of Business Administration, John F. Kennedy University, Orinda, California and Independent Organization Development Consultant and Trainer (1978-1981)

Taught management and organizational psychology courses in MBA program. Work included needs assessments, strategic planning, human resource infrastructure and staff development with non-profit and governmental agencies.

Organization Development Specialist, Kaiser Permanente Medical Center, Vallejo, California (1978-1979)

Provided organization development consulting support to hospital administrator, medical director and their direct reports.

Director of Technical Assistance, United States Office of Education/Law Enforcement Assistance Administration Region 8 School Crime and Drug and Alcohol Prevention Program, Oakland, California (1977-1978)

Lead and managed a team of expert consultants and provided consulting assistance to school and community based drug prevention, education and treatment programs throughout the western United States.

Trainer and Assistant Training Director and Director of Innovative Project, United States Office of Education/Law Enforcement Assistance Administration Region 8 School Crime and Drug and Alcohol Prevention Program, Oakland, California (1974-1977)

Designed and implemented training for school and community teams to implement drug and alcohol prevention and early intervention programs. Designed and implemented a training, technical assistance and research project for social service agencies in Josephine County, Oregon.

Information Facilitator, United States Office of Education/Law Enforcement Assistance Administration Region 8 School Crime and Drug and Alcohol Prevention Program, Oakland, California (1973-1974)

Developed and administered the program's information and evaluation system.

### **Professional Service and Honors**

Graduate of Russell Delman's Embodied Life School (2009-2011)

Board of Directors, Pathsetters Institute, Santa Cruz, California (2000–2008)

Editorial Review Board, *OD Practitioner* (1997-2000)

Invited Participant, Sloan School of Management, Massachusetts Institute of Technology, Dialogue Project and Global Women's Initiative (1993-1995)

### **Professional Memberships**

Gelinas is a member of the National Coalition for Dialogue and Deliberation and the Greater Good Science Center. For many years she was an active member of the American Society of Training and Development and the Organization Development Network.

### **Publications**

Mary has co-authored the majority of following books, chapters, and articles with Roger James.

#### **Books/Manuals/Monographs**

*Meaningful Public Conversations: Essential Principles and Practices for Strengthening Collaboration in our Communities* (Humboldt Area Foundation and Gelinas&James, Inc. 2008)

*Collaborative Change: Improving Organizational Performance* (San Francisco: Jossey-Bass Publishers, 1998)

*Collaborative Organization Design—Workbook* (Gelinas&James, Inc., 1993)

*Collaborative Organization Design—Leaders' Guide* (Gelinas&James, Inc., 1993)

*Consulting Skills—Bringing Our Authentic Selves Forward* (Gelinas&James, Inc., 1997)

*Foundations of Meeting Mastery* (Gelinas&James, Inc. 2007)

*Advanced Meeting Mastery* (Gelinas&James, Inc. 2007)

*Leading Yourself and Others Through Change* (Gelinas&James, Inc. 1996)

## **Publications (continued)**

*The Collaborative Teams Series—Skills for Leaders, Skills for Members, Facilitation Skills*  
(Gelinas & James, Inc., 1996)

"Create an Attractive and Stimulating Work Environment" (*Times-Standard*, April 8, 2007)

"Manage Your Business with Your Mirror Neurons" (*Times-Standard*, January 21, 2007)

"Secrets About Your Organization's Culture" (*Times-Standard*, December 17, 2006)

"Mentoring in the Fall of One's Career" (*Times-Standard*, October 8, 2006)

"Creating Commitment versus Compliance in Your Business" (*Times-Standard*, March 12, 2006)

"Closing Out the Year" (*Times Standard*, December 18, 2005)

"Questions Can Be More Important Than Answers" (*Times-Standard*, September 25, 2005)

"To Discuss or To Dialogue, that is the Question" (*Times-Standard*, July 17, 2005)

"Leading Yourself and Others Through Change" (*Times-Standard*, April 10, 2005)

"Credibility is the Foundation of Leadership" (*Times-Standard*, January 23, 2005)

"Seeing the Timber and the Trees: An Integrated Approach to Developing Sustainable Communities" (co-authored with Kathleen Moxon and Jacqueline Debets) (*OD Practitioner*, Vol. 35, No. 3)

"The Most Important Attribute of a Leader" (*Times-Standard*, October 24, 2004)

"The Potential Power of Teams at the Top" (*Times-Standard*, August 8, 2004)

"Guiding Successful Transition Journeys" (*OD Practitioner*, Vol. 33 (3), 2001)

"Organization Purpose: Foundation for the Future" (*OD Practitioner*, Vol. 31 (2), 1999)

"Here are 12 Benchmarking Blunders to Avoid" (*Healthcare Benchmarks*, Vol. 6 (6), 1999)

Interview on "The 12 Deadly Sins of Change" (*For The Record*, Vol. 11 (11), 1999)

"Can You Manufacture Change" (*US Industry Today*, Vol. 2 (3), 1999)

"Nine Steps To Achieving Collaborative Change" (*Assisted Living Focus*, April 1999)

## **Publications** (continued)

"The Challenge of the New Millennium: Creating a World in which Our Descendants Can Thrive" (*OD Practitioner*, Vol. 30 (4), 1998)

"Improving How We Manage Change" (*At Work*, July/ August, 1998)

"Creating Real and Lasting Change Through Collaborative Organization Design" (*OD Practitioner*, Vol. 29 (3), 1997)

"An Interview with Mary Gelinis and Roger James" (*Vision/Action*, Spring, 1997)

"Leading and Transforming Organizations" (*Redesigning Healthcare*, Boland Healthcare, Inc. 1996)

Commentary on "The Empowerment Effort That Came Undone" (*Harvard Business Review*, Vol. 73 (1), 1995)

"Creating Profound Change Through Collaborative Organization Design" (*Vision/Action*, September 1992)

"Response to 'Spirit At Work'" (*OD Practitioner*, Vol. 21 (2), 1989)

"Classroom drug scene" (*American Education*, November, 1970)

## **Presentations**

"Corporations: A Key To Evolving Democracy" (with Roger James, Barbara Simonetti, and Susan Partnow) at National Conference on Dialogue and Deliberation, 2014

"How Applied Brain Science and Innovative Work in Multi-Cultural Settings Facilitates Civil Dialogue" (with Beth Hoke) at National Conference on Dialogue and Deliberation, 2012

"Integrated Approach to Building Sustainable Communities" (with Jacqueline Debets) at National Organization Development Conference, 2003

"How to Create Extraordinary Board-Management Teams" (with Roger James) at Consumer Cooperative Management Association, 2003

"Building High Performance In-Store Teams" (with Roger James) at Consumer Cooperative Management Association, 2003

"Doing Business to Support Spirit and Community: Studies and Stories from Humboldt County, California," (with Roger James and Julie Fulkerson) at Spirit in Business World Conference, 2003

"Riding the Waves of Change: Tips and Tools" (with Roger James) at Consumer Cooperative Management Association, 2002

"Making Your Vision Real: Leading Organizational Change" (with Roger James) at Consumer Cooperative Management Association, 2002

"Guiding Successful Transition Journeys" (with Roger James) at National Organization Development Network Conference, 2001

"A Dialogue Among Senior Practitioners" (with Juanita Brown, Barry Grossman, Roger James, Jim Kouzes, Dave Nicoll, and Bev Scott" at Best in the West Conference, 2001

"Changing Change: A New Approach to Consciously Managing Organizational Change" (with Roger James and Dave Nicoll, Ph.D.) at The Best in the West Conference, 2001

"Is This Where We Were Going? A Dialogue Among Senior Practitioners" (with Roger James, Juanita Brown, Ph.D., Barry Grossman, Ph.D., James Kouzes, Dave Nicoll, Ph.D., and Bev Scott) at The Best in the West Conference, 2001

"Eye of the Storm: The Volunteer's Unique Role in Healthcare" at Northern Redwood Empire Area Council, 2001

"The Spectrum of Roles for Consultants and Trainers in Collaborative, Comprehensive, and Complex Organizational Change" at Mount Diablo Chapter of American Society of Training and Development, 1995

"Your Role as a Training Director Before, During and After Organizational Redesign" (with Roger James) at National Training Directors' Forum Conference, 1995

"Integrated Change at Vanderbilt University Hospital and Clinic"  
(with Roger James, Marilyn Dubree, RN, MSN and Wendy Baker, RN, MS) at the Association for Quality and Participation National Conference, 1994

"Developing the Foundation for Successful Organization Design"  
(with Roger James) at American Management Association National Conference, 1994

"Developing the Foundation for Successful Organization Design" (with Roger James) American Management Association's Human Resources Conference, 1994

"Creating Profound Change Through Collaborative Organization Design" (with Roger James) at National Organization Development Network Conference, 1993

"American Business at the Crossroads: Lessons from Indigenous People" (with Roger James) at National Organization Development Conference, 1993

"Managing Ongoing Organizational Change" (with David Sargent), Bay Area Human Resource Planners, 1993

Developing a Foundation for Collaborative Organization Design (with Roger James) at the Ecology of Work Conference, 1993

"The Art and Science of Collaborative Organization Design" at Ecology of Work National Conference, 1991

"Creating Profound Change Through Collaborative Organization Design" (with Roger James) at National Organization Development Network Conference, 1991

"Vision and Visioning: Two Different Leadership Strategies" at American Society and Training and Development National Conference, 1989

"Leading Through Our Being, Or Who We Are Leads"  
at National Organization Development Network Conference, 1987

"Invisible Links to Leadership: Integrating Individual and Organizational Meaning" at National Organization Development Conference, 1986

## **Presentations** (continued)

"The Design and Architecture of Change" at The Executive Forum, 1986

"Will to Meaning: Will to Transforming" (with Rae Levine) at National Organization Development Network Conference, 1985

"The Spectrum of Roles for Consultants and Trainers in Collaborative, Comprehensive, and Complex Organizational Change" at Mount Diablo Chapter, American Society of Training and Development, 1985

"Productivity Improvement and Cost Reduction: An Employee Involvement Approach" (with Peter Gibb) at International Association of Quality Circles, Stanford University, 1983

"The Role of Training in the Design and Implementation of Collaborative Systems" at International Federation of Training and Development Organization, 1983

"The Role of Training in the Design and Implementation of Collaborative Systems" (with Cathy DeForest, Ph.D.) at 1982 ASTD Region 8 Conference

"Transferring OD Skills to Line Managers" (with Tom Fahey) at 1982 ASTD Region 8 Conference

"A Systems Approach to Quality Circles" at International Association of Quality Circles National Conference, 1982

"Working Together: How to Design and Manage Collaborative Organizations" (with James M. Kouzes and Michael Doyle) at National Organization Development Network Conference, 1981

"Organization Development as a Management Function" (with Jean Westcott) at 10th International Training and Development Conference in Dublin, Ireland, 1981



## **A Partial List of Current and Former Clients**

- Blanchard Training and Development
- Sisters of Saint Joseph of Carondelet Healthcare System
- Chevron Research and Development
- C40 Cities Climate Leadership Group
- The Coca-Cola Company
- College of the Redwoods
- Everytown for Gun Safety
- Ford Motor Company
- Genentech
- Headwaters Fund Board
- Humboldt Area Foundation
- Humboldt Bay Harbor, Recreation, and Conservation District
- Humboldt Bay Municipal Water District
- Humboldt County Children and Families Commission (First Five)
- Humboldt County Office of Planning and Economic Development
- Humboldt County Health and Human Services
- Humboldt State University
- Intel
- Kaiser Permanente
- Kokatat
- Levi Strauss & Co.
- Nevada Nuclear Waste Site Investigation Project (U.S. Department of Energy)
- NOAA Fisheries
- North Coast Small Business Development Center
- Pacific Gas & Electric Co.
- Davenport Institute for Public Engagement and Civic Leadership, School of Public Policy, Pepperdine University
- Saint Joseph's Hospital (Kansas City)
- Saint Joseph Healthcare System (Eureka, CA)
- Vanderbilt University Medical Center
- U.S. Forest Service