



EXECUTIVE COACHING & ORGANIZATIONAL CONSULTING

DEBRA L. GRIEST, PHD

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Career History

**President
D.L. Griest & Associates**

1994-Present

- ❖ Provide individualized feedback and coaching to executives.
- ❖ Custom-design and assist corporate and government clients implement major organizational changes.
- ❖ Provide process facilitation support to teams involved in start-up activities, problem solving, process improvement, conflict mediation, strategic planning, and decision making.
- ❖ Administer the affairs of a small business and relations with part-time associates.

**Training and Organization Development Manager
NASA Lewis Research Center, Cleveland, Ohio**

1988-1994

- ❖ Supervised seven training and organization development professionals.
- ❖ Budgeted, allocated, expended, and controlled \$3M/year.
- ❖ Advised all levels of management on human resources development and organization change policies and activities.
- ❖ Led efforts to implement total quality management and diversity management activities
- ❖ Served as process facilitator for senior management team development and Center strategic planning.
- ❖ Designed and implemented innovative performance management systems.
- ❖ Served as trainer and process facilitator to process improvement teams and work teams interested in improving organization effectiveness.
- ❖ Led executive, management, and leadership development activities.

**Management and Organization Development Specialist
NASA Lewis Research Center, Cleveland, Ohio**

1985-1988

- ❖ Created an integrated curriculum for executive, management, and leadership development.

- ❖ Designed and taught classes in supervision, change management, effective feedback, and meeting management.
- ❖ Counseled executives, managers, and leaders on their development.
- ❖ Created opportunities for managers to network with and support one another.
- ❖ Administered and interpreted management skills and personality feedback instruments.
- ❖ Served as process facilitator to managers working to improve the effectiveness of their organizations.

**Quality Circle Program Coordinator
NASA Lewis Research Center, Cleveland, Ohio**

1983-1985

- ❖ Developed and managed the Center's Quality Circle program as it grew from six to fifty process improvement teams.
- ❖ Managed the Center's Quality Circle Steering Committee composed of managers at all levels.
- ❖ Designed and taught classes in problem solving, decision making, process improvement, measurement techniques, meeting management, and team development.
- ❖ Developed internal Center staff as process facilitators through training and counseling.
- ❖ Served as process facilitator to teams and work groups engaged in process improvement.

Critical Skills and Abilities

Executive Coaching
Leadership Development
Team development
Meeting and process facilitation
Process analysis and improvement
Design and delivery of training
Large system change planning and implementation
Interpersonal communication
Strategic Planning
Public speaking

Academic Preparation

M.A., Ashland Theological Seminary – 2008
Masters in Practical Theology and Spiritual Formation

Ph.D., Case Western Reserve University - 1995
Weatherhead School of Management, Department of Organization Behavior

B.S./M.S. Dual Honors Degree, The Ohio State University - 1981
School of Natural Resources, Department of Parks and Recreation Administration

Honors

NASA Exceptional Service Medal 1993
Who's Who of American Women 1991-92
Young Career Women of Ohio, Ohio Federation of Business and Professional Women 1988
U.S. Government Presidential Management Intern 1982-83
Numerous NASA performance awards

Professional Affiliations

American Society for Training and Development
Organization Development Network
Human Resource Planning Society
Board Chair – Building Hope in the City

Certifications

The Leadership Circle
Myers-Briggs Type Indicator
Emotional Competence Inventory

Written Works

- Case, S.S., Griest, D.L., Hrivnak, M.W., and Shrader, L. (1996). Factors that inhibit and enhance quality transformation in a dual work force, R & D environment. Proceedings of the 1996 National Science Foundation Design & Manufacturing Grantees Conference, Albuquerque, NM.
- Danter, K.J., Griest, D.L., Mullins, G.W., and Norland, E. (2000). Organization Change as a Component of Ecosystem Management. Society & Natural Resources, 13.
- Griest, D.L. (1981). Factors contributing to and effects of manager-interpreter conflict: An analysis of U.S. Fish and Wildlife Service support for interpretation. Unpublished master's thesis, The Ohio State University, Columbus, OH.
- Griest, D.L. (1995). The process and performance of diverse teams. Unpublished doctoral dissertation, Case Western Reserve University, Cleveland, OH.
- Griest, D.L. (1998). The impact of contracting on quality transformation. Quality Progress Magazine, 29, 4.
- Griest, D.L. and Case, S.S. (1996). Moving beyond heterogeneity to a concept of true diversity in groups. Paper submitted for presentation at the annual conference of the Academy of Management, Cincinnati, OH.
- Griest, D.L. and Gannon, W.J. (1985). Part-time facilitator selection: A research and assessment center approach. Paper presented at the annual conference of the International Association of Quality Circles, Los Angeles, CA.
- Griest, D.L. and Kovach, M.C. (1986). Recognition through awareness: A non-monetary awards approach. Paper presented at the annual conference of the International Association of Quality Circles, Baltimore, MD.
- Griest, D.L. and Liou, Y.H.A. (1998). The impact of contracting on quality transformation in R&D. Quality Progress, 31, 5.
- Griest, D.L. and Mullins, G.W. (1985). Managing conflict: A process for increasing use of interpretation as a management tool. Journal of Interpretation, Winter volume.
- Mullins, G.W.; Griest, D.L.; Danter, K.J.; Norland, E.; Christensen, J.E. (1998). U.S. Fish and Wildlife Service Ecosystem Approach to Fish and Wildlife Conservation: An Assessment. Ohio Cooperative Fish and Wildlife Research Unit. Work Order 30, Final Report.

Research Involvement

Factors contributing to and effects of manager-interpretor conflict: An analysis of U.S. Fish and Wildlife Service support for interpretation (1981). Survey-based study focused on determining the impact of organizational conflict and role clarity on the implementation of public education policy the U.S. Fish and Wildlife Service. The study was sponsored by the U.S. Fish and Wildlife Service. Principle investigator: Debra L. Griest, Master's Student, The Ohio State University.

The impact of MBA education on management competency development (1991). Interview and survey-based longitudinal study designed to determine the impact of an MBA curriculum on the competency development of future managers. The study was sponsored by the Weatherhead School of Management, Case Western Reserve University.. Principle investigator: Richard Boyatzis, Ph.D., Case Western Reserve University.

The process and performance of diverse teams (1995). Survey and interview-based study of the impact of group composition on outcome effectiveness and work processes. Diversity in group composition was defined in terms of fifteen characteristics including age, gender, organization level, education level, race, etc. Principle investigator: Debra L. Griest, Doctoral Candidate, Case Western Reserve University.

Improving quality transformation in a dual workforce, research and development environment (1998). Observation and interview-based research that is identifying the factors that enhance and inhibit organization culture change within a workforce composed of both employees and contracted workers. The study is one of sixteen being funded as part of the National Science Foundation and American Society for Quality Control's effort to enhance the quality of work in America. Principle Investigator: Andrew Liou, Ph.D., Cleveland State University.