



# **Welcome to Berlin Eaton**

## **Facilitation CSA CS-000699**



Suite 1101 - 732 Cormorant Street, Victoria, BC V8W 4A5  
T 250.472.3767 F 250.472.3766



## Who We Are

Berlin Eaton is a Victoria-based management consulting firm that specializes in organizational and performance improvement. To achieve this and since 1996, we have provided **facilitation services** to many public and private sector organizations in BC and abroad – helping our clients achieve their goals – big and small.

## Our Vision

A world of courageous endeavours.

## Our Mission

Berlin Eaton serves alongside visionary leaders committed to delivering stronger futures for their organizations.

## Our Values

### **Our approach to any client engagement is built on the following values:**

**Start Where People Are At:** We recognize that our projects are all about people. Improvements will only occur if people who implement the improvements are involved in the change process, believe in the process, and are provided with the tools or skills and support to succeed – people support what they create. We are careful to recognize this fact, and manage our projects accordingly.

**Manage Change by Building on Success:** Our projects represent some of the most comprehensive changes in workplace processes and culture ever experienced by our clients. Our methodology is designed to acknowledge strengths already present in an organization, and build on them to achieve even greater effectiveness using familiar approaches and tools.

**Focus on Performance:** A key goal for any successful organizational effectiveness project must be improved business performance. A performance focus objectifies organizational performance issues and break down old and inefficient personality based barriers to achieving superior business results. So, during our projects, we emphasize the need for staff to continuously improve through team based efforts.

**Promote Independence:** One of our key goals is to work ourselves out of a direct leadership role in your project. Our greatest measure of success is the ability of our clients to achieve self-reliance, to rely on each other for support, and to continuously improve, independent of consulting support. Our role therefore changes during a project from leader and facilitator to coach and mentor to promote this sustainable approach.



## Our Services

We help our clients achieve outstanding results through **facilitation services** in the areas of:

- Continuous Improvement and Process Redesign
- Strategy Development and Implementation
- Change Management Support
- Creating Learning Organizations
- Organizational Diagnostics and Analysis
- Team and Leadership Development
- Project Management
- Staff, Management, and Executive Level Coaching, including team coaching
- Competency Development and 360 Degree Evaluations.

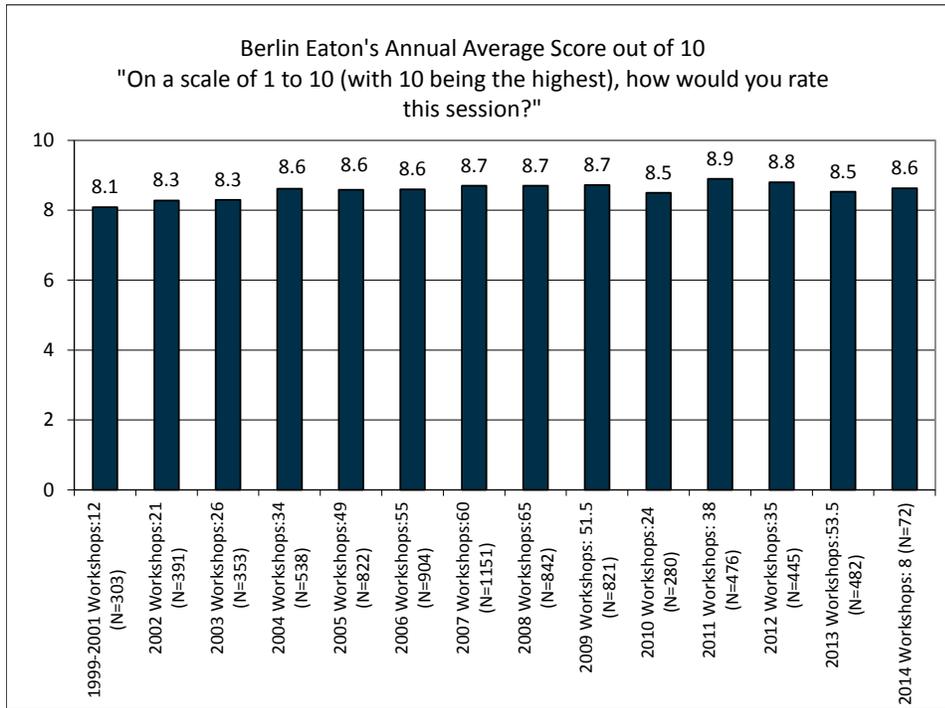
## Our Clients

Following is a partial list of clients we have provided **facilitation services** to in the BC Public Service:

- BC Ministry of Health
- BC Ministry of Forests, Lands, and Natural Resource Operations
- BC Ministry of Energy and Mines
- BC Ministry of Finance
- BC Office of the Auditor General
- BC Ministry of Advanced Education
- BC Hydro
- BC Ministry of Small Business, Technology, and Economic Development
- BC Ministry of Community, Sport, and Cultural Development
- BC Ministry of Agriculture and Lands
- BC Ministry of Children and Family Development
- BC Ministry of Environment
- BC Ministry of Labour and Citizens' Services
- BC Ministry of Employment and Income Assistance
- BC Ministry of Housing and Social Development
- Tourism British Columbia
- Royal BC Museum

## Our Results

Following are our workshop evaluation results since 1999:



These results represent survey results since 1999 (14 years) facilitating client workshops.

Throughout this time period we facilitated and evaluated nearly 600 workshops and collected evaluations from 7,880 people

## Our Team

### Shelly Berlin, MBA, CMC



Shelly Berlin is a senior management consultant and founding partner of Berlin Eaton.

Shelly has worked as a full time management consultant since 1987 including 8 years of employment with two global consulting firms: Andersen Consulting and Price Waterhouse. Following her completion of a BA in Psychology at the University of Alberta, Shelly was one of 10 young Canadians selected to open and operate the Canadian Pavilion at Walt Disney World in Orlando, Florida in 1981. Shelly spent over a year in Florida's EPCOT Centre working with people from several nations as part of Disney's International Fellowship Program. This visionary program was personally conceived and initiated by Walt Disney to promote international and cross-cultural understanding.

Following her time with Disney, Shelly completed an MBA at the University of British Columbia and began her management consulting career with Andersen Consulting, working on projects in North America and Asia. In 1991 Shelly joined Price Waterhouses' (PW) Vancouver-based management consulting practice and advanced rapidly to become a senior manager, consulting internationally. She also found time to complete the Certified Management Consultant (CMC) qualification. Since 1996, Shelly has been a partner in Berlin, Eaton & Associates Ltd. and continues to deliver consulting services to both private and public sector workplaces throughout western Canada. She has assisted the Ministry of Tourism in transitioning to Special Operating Agency, played a key role in the development of a new strategic foundation and redesigned processes at the Super, Natural BC Reservation and Information Centre (Hello BC), realizing over \$1M in annual improvements. One of her proudest achievements is being part of the founding team that delivered the Continuous Improvement Initiative to the Ministry of Forests and Range - a project that significantly contributed to the development of that organization as a high performing organization. She specializes in strategic management, executive coaching and business improvement and has developed a strong understanding of the health, education, forestry and service sectors.

Shelly credits her experience with the Disney corporation with developing her understanding of an organizational effectiveness approach based on sound planning, superior customer service, and focused team and people development support. As a result of her consulting experience, she believes that effective organizations need the strength of visionary leaders focused on delivering stronger futures for their organizations.

Shelly is the mother of two elementary school children whom she adores - Katie and Tommy Eaton.

## Richard Eaton, CD, MA, CMC



Richard Eaton is a senior management consultant and a founding partner of Berlin Eaton.

Richard has been a management consultant since 1995. He developed his consulting skills ‘on the job’ during a series of challenging, long term projects based in BC’s manufacturing and service sectors. Since 1995, Richard has focused on working with clients who are leading their organizations through challenging business improvement projects, and specializes in delivering Continuous Improvement (CI) services to BC’s public sector.

Richard knows that organizations are most effective when dynamic, visionary leaders and highly skilled and engaged staff work together to achieve common goals using practical, efficient processes and systems. He brings this knowledge to all of his consulting activities and enjoys working with clients who appreciate a ‘hands on’, practical, front line implementation focused approach. During his projects, Richard plays a variety of roles from project manager to facilitator to coach, and believe that it is important to make sure that his clients develop the internal capacity to deliver CI projects with reduced levels of consultant support.

Prior to becoming a management consultant, Richard served as a Parachute Regiment officer in the British Army between 1981 and 1989. During this time, he led units of up to 120 personnel with elite formations such as Britain’s Airborne Forces and the Royal Marines, and traveled and worked in many European and Middle Eastern countries. He is a qualified paratrooper with over 200 jumps to his credit, is commando trained with experience in amphibious, mountain and arctic operations, and has led high risk counter-terrorist operations in Northern Ireland. He excelled at endurance events, once covering approximately 100 miles of mountainous terrain in 3 days carrying 70 lbs of equipment.

Following his full time military service, Richard returned to BC, completed a degree in history at Simon Fraser University, and worked for the Province of BC in Victoria for several years managing large scale provincial employment programs. One of Richard’s key achievements during this period was leading a team charged with creating the concepts for and launching an innovative, province wide provincial employment program. This program is still in effect and continues to help up to 5,000 job seekers per year find and keep jobs.

Richard is a lifelong learner. He has recently graduated from Royal Roads University with a Master of Arts in Leadership and Training, and is a Certified Management Consultant (CMC) through the Canadian Association of Management Consultants. He continues to pursue an active lifestyle and enjoys running, mountaineering, scuba diving, skiing, biking and kayaking. He remains active in the military as an officer with the Canadian Forces Reserves, and holds the Canadian Forces Decoration (CD) for long service and good conduct. Richard is also the proud father of two wonderful children: Katherine and Thomas.

## James Bretzlaff, MBA, CMC



James is a senior management consultant with Berlin Eaton.

James has been a management consultant since joining the firm in 1999 and brings a well-rounded approach to every engagement. He has played key delivery roles in a wide range of projects – from one-on-one leadership coaching to comprehensive, provincial-wide organizational effectiveness initiatives.

James has a strong background in high performance sport. As an athlete, James has represented Canada in swimming events around the globe. He was a regular finalist on the Canadian national scene during the late 1980s, including an impressive performance at the 1988 Olympic Trials where he was named to the Olympic Development Team. James earned a Bachelor

of Physical and Health Education degree from the University of Toronto in 1994. During his studies, he won 2 National Team Championships, and maintained a philosophy of excellence in both sport and academics. He was nominated as a lifetime member of the R. Tait McKenzie Honour Society for academic scholars, received a Governor General Silver Medal Certificate of Academic Excellence, and was named as an Academic All-Canadian for distinguished performance both in sports and academics.

During summers while at university, James worked for the Ministry of Natural Resources in Ontario, and was responsible for overseeing rescue operations at the longest freshwater patrolled beach in the world. He managed a staff of 15 patrollers, and gained over 1,200 hours of navigation time in high speed rescue watercraft where he applied his emergency first aid expertise daily.

In 1995, James was named the Head Coach of the high performance swimming program at Laurentian University in Sudbury, Ontario where he helped prepare athletes for national and international competition. He also taught in the school of Physical and Health Education, and managed aquatic operations for the university including a staff of over 25 coaches and instructors. In 1997, James moved to Victoria to pursue his MBA at the University of Victoria. Concurrent with his studies, James provided coaching support to the UVic high performance swim program which included 2 Olympic finalists. During this time he also completed the first of 2 Ironman triathlons (4km swim; 180km bike; 42km run), and held intern positions with Tourism British Columbia and the BC Ministry of Health.

Through his wide range of experiences, James has developed a strong ability to coach both individuals and teams to performance excellence. He believes that a balanced approach between task-based elements and people-based elements is a key foundation to problem solving, and enjoys supporting courageous endeavours in a wide range of industries.

In his spare time, James enjoys cycling, running and kite-boarding. He continues to support Canadian amateur sport wherever possible as a local board member and volunteer.

## Norma Glendinning, MBA, CMC



Norma graduated with an MBA from the University of Victoria in 1994. She started her Management Consulting career at KPMG in 1995, joined the Auditor General's Office in 1997, became a Certified Management Consultant in 2000, and advanced to the position of Assistant Auditor General by 2008. During that time, Norma led a major project to streamline the AG Office's audit processes, and championed a Continuous Improvement project delivered by Berlin Eaton over a period of several months. Little did any of us know at the time that she would eventually join our team. Norma left government in 2010 pursuing the next chapter in her career as an independent management consultant, and joined Berlin Eaton in mid-January 2012. As a result, Norma brings a uniquely valuable perspective to our CI practice, having government experience, and having experienced the benefits of our approach from a client's point of view.

Norma thrives in environments with leaders who are driven to continuously improve their organization's performance.

## Kaitlin Klimosko, BComm



Kaitlin is a support consultant with Berlin Eaton.

Kaitlin's formal educational background consists of a Bachelor of Commerce Degree from the University of Victoria (2012), as well as the completion of all professional accounting prerequisite coursework at Camosun College (2013). In addition, Kaitlin recently became a member of the Certified Management Consultants of Canada and has begun coursework towards her certification.

Following graduation, Kaitlin moved to Vancouver to work in the high-tech industry as a project coordinator for a Wireless Point of Sale and Retail Management Solutions company. Kaitlin's role involved coordinating and facilitating all team planning, estimation, and retrospective meetings. In addition, she tracked projects through iterations and communicated status reports and release notes to all stakeholders. Kaitlin quickly moved into the role of a Business Analyst,

where she elicited software requirement from stakeholders, and provided case documentation to help leaders make informed decisions. Working alongside team members, Kaitlin developed project plans that provided technical requirement specifications, schedules, and quality control.

Kaitlin joined Berlin Eaton in October 2012. Her role allows her to work across all aspects of the business, as well as receive guidance from highly experienced senior consultants. The majority of Kaitlin's experience lies in project and product analysis. Her effectiveness as an analyst stems from her keen attention to detail, as well as her ability to maintain perspective of the big picture. Kaitlin's experience working with people from diverse disciplines has allowed her to become a strong and adaptive communicator.

When away from consulting, Kaitlin enjoys a wide range of pursuits. An avid yoga enthusiast, Kaitlin loves the outdoors and any activity that takes her outside, especially surfing, hiking, and camping. When looking to slow things down, Kaitlin enjoys reading a variety of literature, cooking, or painting.

## Contact Us

If you require further information, please contact us at:



T: 250-472-6767  
F: 250-472-3766  
1101-732 Cormorant Street  
Victoria, B.C.  
V8W 4A5  
[www.berlineaton.com](http://www.berlineaton.com)  
[info@berlineaton.com](mailto:info@berlineaton.com)