

Welcome to Berlineaton

Facilitation CSA CS-000980



Who We Are and What Makes Us Unique?

Founded in 1996, Berlineaton is a well-established consulting firm, based in Victoria, BC. Over the past 20+ years we have been serving the BC Public Sector, and also do work in the not-for-profit, education and private sectors in British Columbia and Canada. We are proud of the work we have done with leaders of all levels throughout Canada.

Berlineaton is uniquely qualified to provide facilitation, team and leadership development and training services to the BC Public Service. We have deep and broad experience in the public sectors, are resident in Victoria, and have been facilitating and delivering coaching services for over 20 years. Although our work spans nationally and occasionally internationally, the majority of our work is done in British Columbia,

Our team is made up of professional management consultants, facilitators and executive coaches. Our work is guided by our commitment to a code of professional conduct and standards set out by three professional associations, the Canadian Association of Management Consultants, the International Coach Federation, and the International Association of Facilitators, of which, in all we are members in good standing. Over the past 20 years, we have delivered hundreds of projects and are capable of delivering at all levels of organizations, front line to executive, 1:1 coaching engagements to managing large and complex projects, multiple stakeholder groups, and projects that span time and distance.

Our Vision

A world of courageous endeavours.

We believe that courage, boldness and determination are critical ingredients in creating stronger futures. This balanced with good decision making, a strong moral code, and a commitment to doing the right things right - will make our world a better place.

Our Mission

We serve alongside visionary leaders committed to delivering stronger futures for their organizations.

We seek out and partner with visionary leaders – those who have a selfless desire to improve their organizations. You know them when you meet them. They exist at all levels in organizations. They are positive and optimistic about the future, are system thinkers, continuous learners, and include in their own personal agendas the goal of building and strengthening the organizations of which they are a part.



Our Brand Promise

Profound Experiences, Practical Solutions, Bolder Futures.

Our brand promise drives us to create thoughtful, well-designed engagements that bring meaning to our work with clients. ‘Profound experiences’ is how we want our clients to describe working with us – because of the way we design, deliver and show up on our projects. ‘Practical solutions’ are the results we create with our clients – they need to make sense in the real world, be actionable and achievable. ‘Bolder futures’ refers to the opportunities our work creates for our clients – a stretch from where they are today – and what our clients are looking for when they hire us.

Our Values

Our approach to building and sustaining effective organizations and improving performance is built on the following values:

Start Where People Are At: We recognize that our work is 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 design 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 consulting engagement should be improved business performance. A performance focus objectifies organizational performance issues and breaks 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 performance through team-based efforts.

Promote Independence: One of our key goals is to work ourselves out of a job! 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 evolves over the life cycle of a project – from leader and facilitator to coach and mentor – to promote this sustainable approach.

As much of our work includes facilitation we adhere to the following code of ethics as espoused by the International Association of Facilitators, of which we are members in good standing:



International Association of Facilitators - Code of Ethics

1. Client Service

We are in service to our clients, using our group facilitation competencies to add value to their work.

Our clients include the groups we facilitate and those who contract with us on their behalf. We work closely with our clients to understand their expectations so that we provide the appropriate service, and that the group produces the desired outcomes. It is our responsibility to ensure that we are competent to handle the intervention. If the group decides it needs to go in a direction other than that originally intended by either the group or its representatives, our role is to help the group move forward, reconciling the original intent with the emergent direction.

2. Conflict of Interest

We openly acknowledge any potential conflict of interest.

Prior to agreeing to work with our clients, we discuss openly and honestly any possible conflict of interest, personal bias, prior knowledge of the organization or any other matter which may be perceived as preventing us from working effectively with the interests of all group members. We do this so that, together, we may make an informed decision about proceeding and to prevent misunderstanding that could detract from the success or credibility of the clients or ourselves. We refrain from using our position to secure unfair or inappropriate privilege, gain, or benefit.

3. Group Autonomy

We respect the culture, rights, and autonomy of the group.

We seek the group's conscious agreement to the process and their commitment to participate. We do not impose anything that risks the welfare and dignity of the participants, the freedom of choice of the group, or the credibility of its work.

4. Processes, Methods, and Tools

We use processes, methods and tools responsibly.

In dialogue with the group or its representatives we design processes that will achieve the group's goals, and select and adapt the most appropriate methods and tools. We avoid using processes, methods or tools with which we are insufficiently skilled, or which are poorly matched to the needs of the group.

5. Respect, Safety, Equity, and Trust

We strive to engender an environment of respect and safety where all participants trust that they can speak freely and where individual boundaries are honoured. We use our skills, knowledge, tools, and wisdom to elicit and honour the perspectives of all.

We seek to have all relevant stakeholders represented and involved. We promote equitable relationships among the participants and facilitator and ensure that all participants have an opportunity to examine and share their thoughts and feelings. We use a variety of methods to enable the group to access the natural gifts, talents and life experiences of each member. We work in ways that honour the wholeness and self-expression of others, designing sessions that respect different styles of interaction. We understand that any action we take is an intervention that may affect the process.

6. Stewardship of Process

We practice stewardship of process and impartiality toward content.

While participants bring knowledge and expertise concerning the substance of their situation, we bring knowledge and expertise concerning the group interaction process. We are vigilant to minimize our influence on group outcomes. When we have content knowledge not otherwise available to the group, and that the group must have to be effective, we offer it after explaining our change in role.

7. Confidentiality

We maintain confidentiality of information.

We observe confidentiality of all client information. Therefore, we do not share information about a client within or outside of the client's organization, nor do we report on group content, or the individual opinions or behaviour of members of the group without consent.

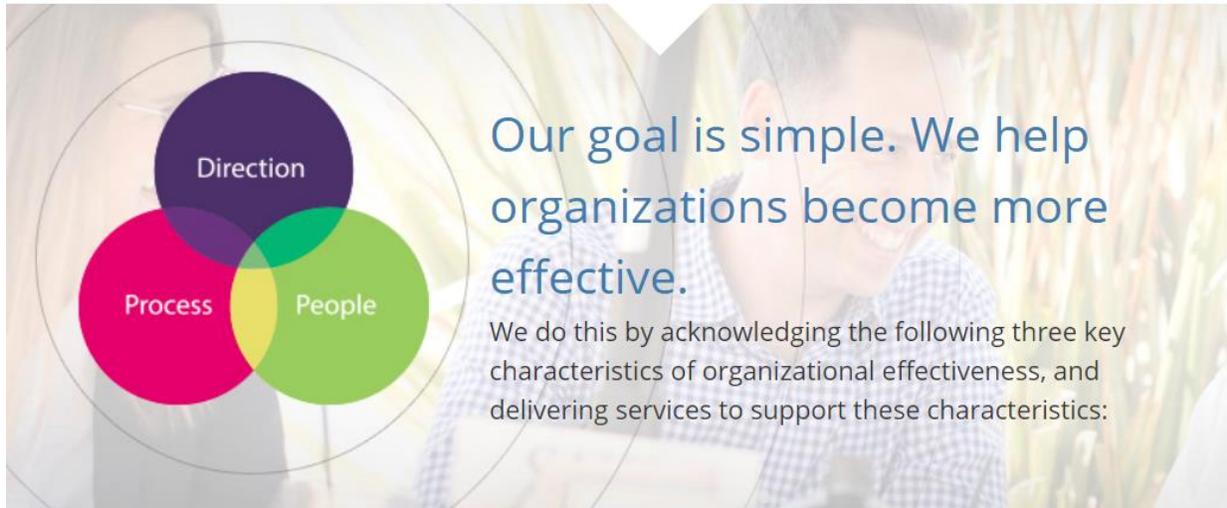
8. Professional Development

We are responsible for continuous improvement of our facilitation skills and knowledge.

We continuously learn and grow. We seek opportunities to improve our knowledge and facilitation skills to better assist groups in their work. We remain current in the field of facilitation through our practical group experiences and ongoing personal development. We offer our skills within a spirit of collaboration to develop our professional work practices.

Following is a description of Our Services and an introduction to our team:

Our Services



Our goal is simple. We help organizations become more effective.

We do this by acknowledging the following three key characteristics of organizational effectiveness, and delivering services to support these characteristics:

Direction.

Vision, goals, strategies, and tactics propel an organization towards its purpose. Direction gives meaning to action and translates activity into progress.

Process.

Day-to-day tasks and deliverables yield their best results when processes are clear and strong, and aligned with organizational objectives. Effective processes turn direction into action.

People.

People have the skills, capability, and impetus to translate strategic intent into reality. People and the culture they create drive the future of an organization.

The Core of Our Approach – Organizational Effectiveness

The approach to our work, be it developing strategy, helping make processes more efficient, or working with individuals, teams, or leaders is rooted in organizational effectiveness theory. We use the model of “direction, process and people” as it is simple and easy to understand and brings flexibility to our projects. In our early days as consultants, we adopted this theory and have spent over twenty years designing methodologies, products and services around it. As we evolved, we have woven into our methodology the theories of Adult Learning, Learning Organization, and the work of thought leaders such as Dr. Henry Mintzberg, W. Edwards Deming, Peter Senge, and David Garvin and adapted it to be practical and actionable. Although each engagement is tailored to our client’s needs, what is always common in our approach is that we are working towards building organizational effectiveness and individual capacity and capability within the context of an overall organizational system. It is our strong premise that organizational effectiveness increases with clear direction, effective and efficient process, and capable teams and leaders. Thus, in any of our practice areas, we begin with the organizational context in the centre of our design and delivery.



Our Three Practice Areas

1. Strategy Development and Execution

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| Scan | Scan external and internal environments. Identify what current realities could affect future opportunities and summarize the strategic issues that must be confronted. |
| Articulate | Articulate the organization's vision, mission and values. Describe in a precisely meaningful way the preferred future, the unique purpose and the beliefs that drive behaviours for the organization as a whole. |
| Define | Define the specific goals and priorities necessary to achieve the vision and fulfill the mission. |
| Align | Align the specific actions, accountabilities, and resources required to achieve the strategic priorities. |
| Execute | Execute in a planned way that meaningfully brings the strategic plan to life. |
| Monitor | Monitor progress through appropriate measuring and reporting tools, course correct where required, and celebrate success. |

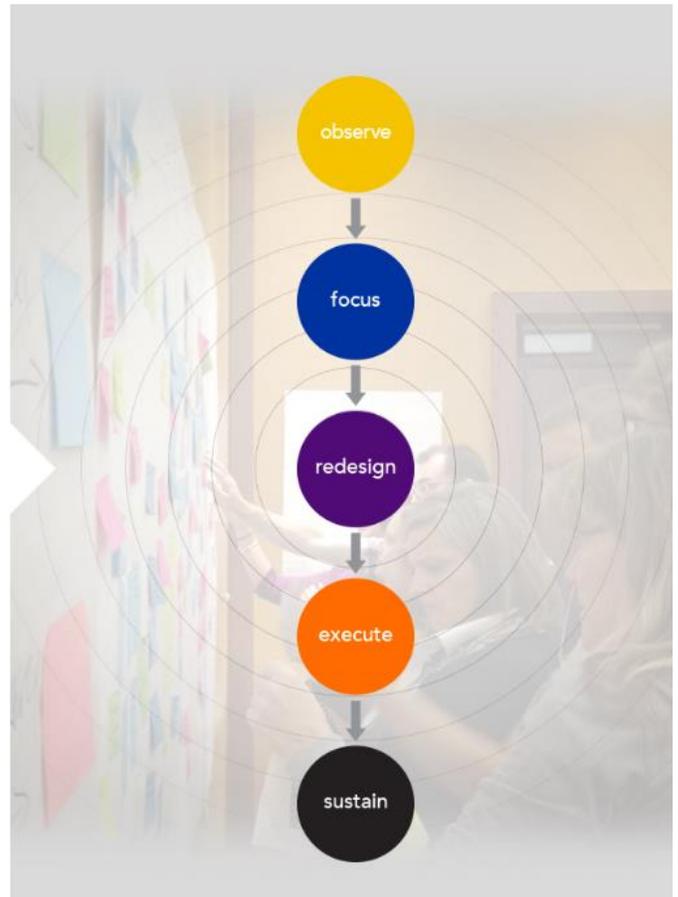


Setting the direction of an organization is an essential function of leadership. One important tool to set direction is the development and execution of organizational strategy. A strong, clearly-defined, widely-shared strategy has the potential to propel an organization towards the future it desires, directs all other planning efforts and initiatives, and informs organizational design.

Our approach and methodology span the full spectrum from the initial steps of preparing for strategy formulation to execution, and is delivered through a series of facilitated workshops and coaching sessions.

2. Continuous Improvement

- Observe** Take a step back to observe. Find out what is really going on by focusing on what is working well, what opportunities exist to improve, satisfaction with current processes, and team strengths.
- Focus** Focus on something you can improve! Choose the best opportunity for improvement, identify your objectives and build the right teams with the right people to tackle the redesign.
- Redesign** Imagine what the future could be by mapping out the current process, identifying opportunities for improvement, then designing the new process.
- Execute** Analyze and understand what is changing, what is staying the same, and what it will take to get there. Develop a plan to manage the transition from the people, content, and process points of view.
- Sustain** Determine how to make the changes 'stick' by considering who needs to be empowered and objective reflection on the progress of the execution. Ongoing commitment to this will create a culture of continuous improvement.



Process Improvement

We deploy powerful, and empowering, approaches (Continuous Improvement / LEAN Six Sigma) to ensure that our clients in partnership with their stakeholders can achieve results using the most efficient, effective business and performance management processes possible.

Change Leadership

Berlineaton helps acclimatize organizations to embrace change. We help our clients build the internal leadership networks and culture required to implement change effectively and to sustain improvements over time.

This methodology is delivered through a series of facilitated workshops and coaching sessions.



3. Leader Development

| | |
|----------------|---|
| Relate | A good, trusting 'fit' between the coach, the leader, and the organization. |
| Agree | A formal Coaching Agreement that specifies the terms of the relationship, including confidentiality. |
| Assess | Assessment tools that are used to establish baseline information about the leader. |
| Aim | The goals of the coaching engagement, including how to measure progress. |
| Advance | Progress towards goals through action-focussed coaching sessions that strengthen the leader's current and future leadership capacity. |
| Sustain | A co-developed, "next steps" plan that is a catalyst for the leader's long-term growth and development. |

Please click [here](#) to read our blog series about executive coaching.



Berlineaton provides Executive Coaching services to emerging and seasoned leaders who want to increase their leadership effectiveness, explore new ways of leading, and help their organizations achieve their goals. Executive Coaching can take several forms including: career coaching, performance coaching, new-assignment coaching, debrief and feedback coaching, presentation skills/communications coaching, team coaching and succession coaching.

We coach senior leaders and executives in the public sector and use assessment tools including: Narrative and Online 360 Degree assessment instruments, the Leadership Practices Inventory (LPI), Myers Briggs Type Indicator, Lumina Spark, Hogan and Cvey Assessment systems. Our coaches have between 10 to 20 years of experience working with people and all types of organizations. We are very familiar with the public sector, how the political levels influence and direct the bureaucracy, and how the bureaucracy gets things done.

Berlineaton's executive coaching practice aligns with the International Coach Federation's philosophy and code of ethics.

This methodology is delivered through a series of coaching sessions, either with individuals or in a group/ team setting. Often, at the tail end of a project, we move from a consulting role to a coaching role and assist our clients through the initial stages of execution of their Strategic Plans. Being both consultants and coaches is an excellent asset in this regard.

Our Team

Shelly Berlin, BA (Psy), MBA, FCMC, ACC

Founding Partner and Managing Partner



Shelly Berlin is a Senior Management Consultant and the Managing Partner of Berlineaton. Since 1998, Shelly has been assisting clients in the development and execution of their long-range plans, strategies, and tactics.

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. Shelly is still in touch with the "fellowship students" who meet every five years to celebrate and renew these lifelong friendships.

Following her time at 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, including the Alumni Office at UBC. In 1991 Shelly joined Price Waterhouses' (PW) Vancouver-based management consulting practice and advanced rapidly to become a senior manager, consulting internationally. During that time, she completed the Certified Management Consultant (CMC) qualification. Since 1996, Shelly has been a partner at Berlineaton and continues to deliver consulting services to both private and public sector workplaces throughout Canada. She specializes in strategic management, executive coaching and business improvement and has developed a strong understanding of the education, tourism, health, and forestry sectors.

Shelly credits her experience with the Disney Corporation with developing her understanding of an organizational effectiveness approach based on sound strategic direction, superior customer service, and focused team and people development support. As a result of her consulting experience, she believes that effective organizations need the courage of visionary leaders to create the conditions that result in stronger futures for their organizations – by optimizing current assets and capabilities, taking thoughtful risks, and creating environments that are agile and invite innovation.

For more information about Shelly:

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Richard Eaton, CD, BA (Hist), MA (Leadership), FCMC, Lean Certified, ACC

Founding Partner



Richard Eaton is a founding partner of Berlineaton and leads the firm's Continuous Improvement practice. He is senior management consultant with over 20 years' experience in facilitating significant and positive culture shift within large organizations and complex human systems.

Partnering with visionary senior leaders in client organizations, Richard's approach results in the realization of visionary, long-term strategies with traction resulting from deep engagement with a wide cross section of staff, clients and stakeholders. Richard's strategic, yet practical and hands on style has been shaped by his military experience, as well as many years consulting with hundreds of public, private and

non-profit sector workplaces, from the E-Suite to the shop floor, in a variety of sectors from Health and Social Services to Manufacturing and Natural Resources.

Client satisfaction with Richard's performance consistently averages above 80%, and many report that some of the most valuable outcomes from his projects have been related to the establishment of an enduring, dynamic, proactive and fully self-managed workplace culture of improvement led by senior teams with a shared, inspirational vision in concert with engaged front line staff and stakeholders. Richard has had extensive previous experience in a variety of industry sectors with an emphasis on BC's natural resource sector. In his time as a consultant he has delivered several dozen Continuous Improvement projects realizing impressive gains in complex organizations.

For more information about Richard:

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Ashka Wirk, BSc (Bio), MBA, CMC, ACC, Six Sigma Lean Certified
Strategy Practice Lead and Senior Consultant

Ashka Wirk is the Strategy Practice Lead and Senior Consultant with Berlineaton. She is a Certified Management Consultant, a Certified Executive Coach, and is Six Sigma Lean Certified.

Ashka is an experienced private sector leader, and is passionate about the thorough planning, deep engagement, superior execution, and above all – thoughtful leadership required to ensure meaningful, long-term success of any organizational vision. She leads Berlineaton's contribution to client engagements in our Strategy Development and Execution Practice. She brings a disciplined, engaging, and evidence-based approach to improving organizational effectiveness,

drawing on her extensive and varied background in science and business.

After completing her BSc in biology in 1999 from the University of British Columbia (UBC), Ashka worked as a Research Associate with the UBC Faculty of Science. In this role, she supported and facilitated the research of world-renown scientists across various university departments. Ashka then went on to earn her MBA from the Schulich School of Business at York University in Toronto, combining her love of science with a strong business and management skill set.

In 2005, Ashka joined the healthcare association management and management consulting subsidiary of the largest biotechnology company in Canada, based in Vancouver. As an Executive Director, she led several international healthcare associations. Working with their visionary Boards of Directors, she developed and executed comprehensive strategic plans to propel their organizations and their fields forward. In this role, Ashka brought a particular focus and strength in developing and fostering strategic relationships and collaborations between healthcare professionals and private sector healthcare, pharmaceutical, and biotechnology companies to develop innovative programs, to improve healthcare delivery and outcomes, and to change the lives of patients.

Ashka advanced quickly in the firm to become its CEO in 2008. As CEO, she developed the corporate strategy as well as implemented business systems and processes that spearheaded the transition of the firm from start-up to maturity. One of her proudest achievements in this role was leading a major change initiative that fundamentally altered the traditional client-service provider relationship into a true partnership between the firm and its clients, and ensured the long-term health of all parties. In 2011, Ashka and her family relocated to Victoria, BC. Ashka joined Berlineaton in early 2014.

As Strategy Practice Lead and Senior Consultant with Berlineaton, Ashka draws upon her breadth of experience and passion for business strategy to help clients develop blueprints for building bolder futures for their organizations.

For more information about Ashka:

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Aharon Ittah, MBA, LLB, Barrister & Solicitor**Associate**

Aharon Ittah possesses a unique repertoire of professional and academic experience. Aharon is a lawyer and spent several years practicing law in Victoria.

Before joining Berlineaton as an Associate, Aharon acted as legal counsel to public agencies, and domestic and international insurance organizations. His forte was working with business and government leaders in resolving employment-related disputes. Aharon approached his work as a strategically-minded lawyer with a consultative, business-like method to resolving and preventing disputes. Aharon's goal then and now is to provide clients with the tools they need so that they will become less dependent on the services of lawyers.

Prior to practicing law in British Columbia, Aharon completed an MBA degree at the University of Victoria (where he also earned a Six Sigma Green Belt) and then joined the Berlineaton team for the first time in the Continuous Improvement, and Strategy Development and Execution practice areas. Aharon had a calling to fulfill in the field of law and has now returned to Berlineaton with extensive domestic and international business experience combined with professional legal experience.

Aharon has led a number of substantial projects in the firm's Strategy Development and Execution and Continuous Improvement practice areas. He has been the co-lead on the development of Upper Canada College's strategic plan in the lead up to the College's bi-centennial celebrations in 2029. Aharon was also the co-lead on the Thrifty Foods (Sobeys) Store Development Process which created a business process for the development of new Thrifty Foods stores from initial location scoping to ribbon cutting at the grand opening.

Aharon is an active volunteer and community leader. He is a trained restorative justice facilitator and is a member of the board of directors of Restorative Justice Victoria. Aharon is the president of Congregation Emanu-el, Victoria's largest Jewish community, which Aharon is proud to have been a member of since birth.

For more information about Aharon:

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Ned DeBeck, BA, Six Sigma Lean Certified**Director of Operations and Consultant**

Ned is the Director of Consulting Operations and is a Consultant at Berlineaton. He brings a complementary blend of professional sales experience, marketing, and project management to his dual roles at Berlineaton.

Prior to joining Berlineaton, Ned was an Account Manager and then European Sales Manager for Ocean Rodeo, Canada's only kiteboarding and technical marine apparel manufacturer. During his time at Ocean Rodeo, Ned is most proud of his work to create a brand ambassador program, starting from the ground up to build a global membership of over 100 ambassadors to increase product and brand awareness. He also led a major change in the firm's European distribution strategy, shifting from a fragmented network of wholesale partners to working with one distributor servicing the European Union. Ned maintained all key customers through the transition while helping build relationships between existing customers and the new distributor, without drops in sales volume. Over the course of his tenure, European sales forecasts were up 50% with the new distributor, putting Ocean Rodeo in its strongest ever position in the world's largest kiteboarding market.

At Berlineaton, Ned has been working on a major change initiative with Canfor Pulp and Paper, a global firm with over 1,100 employees, to help them undertake the most extensive supply chain strengthening effort in their 40-year history. The main goal of this company-wide, collaborative project is to continuously improve Canfor's ability to manage effectively across several lines of business and supply modes beginning at the pulp mills and extending to all Canfor customers in North America and around the world. It is focused on the improvement of all aspects of their supply chain processes from planning, to execution of orders, to production, transportation, and invoicing to ensure that 'life is good for Canfor customers'.

Internally, Ned's focus is to help Berlineaton innovate on all fronts – our systems, processes, and the way we approach our work – so that we can add even more value to each of our client engagements.

For more information about Ned:

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**Kaitlin Klimosko, BCom
Consultant**

Kaitlin is a Consultant at Berlineaton. She brings with her a diverse background in project analysis, project management, and human resource management, with a keen interest in effective communication and maintaining sight of the big picture.

In 2006, Kaitlin left the prairies to complete her Bachelor of Commerce degree at the University of Victoria. Although she enjoyed her early work in accounting and the high-tech sector, management consulting caught Kaitlin's attention as a place to learn and grow while serving others. Berlineaton offered her a place to develop her management consulting craft alongside seasoned experts, explore her passions, and

balance this with other important aspects of her life.

Kaitlin got her start with Berlineaton in 2012, and has been part of numerous Continuous Improvement, Strategy, and Leadership development projects with clients in the federal government, BC provincial government, private sector, and independent school sector.

She currently spends part of the year in Tofino, B.C. where she is actively involved in the community through volunteer work with the Tofino Hospice Society, and various environmental stewardship initiatives. Kaitlin is an avid surfer and yogi, with a deep connection to and love of nature. She is a 200 Hr Level Certified Yoga Teacher with experience instructing in Canada, New Zealand, and Indonesia.

For more information about Kaitlin:

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Tobias Mehra, BA, MSc, MIB**Support Consultant**

Tobias is a Support Consultant with Berlineaton. Prior to joining Berlineaton, Tobias completed a dual-graduate degree, obtaining a Master of International Business from the Smith School of Business at Queen's University and a Master of Science in Marketing Management from ESADE Business School, one of Europe's leading business schools.

Previously, Tobias worked as an Analyst, reporting directly to the CEO, with Doppelmayr USA, the world's leading manufacturer of ropeways and cable cars, Tobias consulted with key stakeholders throughout the organization, from senior management to field technicians, to assess the company's competitive positioning and strategic outlook. While earning his Master of International Business degree, Tobias led a cross-cultural student consulting team that advised Eataly, a major Italian marketplace, on their Canadian market entry strategy. Reporting to Eataly's Director of Purchasing, Tobias co-developed the pricing and competitive strategy for Eataly's latest store, which is set to open in Toronto at the end of 2019. As the project lead, Tobias consolidated his ability to use diverse sets of data to provide insightful and actionable recommendations to his clients.

Tobias is passionate about collaborating with clients to define simple, data-driven solutions that deliver sustainable and positive change to their organizations and communities. Tobias moved to Victoria from Austria because of his love for Canada and the West Coast.

For more information about Tobias:

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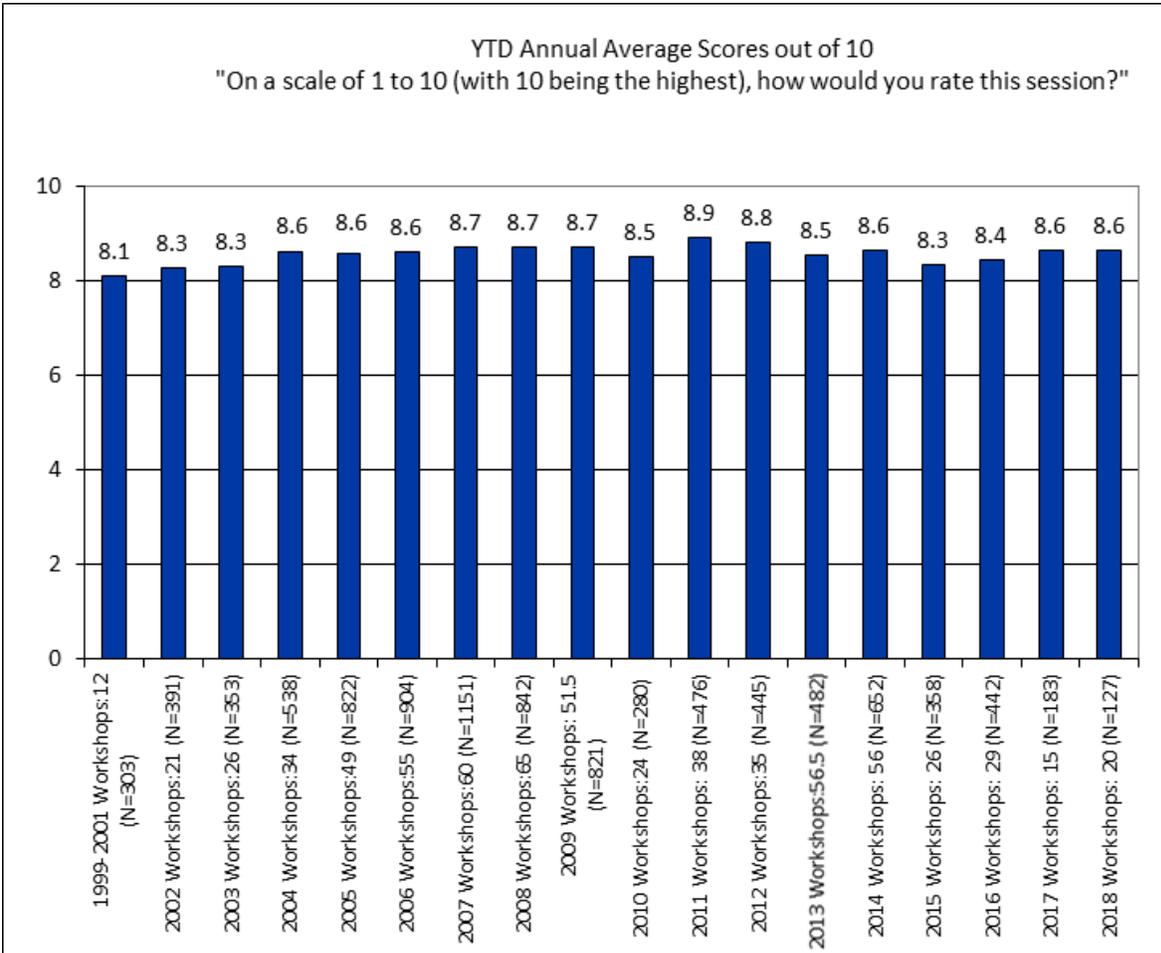
<https://www.linkedin.com/in/tobiasmehra/?originalSubdomain=ca>

Our Clients

Since 1996, we have been serving the BC Public Service. Over that time, we have been engaged by almost every Ministry and agency in the Province. We travel extensively throughout BC to serve our clients, and are capable of doing small and large projects, based on our client's needs.

Our Results

Following are our workshop evaluation results since 1999:



These results represent survey results since 1999 (19 years) facilitating client workshops.

Throughout this time period we facilitated and evaluated nearly 800 workshops and collected evaluations from nearly 10,000 people.



Contact Us

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