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**FEDERAL CONTRACT:**  
47QRAA18D002T

**DUNS:** 021183237

**NAICS:** 541611, 611430

**CMAS:** 4-17-03-0520B

**SMALL BUSINESS  
WOMAN OWNED:**  
RWOSB181658

**CA SMALL BUSINESS:**  
1745948

## PRESENT AND PAST PERFORMANCE

### Cultural Competency, Diversity and Inclusion

#### **California Franchise Tax Board (FTB):** Improve and enhance Inclusiveness Practices

##### **Approaches**

- Designed and implemented a Workforce Diversity Program for the largest state agency in the US with \$40B+ in annual revenues.
- Trained 15 agency facilitators to deliver the program to five thousand employees.
- Improved management leadership skills by creating and presenting leadership development sessions that included Leading & Managing Change, Conflict Management and Collaborative Problem Solving.
- Developed and rolled out interactive group sessions to enhance personal communication. Included coaching, emotional intelligence and multicultural communication.
- Revised the Management Development program in response to the agency's budget crisis to include a 360° assessment and mentoring program.

##### **Results**

The FTB Workforce Diversity Program is in its tenth year.

#### **Bastyr University, Kenmore, Washington:** Team development and Conflict Resolution

##### **Approaches**

- Examined personal approaches to conflict using a conflict-styles assessment tool, creating a foundation of respect for differences.
- Hosted conversations on "belonging" within the faculty culture – who belongs, how they handle conflicts, and what values they practice.
- Facilitated discussions on mission, core principles, values statements and aligning principles with behavior.

##### **Results**

- Staff defined new points of access for hiring and retaining staff of color – to broaden the sense of who belongs.
- Staff reported a much higher awareness of their own and others' communication styles when in conflict.
- Participants defined actions and behaviors to create a deeper sense of belonging at the university.
- Staff found strength in their differences. Learned practical ways to navigate everyday challenges with renewed trust and an eye on communication styles rooted in culture.

**ExxonMobil Corporation:**  
Developing an inclusive environment  
for employees

**Approaches**

- This US-based energy company operating globally sought to develop a core diversity curriculum for employees, supervisors, and managers. The primary objectives were to create a shared understanding of inclusive behavior and foster a participatory environment.
- Facilitated consensus and action planning sessions with the learning leaders and business managers to design a modular workshop that incorporated a consistent, global approach to inclusion and diversity, while ensuring that important cultural, regional, and business-specific issues were addressed
- Topics included inclusive leadership behavior, micro-inequities, unconscious bias and techniques for working across differences in national cultures.

**Results**

- The program was successfully rolled out to leadership teams, functional/divisional groups, human resource leaders and first and second-line supervisors across the world.
- Employees based in more than twenty corporate locations have participated in the workshops.
- Our team continues to support initiatives to sustain momentum with diversity committees, human resources leader and various resource groups

**Sandia National Laboratories:**  
Increasing Diversity and Inclusion  
in Recruitment

**Approaches**

- Developed a five-year vision to enhance the Diversity and Inclusion efforts.
- Facilitated a session with 80 plus staff to guide ongoing efforts to improve diversity recruitment, retention and effectiveness across key programs.
- Transferred skills in the keys to successful implementation of plans. Provided facilitation of quarterly updates and annual reviews to keep implementation on track.

**Results**

- Several initiatives have been successfully launched.

**Sacramento Mutual Housing:**  
Strengthen Community Relationships

**Approaches**

- Our team was tasked to assist a large self-governing low-income housing community to resolve conflicts that had escalated to violent interactions.
- Facilitated group and one-on-one mediation sessions to resolve violent conflicts.
- Developed and implemented community in harmony vision.

**Results**

- Successfully resolved cultural conflict within the large community.
- The vision of harmony has been sustained for over ten years.



**British Petroleum Corporation (BP):** Leveraging diversity and inclusion as a business imperative

**Approaches:**

- With operations around the globe spanning diverse cultures, BP needed a workforce fully representative of the societies in which it operated. BP wanted to attract, motivate and develop the best talent from local communities.
- Facilitated a strategic planning session with Asian regional representatives focusing on accelerating diversity and inclusion in hiring, supporting, and retaining qualified employees.
- Designed multiple diversity and inclusion conversation topics and formats for training senior leaders to conduct the conversations with their managers and staff.

**Results:**

- The strategic plan action implementation and accompanying conversations launched the global company's effort to establish a more conducive system and environment for hiring and retaining a more diverse workforce.

**Saint Paul, Minnesota Transit System:** Community access to improving the transit system

**Approaches:**

- Engaged under-represented communities, such as people with disabilities, to improve access to high quality transit in response to the American Recovery and Reinvestment Act.
- Working with the East Side Prosperity Campaign, convened neighbors, organizations, and city, county, and state officials for productive dialogue that influenced the demographic makeup of the Community Advisory.
- Formed a diverse committee for the Gateway Corridor/Gold Line project.

**Results:**

- Initiated a surge of political will to engage social justice communities in infrastructure planning for years to come.

**Public Engagement and Civic Empowerment, Ukraine:**

Supporting communities through peaceful dialogue

**Approaches:**

- Ukraine communities sought constructive cooperation (at both local and regional levels) to manage crises and decentralization.
- Established the "P.E.A.C.E Summit" in Ukraine with event architect and facilitator to support communities in having peaceful dialogue and corporation.

**Results:**

The project began in Ukraine, Kyiv, in 2014. It brought together 250 people from 14 regions, including representatives from local governments, non-governmental organizations and the business community. There were facilitators and experts on communication from seven countries. Coalitions were formed to address healing, transformational change and the development of local and regional strategies for transition.



**Council of Energy Resource Tribes and Institute of Cultural Affairs, USA:** Planning a joint venture of organizations with different cultures

**Approaches:**

Designed agenda to facilitate planning with the executive boards of two nonprofit organizations of different cultures to form a joint venture.

**Results:**

- Consensus on shared vision and mission for the joint venture.
- Adopted plan of action to move forward.

**Translation Center, Bodies of The European Union:**  
Avoid potential conflict

**Approach:**

Ran a one-day dialogue with the Translation Center for the Bodies of the European Union to discuss and ease tensions involved in the shift from majority French-speaking to majority English-speaking language usage in the EU.

**Results:**

Conflicts resolved.

