

Robert Rich

Managing Principal
Ithaca Consulting Group
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Current Employment

Managing Principal
The Ithaca Consulting Group
Ithaca, New York

2006-current

The Ithaca Consulting Group provides consulting, coaching and training services in the areas of organizational change, diversity and inclusion and labor-management partnerships. It is comprised largely of professionals and affiliates who have worked together at Cornell University for many years, applying principles of participation to change processes. The principals at ICG are experienced facilitators, mediators and workshop presenters, who maintain their affiliations with Cornell and continue to conduct research collaborations with faculty there. I continue to teach change management and diversity and organizational classes as an Adjunct Faculty.

Recent Employment Experience

Extension Faculty
School of Industrial and Labor Relations—Organizational Change Group
Cornell University
Ithaca, New York

1999-2006

The Organizational Change Group (OCG) combines research knowledge with consulting expertise to help organizations undertaking change efforts. The primary objective is to be a resource to organizations that desire to improve their effectiveness through use of participative strategies. The program helps organizations understand the dynamics of change and to ensure that all parties in an organization are involved in the design, implementation, and evaluation of change efforts. The OCG works primarily with organizations - businesses, industries, schools, public and nonprofit agencies and unions. My particular expertise relates to the use of group processes in the context of organizational change initiatives.

Employment History

1993-1999—Director, Cornell Job Retention and Expansion Program
Cornell University
Ithaca, New York

1986 – 1993—Executive Director, Cornell Cooperative Extension

Cattaraugus County
Ellicottville, NY 14731

1982 – 1986—Assistant Director, Seneca Nation Health Department
Salamanca, NY

1979 – 1982—Health Planner, Seneca Nation Health Department
Salamanca, NY

1976 – 1979—Planning and Community Development Consultant
Horizon Concepts,
Jamestown, NY

1975 (Feb-Oct)—Assistant Director, Department of Development
Jamestown, NY

1972-1975—Senior Planner, James V. Byington and Associates
Jamestown, NY

1970 – 1972—Assistant Planner, County of Allegany
Belmont, NY

Educational Background

Cornell University - Masters in Professional Studies in the Department of Development Sociology (pending project approval)

State University College at Geneseo, NY - Bachelor of Arts in English, 1970 - Chief Justice of Student Court, Who's Who in American Colleges and Universities, Resident Assistant (3 yrs).

Publications

Rich, R. E. (1999). Participatory Action Research--A Brief Introduction. Ithaca, New York: 2.

Rich, R. E. and J. Maestro-Scherer (2002). "Technology in Organizational Learning: Using High Tech for High Touch." Educational Technology and Society **5**(2): 87-92.

Rich, R. E. and J. B. Maestro-Scherer (2001). "Zelf-informerende organisatieverandering. De evolutie van een methode ter bevordering van de participatie in data-collectie, analyse en actie-planning." Tijdschrift voor Arbeid en Participatie, **23**(1): 48-62

Rich, R. E. and A. W. Martin (1998). Searching and Search Conferences. Ithaca, NY: 6.

Rich, R. E. and A. W. Martin (1999). Peer Reference System. Ithaca, New York: 5.

Recent Lectures and Presentations

Strategy Development in the Human Services Sector, Human Services Coalition of Tompkins county, half day training workshop (2008)

Diversity Measurement: Concepts and Strategies, Panelist, Ithaca/Tompkins County Diversity Council Conference (2007)

Organizational Inclusion: Measurement to Action, Statewide Youth Development Conference, workshop for youth development agencies (2007)

Diversity and Inclusion: Measurement Strategies, School of Industrial and Labor Relations, Cornell University—one day workshop (2007)

Organizational Change: The Fundamentals, School of Industrial and Labor Relations, Cornell University—two day workshop (2007)

Human Resources and Strategic Partnering, Society of Human Resources Professionals, Ithaca Chapter, (2007)

Organizational Collaboration and Coalition Building, Family Life Development Center, College of Human Ecology, Cornell University (2006)

Diversity, Inclusion and Organizational Performance, National Grid—one day workshop (2006)

Advanced Diversity Strategies—Measurement Techniques, School of Industrial and Labor Relations, Cornell University, (2006)

Organizational Change and Organizational Behavior, School of Hotel Administration, Cornell University—Graduate Organizational Behavior class (2005)

Leadership and Change Management, Columbia Teaching Hospital, (2005)

Resistance to Change, League of Hospitals and SEIU 1199 Quality Control Conference. (2005)

Search Conference Methodologies and Use, Department of City and Regional Planning, Cornell University (2005)

Change Management and the HR Professional, public training program, New York City. (2004)

Diversity Metrics and Measurement, in Advanced Diversity Strategies, public training program, New York City. (2004)

Collaboration as an Organizational Development Issue, Erie County School Districts Association. (2004)

The Triangle of Inclusion: A Framework for Assessment, Rochester Diversity Conference (2003)

Assessment of Organizational Inclusion, Verizon Wireless, (2003)

Organizational Learning and Defensive Routines, United States Internal Revenue Service (2002)

Methods of Participatory Action Research, Self-organized graduate student course, Cornell University (2002)

The Nature and Uses of Search Conferences, Department of City and Regional Planning, Cornell University (2002)

Using Data Effectively in Program Planning, New York State Council on Children and Family Services (2002)

Self-Informing Organizational Change, Lemniscaat Graduate School of Management (2001)

Fast Cycle Survey Research for Work Environment Assessment, Participatory Development Conference, Ottawa, Canada (2000)

Recent Projects

Yale-China Association—on-going development consulting, staff training and coaching to move into self-managing structure coincident with leadership turnover (2009)

Lafarge-Ravena, Inc.-- consulting on trust development and systematic development of preventive maintenance program (2008)

Intervet, Inc., Change Leadership series of 2 day workshops for managers and half day version for other staff (2007)

Organizational Development Self-Assessment Pilot Program—consultant to guide organizations through assessment to action programs (2008)

Family Life Development Center/NYS Department of Health—Two day retreat to develop 5 year plan for 12 youth development pilot sites and support system (2007).

Historic Ithaca—Day and a half retreat to renew strategic plan and Board structure (2007).

Cinematographers Local 600 (New York City) Diversity Committee—Half day session to explore implications of diversity and inclusion and develop initiating strategy to expand on diversity efforts in the union (2007).

Office of Human Resources Diversity Council—Cornell University—Day long retreat to formulate action strategy and define organizational development structure and process for Council (2006).

City of Ithaca Workforce Diversity Council—Day long retreat to define scope of Council functions and implementation strategy (2006).

New York State Agricultural Society—Day long participatory conference (550 people) to explore issues facing the agriculture industry in New York State.

American Indian Graduate Student Association—Cornell University—Day long retreat to establish functional strategy for program and organizational development (2006).

Cornell Cooperative Extension System—Cornell University—Diversity and inclusion assessment in 3 pilot counties, followed by de-briefing and action planning sessions (2006).

City of Ithaca Senior Staff Council—Day long retreat to develop implementation plan to integrate organizational values into everyday operations (2006).

New York State Center for Excellence in Youth Development—Open space technology and peer learning dialogues for statewide meeting of youth development agencies (2006).

Institute of Management Accountants: Two day, full staff, implementation retreat of strategic plan (2006).

Wyeth Pharmaceutical—Pearl River Site: Two day senior management relationship building workshop with union representatives to initiate collaborative innovation activity (2006).

New York City Health Department: Organizational development consultation in support of workplace wellness programming (2006).

Lemniscaat Graduate Management School: Consultation and presentation on organizational change theory and techniques—exchange visit from Rotterdam, The Netherlands. (2005)

Duracell, Inc.: Change management and team-building session to increase effectiveness of implementation of lean manufacturing and Six Sigma (2005).

Manufacturers and Traders (M&T) Bank: Retreat to organize planning and development of organizational inclusion strategy to align with already articulated strategic business initiatives (2005).

New York State Department of Transportation: Organizational development and public involvement planning and implementation strategy development (2005).

Excelsior College: Change management applied training and team-building for middle management (2005).

Village of Pittsford, Monroe County, New York: Senior leadership team strategic planning implementation planning, with emphasis on logic modeling technique (2005).

Business Services Unit, Cornell University: Functional planning and team-building session of unit leaders for information technology strategy and implementation planning (2004).

New York State Health Department: Statewide training program for local and regional agency professionals focused on systematic evaluation for cost-effectiveness (2004).

United States Internal Revenue Service: Logic modeling and measurement planning for improving change management implementation and outcomes (2003).

Erie County, New York: Collaboration planning consultation among school districts (2003).

Maimonides Hospital, New York City, NY: Interest-based negotiations training to improve outcomes in problem solving and decision-making (2003).

New York State Health Department: Training program on effective use of data for planning, delivered statewide for local and regional agency professionals, with focus on quantitative preparation for strategic planning (2003)

Indiana University of Pennsylvania, Indiana, PA: Doctoral program in human services leadership retreat (2002).

North General Hospital, New York City, NY: Strategic planning retreat for full management and leadership staff (2002).

City of Ithaca, New York: City government work environment assessment and action planning (1999-2002).

Jamestown Community College, Jamestown, New York: Labor-management relationship building and communications planning (2001).

Technical Services Unit, Cornell University: Web development group work redesign and systems development project (2001).

Planned Parenthood of New York City: Full-staff strategic planning and relationship building retreat (2001).

Cornell University Library System: Diversity dialogues to improve staff relations and communications across demographic groups (2001).