

Endorsement:

Chris Fernandez, Ph.D.
OD & Change Consultant
Mindful OD Practice

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I have known Chris since 2008 and initially hired him into the company as an external OD consultant to assist with associate engagement survey, results, and action. Within the first three months, he analyzed existing surveys, conducted focus groups, facilitated executive sessions, and identified strengths and opportunities for alignment. The manner in which Chris worked with executives, mid-level managers, and associates was very refreshing and engaging. His ability to bring about a shared understanding of the situation and gain collective desire for action was noticed and he was hired into the company as Director of Organizational Effectiveness, Learning, and Change (OELC). His major responsibility was to lead, guide, and facilitate culture change from a top-down 'do as you are told' approach to one that is 'collaborative, positive, and productive'.

Chris' commitment to creating a collaborative and productive organizational culture permeates all of the work he does. He designed and secured support for a concerted approach to culture change:

- I. He engaged with the leadership team and functional teams to refresh company Vision, Mission, and Values and helped communicate a clear sense of direction across the organization.
- II. He established the company Leadership and Management Development Training Institute and curated the curriculum. The suite of courses delivered focused at developing and practicing people skills and abilities at all levels across the company.
- III. He conducted periodic engagement and culture surveys to gauge alignment, share metrics, and facilitate action for further alignment between values-espoused and values-in-action.

The approach was instrumental in the successful transition to a culture of collaboration and performance. He emphasized that successful culture change requires a clear sense of direction, collaboration skills across levels, and ongoing attention to culture alignment.

Notable qualities that Chris has demonstrated are:

- I. He is a "highly capable" and "trustworthy" Organizational Development (OD) Consultant. He is passionate about nurturing a work environment that is people-oriented and he does so with skill, care, and respect.
- II. He has an "amicable disposition" and that combined with his eclectic education background equips him to effectively connect with people in diverse functions and backgrounds and gain their support.

- III. He is "genuine", as well as kind and friendly. By genuine I mean honest and forthright, without coming across aggressively. That's especially important when there is a need to deliver candid feedback, or what some may deem as unpopular news / information.
- IV. He is highly "intuitive". Through much of his own observations, he is able to detect / feel / anticipate the needs of individuals, groups, and teams.
- V. He is "authentic", and does not have a hidden agenda. He is truly driven to add value to both the individuals and organizations successes.

His in-depth skills and capabilities combined with the way he conducts himself in interaction with others, earns him credibility as an OD Consultant and elevates his presence and effectiveness in the organization. I recommend him highly to those who are pursuing a culture of collaboration, who want to learn about what it will take to achieve a culture of collaboration, or those who are looking for help with developing and/or enhancing their people-skills and capabilities.

Jeff Swallow, PhD

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