

**Kenneth A. Kaufmann**  
507 27<sup>th</sup> Avenue  
Seattle, Washington 98122  
(206) 720-4928 [01kaufmann@gmail.com](mailto:01kaufmann@gmail.com)

## Employment History

Principal Consultant	Designed Performance, LLC	2009 to present
Director, Talent Strategy & Planning	Providence Health and Services	2012 - 2013
Sr. Organization Development Consultant	Swedish Health Services	2010 – 2012
Learning Technology Consultant.	Intrepid Learning Solutions	2008 – 2009
IT Sr. Project Manager	Starbucks Coffee Company	2007 – 2008
Manager, Partner Learning and Development	Starbucks Coffee Company	2005 – 2007
Project Manager	Starbucks Coffee Company	2000 – 2005
Performance Consultant/Instructional Designer	Starbucks Coffee Company	1998 – 2000
Sr. Learning Consultant	Starbucks Coffee Company	1997 – 1998

## Relevant Professional Skills and Experience

### *Adjunct Faculty, Classroom Instruction*

- Human Resource Development and Workplace Learning, Seattle University, 2013-14
- Chemistry of Hazardous Materials, Green River Community College, 1996
- Hazardous Waste Management, Green River Community College, 1995-96
- Workplace Safety, Pierce College, 1994

### *Change Facilitation*

Skilled facilitator partnering with leaders to chart a new course and support teams navigating change.

- Clinic integrations for acquired clinical practices, Swedish Health Services
- Lead facilitator for restructuring and relocating the European Supply Chain team, Starbucks Coffee
- Change lead on multiple IT application implementations restructuring jobs and work groups
- Supply chain integration lead for the Tazo Tea acquisition, Starbucks Coffee

### *Instructional Design and Curriculum Development*

Lead instructional designer and developer across diverse content areas leveraging subject matter experts and partnering with technical writers, trainers and human resource staff.

- Program manager and lead facilitator for physician leadership development curriculum
- Lead architect for training design and delivery of job-based curriculum for start-up of new manufacturing operations
- Team leader of functional analysts, technical writers and training specialists to design, develop and deliver application training for multiple information system implementations
- Call center training materials for seasonal catalog for Starbucks Direct
- Environmental engineering protocol documentation and training briefs across disciplines for regional consulting firm to standardize process in multiple offices
- Training developer for regulatory programs in environmental health and workplace safety

### *Train-the-Trainer Programs*

Designer and trainer of programs to build training expertise in consultants and subject matter experts.

- Leadership team facilitator with retail managers to organize learning delivery process, tools, resources
- Farmer agronomist and business consultants for wet mill cooperatives in East Africa
- Engineering, functional analyst and machine operator subject matter experts
- Hands-on designer, developer and facilitator of learning activities

### *Project Management*

- Project lead on numerous training initiatives leading cross functional teams on high-profile organizational initiatives
- Developer and instructor of project management training for engineers, marketers and supply chain teams in diverse settings
- Program director for physician leadership development, Swedish Health Services

### **Other Experience**

#### *Volunteer Consultant, TechnoServe*

- East Africa Coffee Initiative organizing curriculum and delivery strategy for farmers and cooperatives across four countries in East Africa.

#### *Business Process Documentation*

- Accreditation documentation for International Association for Continuing Education and Training
- Organization design lead for global supply chain, Starbucks Coffee
- Organization design lead for global manufacturing operations, Starbucks Coffee
- Numerous system implementation and business process improvement initiatives
- Accreditation for granting continuing education credits, Swedish Health Services
- Global Business System documentation of business practices, Starbucks International

#### *Training, Communication and Change lead for Information Technology Applications*

- Peoplesoft Supply Chain implementation, Swedish Health Services
- Oracle Supply Chain implementation ImageX.com
- Oracle Process Manufacturing implementations, Starbucks Coffee Company
- Global Business Systems, Starbucks Coffee Company

### **Education and Credentials**

*M.Ed., Adult Education and Training*, Seattle University, Seattle, Washington

*M.S., Soil Science and Microbiology*, Washington State University, Pullman, Washington

*B.S., Environmental Reclamation and Biology*, University of Wisconsin, Platteville, Wisconsin

*Associate Certified Coach*, International Coaching Federation

*Certified Hudson Institute Coach*, Hudson Institute, Santa Barbara, California

### **Publications**

- Kaufmann, K. A. (2004). Using Curriculum Architecture in Workplace Training. *Performance Improvement*, vol. 44, no. 8, pp. 27 - 33.
- Kaufmann, K. A., and C. Weaver (2000). Making Human Resource Consulting Visible. *Performance Improvement*, vol. 39, no. 8, pp. 30 - 34.
- Kaufmann, K. A., and C. Weaver (1995). Appraising Relative Worth: Continuing Education Opportunities for Engineers. *Journal of Management in Engineering*, vol. 11, no. 4, pp. 34 - 38.

### **Affiliations**

Member, American Society of Training and Development

Member, International Coaching Federation

## Project Experience

<i>Instructional Design</i>	Led learning design and delivery teams for enterprise-wide initiatives. Demonstrated skills in initiating, planning, and designing systems for competency-based training programs. Design and develop marketing materials producing catalogs, flyers, and newsletter articles.
<i>Action Learning</i>	Schooled in the action learning model of inquiry and discovery. Guided physician leaders in the change process with improvement projects as a cornerstone of their leadership development. Utilized activities, projects and discovery for teaching in college settings.
<i>Change Management</i>	Experienced change leader working on business process reengineering, IT system implementation, work group restructuring, and job redesign efforts. Teamed with line managers and organizational sponsors on cross-functional, enterprise-wide initiatives.
<i>Technical Writing</i>	Developed and revised compliance manuals and standard operating procedures (SOPs) for technicians, industrial hygienists, environmental consultants, customer service and warehouse staff. Facilitated teams of subject matter experts to develop, write, edit and produce user's guides, training manuals, job aids, instruction checklists, and catalogs.
<i>Global Learning Strategy</i>	Demonstrated skills in assessment, design, implementation and administration of learning programs. Developed and implemented learning strategies to open manufacturing plants, global consumer products manufacturer and health care system. Outlined and initiated learning plans to change coffee processing by farmers across five countries in East Africa.
<i>Train-the-Trainer</i>	Designed and led train-the-trainer courses in engineering, agronomy, manufacturing and technical settings. Coached subject matter experts in developing skills for both classroom and on-the-job training. Applied principles of adult education to the workplace.
<i>LMS/IT System Implementations</i>	Led training, communication and change management efforts implementing enterprise-wide applications for learning management, supply chain and accounting systems. Managed a team of technical writers, instructional designers, and functional analysts to design and deliver training. Facilitated change management and communication efforts.
<i>Business Process Improvement</i>	Worked with teams to map processes, trace information flow, identify measurable criteria and specify performance requirements. Documented global supply chain processes and defined best practices. Identified work group and job design changes required. Facilitated change management efforts to implement new processes.
<i>Coaching</i>	Certified coach by the International Coaching Federation. Trained at the Hudson Institute. Intuitive, strengths-based coaching for aspiring leaders and entrepreneurs. Experienced partnering with senior leaders to develop their skills and themselves to achieve their vision.
<i>Health Care Experience</i>	Hands-on experience with physicians, nurse leaders and administrators in acute, ambulatory and clinic settings. Program manager for physician leadership development. Partnered with senior leaders on talent initiatives for employee engagement, succession planning, learning design/delivery and change management.
<i>Team/Leadership Development</i>	Skilled facilitator in coaching leaders and teams to build commitment, improve performance and achieve goals. Experienced in team building, conflict management, decision-making and influencing skills. Led design and facilitation of programs for supervisor training, new team start-up, leadership coaching, vision and SWOT analysis.
<i>Project Management</i>	Experienced project manager delivering on time and on budget. Developed and instructed classes on project management for engineers, scientists, product managers and project teams. Facilitated advisory groups on project management competencies.