

Mr. Hazen's career, training, and experiences represent a managed process that has:

- *built on previous lessons and experiences*
- *diversified skills and perceptions*
- *stayed professionally and geographically flexible*

This represents a contemporary example of development and the shift from "jobs" to an emphasis on doing the "work" that is needed by organizational clients, communities, and individuals. It enables him to speak of and demonstrate principles important to the field of career management, organizational leadership, and the process of change and transition in leadership coaching.

CURRENT WORK:

As a career and management consultant, Mr. Hazen combines business systems experience with clinical understanding to address the needs of individuals, in a range of different professions, who are managing other people, organizations, and their own career development. He is the President of Three Questions Consulting in Portland, OR. He is the coauthor of the Chapter on Career Coaching in *The Complete Handbook of Coaching* (2011) and is a contributor to *Business Model You: A One-Page Method for Reinventing Your Career* (2012).

EXPERIENCE:

Mr. Hazen has extensive and diverse industry experience as an internal and external consultant, member of corporate staff, and line management. Arenas of work have included electronics design and manufacturing, financial services, footwear/apparel, e-business, utilities, health care, legal, education, community services, international civil engineering, and global outplacement.

His work with managing change and transition began with Fluor Corporation while acting as the Director of Employee Assistance. As Director of the largest Employee Assistance Program in American public education he managed the delivery of services to 37,000 employees of the L.A. Unified School District. While a member of regional management for a health care company, he successfully helped manage the merger of three companies into one of the first managed healthcare companies on the West Coast.

Staffing, recruiting, career and management development, learning services, outplacement, and organization development services are areas of professional accomplishment. He has delivered service on an internal and external consulting basis within such organizations as Tektronix, adidas America, Nike, Hewlett Packard, Wells Fargo Bank, and PacifiCorp and the Federal Reserve Bank of Boston. Clients have ranged from startups with eight employees to companies with over 100,000. Bruce has held both staff and management positions within the health care industry and the human resources field.

EDUCATION AND AFFILIATION:

Mr. Hazen has a B.S. in Industrial and Labor Relations from Cornell University, with emphasis in organizational behavior and psychology. In addition, he holds a Masters Degree of Science in Clinical Psychology from California State University, San Jose, and is active within the Institute of Management Consultants (IMC) and the American Society for Training and Development (ASTD) and the Oregon Career Development Network (OCDN).