

Name: Rafi Oren

Curriculum Vitae

1. Personal data

Address: 9 Ma'ale Hacarmel Street, Zikhron Ya'akov, Israel

Email: rafio@yvc.ac.il ; rafi-oren@bezeqint.net.

Tel: 050-4090596

2. Higher education

A. Degrees

Study period	Name of institution	Degree	Year of degree confirmation
2011	University of Haifa, Faculty of Education and Psychology	PhD	2017
1986	Technion – Israel Institute of Technology	MA + MSc Organizational and Industrial Psychology + Industrial Management	1988
1983	University of Haifa	BA Psychology and Education	1986

B. Certification and qualifications

Study period	Name of institution	Course
1993-1995	Tel Aviv University	Two-year leadership and group advisor program
1995-2000	IDF Department of Behavioral Sciences (MAMDA)	Five-year training program, behavioral science consultant
1998-2000	IDF Department of Behavioral Sciences (MAMDA)	Two-year program, senior instructor "Supervision"
2001	IDF	Advanced systems course – Senior Command
2006	University of Haifa	Advanced business coaching course

3. Academic degrees

Date	Institution name	Degree
2020-2024	Yezreel Valley Academic College, Department of MA Studies in Organizational Development and Consulting	Senior expert lecturer
2016-2019	Yezreel Valley Academic College, Department of MA Studies in Organizational Development and Consulting	External lecturer
2011-present	Ruppin Academic Center	External lecturer
2006-2017	University of Haifa, Department of Continuing Studies	External lecturer

4. Offices in academic administration and participation in professional committees

- ✓ 2023 – Member of the Committee of the Annual Conference on Organizational Consulting in the Department of MA Studies in Organizational Development and Consulting at Yezreel Valley Academic College.
- ✓ 2023 – Chairman of the Committee of the Academic Seminar of Faculty Members in the Department of MA Studies in Organizational Development and Consulting at Yezreel Valley Academic College.
- ✓ 2012-2016 – Chairman of the Academic Relations Committee of the Association of Organizational Development Consultants in Israel (PAI, formerly IPA).
- ✓ 2006-present – Member of the Board of Directors of the Annual Conference Committee of PAI – The Association of Organizational Development Consultants in Israel.
- ✓ 2004-present – Senior member of the Association of Organizational Development Consultants in Israel (PAI, formerly IPA).
- ✓ 1991-present – Member of the Federation of Psychologists. Psychologist License Number: 3456.

5. Areas of expertise

- ✓ Management development – personal consulting for managers.
- ✓ Leadership development in organizations.
- ✓ Strategic planning – implementation of change processes.
- ✓ Group facilitation – group dynamics.
- ✓ Management development – business coaching using a behavioral-cognitive model.
- ✓ Career development counseling.
- ✓ Building role identity using the Role Analysis Model.
- ✓ Development of organizational diagnosis.
- ✓ Public and private sector consulting – emphasis on education systems management.

6. Participation in scholarly conferences

1) Active participation in Israeli academic conferences

Date	Name of conference	Place of conference	Subject of lecture/discussion	Role
February 2014	The annual IPA conference in collaboration with the Recanati organizational consulting program	Tel Aviv University – Recanati	On the Border: Boundaries in the World of Organizations and Consultants	Presenter
March 2015	The annual conference for social, occupational, and organizational psychologists	Nir Etzion Hotel	Techniques, tools, and innovation in employment and organizational consulting	Presenter
February 2017	The joint annual conference for the development of people, teams, and organizations – IPA	Ruppin Academic Center	Surfing the Chaotic Wave	Presenter
May 2021	Conference of the Department of Organizational Development and Consulting, Yezreel Valley Academic College	Yezreel Valley Academic College	50 shades of organizational and managerial consulting: The eclecticism of the consulting world	Presenter

2) Organization of conferences or sessions

Date	Name of conference	Place of conference	Subject of conference	Role
October 2004	A Strategic Thinking Workshop	Shefayim Hotel	Strategic thinking of the Department of Behavioral Sciences in the Israeli Navy	Head of the Department of Behavioral Sciences in the Israeli Navy
July 2010	The “Open Space” Conference	Neve Ilan Hotel, Jerusalem	Role analysis using a behavioral-cognitive model	Chairman of the Academic Relations Committee of IPA
May 2013	Israeli Navy Strategy 2025	Neve Ilan Hotel, Jerusalem	Conference as part of the Navy’s strategy planning processes	Head of the Department of Behavioral Sciences in the Israeli Navy

Date	Name of conference	Place of conference	Subject of conference	Role
July 2015	Groups and Identities	Eilat	The 7th Scientific Conference of the Israel Association for Guidance and Group Therapy	Head of the Department of Behavioral Sciences in the Israeli Navy
January 2017	Generation Y and the World of Work	Yezreel Valley Academic College	Conference of the Department of Organizational Development and Consulting	Member of the Committee of the Annual Conference on Organizational Consulting
November 2021	Making a Mark in the Social Space: Evaluating the Effectiveness of Civil Society	Virtual conference	Annual IPA virtual conference	Senior member of PAI – formerly IPA

7. Teaching in academic institutions

Year	Course name	Course type	Degree	Number of students
2006-2017	Management and facilitation of an annual course: Coaching in a behavioral-cognitive approach – University of Haifa , Department of Continuing Studies	Lecture / Workshop	Master's	24
2006-2017	Management and facilitation of an annual course: Facilitation of groups in a psychodynamic approach – Haifa University , Department of Continuing Studies	Workshop	Master's	26 (2 groups)
2013-2015	Fundamentals of counseling and intervention in organizations – Ono Academic Campus , Faculty of Organizational Consulting	Workshop	Master's	35
2017-present	Practicum in the Department of Organizational Development and Consulting – Yezreel Valley College	Workshop	Master's	9

Year	Course name	Course type	Degree	Number of students
2018-present	Coaching in a behavioral-cognitive approach – Yezreel Valley College , Department of Organizational Development and Consulting	Workshop	Master's	16 (2 groups)
2018-present	Facilitating groups in organizations with a psychodynamic approach – Yezreel Valley College , Department of Organizational Development and Consulting	Workshop	Master's	16 (2 groups)
2018-present	The consultant's identity and entering organizations – Yezreel Valley College , Department of Organizational Development and Consulting	Workshop	Master's	18 (3 groups)
2020-present	Introduction to organizational development and organizational diagnosis – Yezreel Valley College , Department of Organizational Development and Consulting	Lecture	Master's	45 (2 groups)
2011-present	Introduction to organizational development and organizational diagnosis – Ruppin Academic Center	Lecture	Master's	48
2011-present	Introduction to organizational development and organizational diagnosis – Ruppin Academic Center	Lecture	Master's	38
2012-present	The behavioral-cognitive approach in personal counseling for managers in the Role Analysis model – Ruppin Academic Center	Workshop	Master's	24 (2 groups)
2012-present	Advanced consulting skills and intervention projects in organizations – Ruppin Academic Center	Workshop	Master's	45
2012-present	Executive development workshop in the postmodern age: Emotional-behavioral aspects in executive development – Ruppin Academic Center	Workshop	BA	35

Year	Course name	Course type	Degree	Number of students
2012-present	Supervision course as part of the program for training organizational consultants – Ruppin Academic Center , Department of Continuing Studies	Course	Master's	14
2012-2017	A workshop on systemic leadership and systemic thinking for managers – University of Haifa , Department of Continuing Studies	Workshop	Master's	18
2012-2017	Workshop on leadership and implementation of changes in organizations – University of Haifa , Department of Continuing Studies	Workshop	Master's	18

8. Professional experience

2005-present – Senior psychologist and organizational consultant, works as an independent organizational consultant in high-tech private-business organizations and in public organizations, mainly in the Ministry of Education.

2008-2017 – Program director and lecturer in training courses in behavioral approach coaching and group facilitation in the Department of Continuing Studies at University of Haifa.

2000-2005 – Chief Psychologist of the Israeli Navy, Head of the Division of Psychology of the Israeli Navy (with the rank of Lieutenant Colonel).

1995-2000 – Commander and head of the field of consulting and organizational development in the Israeli Navy.

1988-1991 – Organizational psychologist at the Israeli Naval Academy.

1985-1988 – Director of the Adam-Milo Institute, screening and placement tests for industry in Haifa.

9. Areas of expertise and professional experience

1998-2005: Senior Organizational Consultant and Head of the Department of Behavioral Sciences in the Israeli Navy.

- Consulting and accompanying senior commanders in the Navy in processes of human resource management, and consulting in strategic processes, including the Commander of the Navy, Head of the Human Resources Shipyard, submarine commanders, missile ship commanders, platoon commanders, and others...
- Analysis of organizational surveys and satisfaction surveys of soldiers and officers, producing insights and recommendations, and organizational interventions to change the organizational culture in the Israeli Navy.

- Developing knowledge and tools in the field of organizational consulting and human resources for naval commanders, from organizational surveys and sociometry, through research work to examine the unique characteristics of naval commander leadership, to guidance for naval organizational consultants.
- Managing a team of 25 psychologists, including an organizational consulting and research team, and building annual work plans for the Department of Behavioral Sciences in the Israeli Navy.
- A guide and supervisor for organizational consultants at the beginning of their careers in the IDF's Department of Behavioral Sciences, which includes conducting entry-level workshops for two years for new organizational consultants in the army.

2004-present: Independent Organizational Consultant

Working as an independent organizational consultant for firms and companies in the private and public sectors – Bank Leumi, Avney Rosha Institute, Ministry of Education, startup organization – HSL in Caesarea, Sion Company for Artificial Insemination in Beit She'an, Nitzan Association for adults with mild mental retardation, the Sinta Bar restaurant chain, Atid Haifa School of Tourism and Hospitality for Youth at Risk, Green Light Association, Adam Milo Institute for industry tests, and training religious directors at Sha'an Academic Religious Teachers College.

The projects were in four areas:

1) Manager development and group facilitation

- Working with business organizations and companies from the private, third, and public sectors. Planning and teaching training and instructional programs for manager development and organizational behavior in the areas of senior management, positive leadership, systemic thinking, coaching, group facilitation, assimilation of change, meaningful learning, and more.
- Working on team development in a high-tech organization in Caesarea (HSL) – team building workshops and developing interpersonal skills of discourse, listening, and trust.
- Group processes in the organization: Facilitation and group dynamics of executive development workshops and leadership workshops – positive leadership, entry of new managers into the position, group facilitation, and more.
- Enrichment lectures and executive development workshops for the academic staff at Sha'an Academic Religious Teachers College – training teachers and managers in the religious sector.
- Workshops for parents in the Atid Network schools on rehabilitation of the new parental authority.
- Comprehensive experience in group facilitation and academic teaching of courses and workshops in the areas of executive development and positive leadership.

2) Personal consulting and business coaching for managers

- Consulting, mentoring, and coaching (business coaching) for managers using a behavioral-cognitive model, at individual and group levels: Organizational consulting for the CEO of a car dealership (KIA) and a large garage network in the north of Israel.
- Personal counseling and coaching using a behavioral-cognitive approach. Building organizational strategy and vision for Ramot Zevulun High School in the Bedouin town of Ibtin.
- Organizational psychologist for crisis intervention for the human resources manager at Bank Otsar Ha-Hayal.
- Personal and professional development for senior executives, and personal advice using the Role Analysis Model.
- Organizational consulting for senior management in the implementation processes of strategic organizational changes in a high-tech organization in Caesarea (HSL), from the establishment phase as a start-up (2006) to the present...
- Personal training, and teaching processes for managers in the Pisga Kiryat Motzkin Training Center.
- Personal counseling for managers and personal training for members of the Teachers' Union, as part of a Ministry of Education awareness project.
- Organizational consulting for the Education Directors Forum in the Education Division of the Kiryat Tivon Municipality.
- Organizational consulting for the Educational Leadership Forum in the Education Division of the Neshar Municipality.
- Transition from Discipline to Meaning in Educational Practice Project: Personal counseling for two principals of high schools for youth at risk on changing the organizational climate in the school. Advising principals in the Ministry of Education Haifa District, and accompanying organizational climate improvement processes at the schools on the subject of **"The transition from discipline to meaning"**.

3) Organizational diagnosis

- Experience in diagnosis, analysis, and organizational consulting, with a focus on improvement processes and implementation of changes, merging units and activities, privatization processes, and more.
- Organizational diagnosis: Teaching principles and models in organizational diagnosis and mapping, organizational change, and organizational structure: Restructuring the organizational structure of the headquarters of a large restaurant group in Haifa – the Sinta Bar Group – including locating and screening CEOs and senior executives in the culinary group.
- Diagnosis for intervention: Principles in implementing change, recommendations, and types of interventions in organizations: strategic thinking, organizational structure and writing work procedures in the Nitzan Association in Haifa.
- Establishing an infrastructure for flexibility in operation of the organization's manpower, including advice on dismissal processes and early retirement.

Leading a diagnosis and strategy project in a large number of schools in the Atid Education Network.

4) Organizational classification and evaluation of organizational diagnosis projects

Establishing and developing evaluation and promotion systems within the organization, including “evaluation centers” for senior management, employee evaluation, customer feedback, satisfaction surveys.

Performing organizational assessments and assimilating changes in associations and industrial organizations (including naval bases, the Nitzan Association in Haifa, technological schools, Sion Company for Artificial Insemination, the Cattle Breeders Association in Caesarea, and others...)

Managing teams of evaluating and screening psychologists, and operating screening and recruitment systems.

Formulating screening concepts in the organization and operating a screening system: tests, interviews, and assessment centers. Organizational consulting and conducting screening interviews of managers at Sion Company for Artificial Insemination in Beit She’an.

Formulating a concept and professional counseling: Formulating a professional identity using the Role Analysis Model, role perception, and role experience.

10. 2005-present – Applied projects and constructing new courses

Developing, managing, and teaching a skills course in organizational consulting for managers within the framework of the training program for organizational consultants at Ruppin Academic Center.

Details: Building the course “Organizational Consulting Skills for Managers” with a unique curriculum that combines content from the fields of behavioral sciences, business administration, and organizational psychology, with the goal of acquiring knowledge, tools, and skills from the fields of organizational consulting and management. The program focuses on field experience, and includes organizational diagnosis and implementation of a full intervention program in the organization. The studies combine theoretical models and applied-practical components with emphasis on the learner’s development, awareness, and personal growth. The course includes experience in diagnostic work, and writing a concluding organizational intervention report as part of applying the learning.

Developing, managing, and teaching an executive development workshop in the postmodern era: Emotional-behavioral aspects in executive development, as part of the MBA studies program at Ruppin Academic Center.

Details: Building a workshop as part of the executive developments I hold in organizations. The workshop was built for students interested in developing managers’ self/business awareness, through an understanding and improvement of interpersonal communication processes in the team. The course teaches the behavioral-cognitive model and its implications for the world of work. Through the model, managers reveal emotional barriers, thought patterns, and common mental fixations of managers in organizations. During the course, the connection between positive psychology, leadership, and executive coaching is understood, and each participant builds a professional-personal career vision in the work circle.

□ **Developing and teaching an annual training course in diploma studies for group facilitators, as part of continuing studies at University of Haifa.**

Details: An annual course designed for group facilitators who are certified in group facilitation in organizations. The course combines three learning channels: theoretical, dynamic, and practical. In the theoretical channel, the goal is to become familiar with and understand basic concepts in group work, and to conceptualize phenomena and processes in the group. In the practical channel, the goal is to acquire and formulate practical skills of group facilitation in the organization. And in the dynamic channel, the goal is to experiment and experience on a personal level the investigation of interpersonal relationships and power relations in the group.

□ **Developing and teaching an annual training course in diploma studies for coaches using a psychological approach, as part of continuing studies at University of Haifa.**

Details: An annual course designed for coaches who are certified in coaching teams and individuals in organizations. The goal is to acquire and formulate practical skills for coaching managers in organizations. The training course is based on the behavioral-cognitive model and the principles of positive psychology. During the course, participants examine their relationships in their various roles in life, to understand **“the extent to which a person performs a role and is responsible for his actions, and the extent to which the role shapes his behavior within it”**.

□ **Developing and teaching the course “The Consultant’s Identity and Entry into Organizations” as part of the MA Program in Organizational Development and Consulting at Yezreel Valley Academic College.**

Details: The course is intended for organizational consultants, and the goal is to formulate a professional consulting identity by formulating a “professional credo”, and recognizing personal abilities and skills as organizational consultants. Formation of the perception and professional identity is conducted by means of the Role Analysis Model, which examines the organizational consultant’s role perception and role experience. The goal is to demonstrate independent learning ability in a changing environment as counselors in contending with principals’ objections. In the course, students learn the entry processes into the organization, and ways to contact the organization and the manager (the “customer” of the process), from the proposal stage to the entry stage into the organization, and the contractual engagement by means of a “psychological contract”. The goal is to build a professional/personal credo that describes the consultant in aspects of professional perception and their added value and contribution to the organization.

□ **Developing and teaching of a workshop on “Psychological Coaching using the Behavioral-Cognitive Model” as part of the MA Program in Organizational Development and Consulting at Yezreel Valley Academic College.**

Details: The workshop is intended for organizational consultants, and the goal is to get to know and understand concepts in psychological behavioral training, and practice a process of psychological training on their own and with managers. Psychological training is based on the behavioral-cognitive model and the principles of positive psychology. It is a guided and goal-oriented learning process, the purpose of which is to empower and perfect the individual’s potential, and to develop their thinking and emotional abilities. This skill offers a process that allows people to reach their full potential within a defined setting.

11. Practical experience

□ **2005-present – Leading and directing processes of managerial development and personal consulting.**

Details: Leading several dozen consulting processes in organizations over the years, and dozens of management development workshops at various senior levels (e.g., VPs, principals, supervisors, school principals, and bank managers in various sectors, such as high-tech, finance, Civil Service Commission, Ministry of Education, IDF...). The workshops engage with leadership development, personal development, building work plans, and formulating a vision and strategy. Also, regularly accompanying senior executives in personal coaching, mentoring, and personal counseling sessions.

□ **2012-present – Project to change organizational culture in Atid Network high schools in the Haifa district.**

Details: Leading a project in collaboration with school principals in the Haifa district and the Krayot. The main objective is to change the educational climate **“in the transition from discipline to meaning”** in all the educational work in the organization. The goal is to promote learning by creating a personal and meaningful connection between students and teachers. The process takes place by building a space for an optimal emotional process in the teacher-student interaction.

□ **2014-present – Project for organizational intervention in the crisis at Atid Motzkin High School.**

Details: Leading organizational intervention in collaboration with school principals on youth at risk violence, and creating supportive dialogue circles among the teaching staff. In the wake of the “Covid-19 period”, there has been a significant increase in cases of violence in and outside the school. In collaboration with the management team, an organizational diagnostic survey and a needs survey were conducted to understand the psychological and emotional aspects of the students who come from complex socioeconomic backgrounds.

□ **2018-present – Project for high school counseling in the Bedouin community of Ibtin, and formulating the school’s vision and uniqueness.**

Details: Accompanying the school’s teaching and administrative staff in formulating their vision and uniqueness, by working with school principals to refine their personal perceptions and vision; and, subsequently, establishing work teams to identify school values and community needs, and formulate the school’s vision and uniqueness. Accompanying the school has been ongoing for several years, and I continue to help assimilate the vision in the classrooms and the daily practice of the teaching staff.

□ **2020-present – Advising principals in the various sectors on dealing with the Covid-19 crisis.**

Details: Advising principals in the Ministry of Education Haifa District on dealing with the Covid-19 crisis – including diagnosing the needs of organizations in dealing with the crisis, professional training for supervisors and principals, accompanying thinking teams in developing a “day after” strategy that includes professional training for teaching staff, and a comprehensive change in the professional development of teaching staff.

□ **2010-2018 – Consulting and facilitating school principals’ groups, Avney Rosha Institute for School Leadership.**

Details: Facilitating groups of senior instructors for principals – guidance on guiding, giving courses on data-based management, leadership, and change management, and facilitating groups of new principals – engaging in the topic of leadership and entering the position.

12. Academic publications:

- Oren, R. (1988), Needs as an explanatory variable of pressures in managerial work. Haifa: Technion – Israel Institute of Technology. Final thesis for a Master’s Degree in Industrial Psychology.
- Oren, R. (2017), Individualistic orientation versus family orientation: The quality of marriage in postmodern families. University of Haifa: Essay for the Degree of Doctor of Philosophy. Supervised by Prof. Yossi Gutman.

12.1. Additional publications:

- Oren, R. (2016), The transition from “discipline to meaning” in educational practice: Building a space for an optimal emotional process in interpersonal interaction. Ministry of Education Publications. Pisga Center, Kiryat Motzkin.
- Oren, R. (2012), The Role Analysis Model in business coaching for executives. IPA Publications – The Association for Organizational Development Consultants in Israel.
- Oren, R. (2005), “After me or around me”: Examining the unique characteristics of naval commander leadership. Navy Research Publications. Published by the Department of Behavioral Sciences (MAMDA), IDF.