

“Given the escalating exposure of workplace culture issues, the need for ombuds has never been greater. Chuck Howard does a masterful job explaining the case for how ombuds can really help an organization, and the real-world examples truly bring the concepts to life.”

—LISA GELOBTER, CEO and Founder, tEquitable

“Chuck Howard has been a champion of the organizational ombuds for decades and knows the power of real-life stories to convey their value. The examples he shares in this book can’t help but cause leaders to see the practical and extensive benefits an ombuds offers to the organization. A must-read for all C-suites.”

—MARCIA MARTÍNEZ-HELFMAN, Associate Ombuds, University of Pennsylvania

“Chuck Howard paints a uniquely accurate picture of current ombuds practices in the United States. He insightfully does so by applying a variety of actual colorful examples to the broad canvas of his own considerable experience. In my opinion, this work is a must-read for anyone serious about practicing the ‘art of ombudsing’ in any organization.”

—STEVEN PREVAUX, Former General Counsel of the University of South Florida

“This book provides the clearest explanation of what an organizational ombuds actually does by sharing *real life* examples—actual cases taken from ombuds who work in a variety of settings across the globe. If you are considering adding an organizational ombuds office as an additional support resource for people in your organization, this book will convince you to do so.”

—MELANIE JAGNEAUX, Ombudsman Director, Baylor College of Medicine

“Chuck’s genuine passion for the ombuds profession is readily apparent in this conversational, engaging book. The real case scenarios bring to life the true value the ombuds contributes to an organization. A must-read not only for those just establishing an ombuds office but also for every practicing ombuds.”

—SUZANNE SONNER DIVINEY, Vice President and Office of the Ombuds Team Lead, Pfizer, Inc.

* * *

Chuck Howard served as the Executive Director of the International Ombuds Association from 2019 through 2021. Previously, he was a Partner and General Counsel of the law firm of Shipman & Goodwin LLP. For almost thirty years Chuck represented ombuds offices at major corporations, universities, research facilities, and other organizations throughout the United States as independent counsel. He is the author of *The Organizational Ombudsman: Origins, Roles, and Operations—A Legal Guide*, published in 2010 by the American Bar Association, and is a frequent presenter and writer on ombuds issues.

ABA
AMERICAN BAR ASSOCIATION
Dispute Resolution Section
ShopABA.org

ISBN 978-1-63905-053-6



9 781639 050536

Printed in the U.S.A.

Law/Reference

Price: \$129.95

PC: 5100040

Organizational Ombuds

A PRACTICAL GUIDE TO

How They Help People
and Organizations

CHARLES L. HOWARD



A PRACTICAL GUIDE TO Organizational Ombuds

How They Help People and Organizations

CHARLES L. HOWARD

