

Jeff Holmes

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[LinkedIn](#)

PROFILE

Jeff is a senior organizational change leader with over 15 years of experience in organizational change and transformation. He brings a unique combination of skills and experience to drive successful large-scale transformation initiatives forward. Jeff has a proven track record of leading complex change initiatives without direct authority, is comfortable with ambiguity and uncertainty, adept at navigating complexity and patiently guiding and influencing teams to embrace change. He also possesses training/certifications in coaching, facilitation, mindfulness and trauma aware practices to inspire and motivate individuals at both the emotional, intellectual and spiritual levels who are challenged by transformation.

SKILLS

- **Change Management:** Deep understanding of both change management principles and multiple structured methodologies (e.g. Prosci, Kotter, Bridges, proprietary, etc.), leading teams, enterprise change, developing change strategies, maturity assessments, organizational analysis, program & project planning.
- **Leadership Coaching:** Providing executive and emerging leadership coaching focusing on enhancing leadership qualities, decision-making skills, strategic thinking, and the ability to effectively manage and motivate teams in the context of major organizational change.
- **Strategic Planning & Project Management :** Adept at assessing organizational goals, negotiation, and aligning change strategies, plans and deliverables to technology/business transformation, governance changes, re-organizations, etc.
- **Problem Solving & Adaptability:** Thrives in fast-paced and dynamic environments leveraging problem-solving skills & high emotional intelligence to overcome challenges and drive positive outcomes while working in collaboration with others.
- **Communication & Influencing Skills:** Excellent communication, emotional intelligence and interpersonal skills, to effectively communicate complex ideas and strategies to diverse audiences, from executives to front-line employees using plain language, humor, storytelling, anecdotes and/or user personas.
- **Learning & Development:** Extensive experience with developing training strategies, plans, storyboarding, content and facilitation.

EDUCATION & CERTIFICATIONS

- **Bachelor of Science, Business Management** - University of Phoenix
- **Change Management Practitioner Certification** - Prosci
- **Certified Coach** - Coaching Out of the Box
- **Certified Coach** - Grow Model
- **Certified Mindfulness Meditation Teacher (MMTCP)** - Greater Good Science Centre
- **Certified Personal Sound Mediation Teacher** - Chopra Centre

REFERENCES: Upon Request

EMPLOYMENT HISTORY

The YOU in You Consulting, Inc. - *Owner*: March 2013 – Present

Independent consulting firm providing leadership coaching, organizational change, mindful leadership, strategic planning, organizational development and learning strategies.

<p>Various Clients Leadership Coaching 08/2014 – Present</p>	<p>Leadership coaching of clients including; United States Coast Guard, Unity Technologies, Province of British Columbia, Stemcell Technologies, Inc., Technical Safety BC and the University of British Columbia. Leadership coaching focused on:</p> <ul style="list-style-type: none">• Emergent leaders new to a leadership role focused on building confidence, moving forward or dealing with the dynamics of the workplace.• Executives both new and experienced focused on goal-setting, skill development, and navigating the interplay between the personal and the professional for sustained organizational success.• “Transitionals” seeking a restart or seeking greater satisfaction in their professionals lives.
<p>Technical Safety BC MS Dynamics Project Sr. Change Program Lead 08/2023 – 01/2024</p>	<p>Virtual program lead working in a matrixed environment with cross-functional groups to identify, define, and scope major change initiatives while embedding the ADKAR model into the organization.</p> <ul style="list-style-type: none">• Change lead coaching, training and mentoring internal change team on project.• Provided organizational change advisory services, strategy, assessments, planning and Lean approaches to executive, operations and staff.• Coached management teams and PMO on change leadership and resistance management acumen in the organization.• Developed and facilitated workshops on change management best practices.
<p>Vancouver Island Health Authority Group Dynamics and Facilitation Skills Facilitator/Developer 01/2024 – 02/2024</p>	<p>The EP MO was engaged to provide a leadership development opportunity for their team of project and program managers.</p> <ul style="list-style-type: none">• The all day workshop consisted of four learning outcomes.<ul style="list-style-type: none">• The role of the facilitator in encouraging; inclusive solutions, full participation, mutual understanding and shared responsibility to create sustainable agreements with work teams.• The psychological and sociological dynamics of group decision making• Facilitator best practices, techniques and skills• Participant hands-on practice facilitating topics learned during the workshop.• Feedback, both informal and formal was positive and enthusiastic and plans are being developed to continue the workshops at an enterprise level
<p>STEMCELL Technologies, Inc. SAP Implementation HR Business Change Advisor 03/2023 – 05/2023</p>	<p>The SAP implementation for this biotech client was a business process improvement transformation of the HR headcount process.</p> <ul style="list-style-type: none">• Change lead on the project providing advise, alignment and coaching on the future state impacts to HR and organizational change best practices for project on tight timeline.• Develop change vision and strategy, resistance management and communications strategy plan and content

<p>Ministry of Citizen's Services</p> <p>ERP Implementation Project Change Lead 07/2018 – 01/2019</p>	<p>Ministry was replacing the BC Bid procurement solution with Ivalua ERP application.</p> <ul style="list-style-type: none"> • Change lead on the Agile project providing organizational change advisory services to ministry executive, operational and supervisory leadership. • Developed Agile change and communications strategies & plans, journey maps and user personas. • Aligned and coached stakeholders on future state and provided coaching on organizational change best practices for vendor project approach.
<p>BC Ministry of Education</p> <p>Pesticide Applicator Certification Manual Rewrite Instructional Designer 07/2017- 02/2020</p>	<p>Update and refresh of content, illustrations, and examples in the certification manual to current standards.</p> <ul style="list-style-type: none"> • Drafted and rewrote the pesticide applicator certification manual for the Ministry of Environment • Researched and reviewed current pesticide application process and best practices and updated images and illustrations to support the newly developed content • Consulted with subject matter experts from the BC Ministries of Education, Agriculture and Environment to confirm and validate content
<p>BC Public Service Agency</p> <p>Hiring Manager Training Certification Program Instructional Designer 10/2018 – 05/2019</p>	<p>Client was looking for help standardizing the hiring manager training across the province. Successful completion of the program would certify the hiring manager had the required knowledge of provincial hiring procedures.</p> <ul style="list-style-type: none"> • Researched and reviewed BC provincial hiring practices for development into plain language learning content • Worked closely with subject matter experts to develop, refine and approve the client learning journeys in alignment with policy and best practice • Approved content that used for inclusion in the online learning portal

BDO Canada, LLP – Consulting Manager, People & Change: June 2019 – January 2023

Responsible for management consulting services in the areas of organizational development and change, strategic planning, facilitation and leadership development.

<p>National Research Council Canada (NRC)</p> <p>IRAP Designing for Growth Business Change Advisor 01/2022 – 10/2022</p>	<p>The IRAP Division of NRC was undergoing an organizational transformation of systems, people and processes to align with a new vision and mission.</p> <ul style="list-style-type: none"> • Developed implementation, operating and change plans for the new organization. • Created engagement, communications and capacity building plans. • Conducted targeted stakeholder impact analysis and assessments and recommended next steps to fully engage all stakeholders. • Provided advice and direction to drive the desired culture and reinforce key behaviours through regular engagements with high influence/impact stakeholders and union bargaining agents.
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<p>BDO Canada LLP Mindful Leadership Facilitator 12/2020 – 10/2022</p>	<p>Facilitator of Mindful Leadership workshops in support of BDO’s client base.</p> <ul style="list-style-type: none"> • Trained and supported client to intentionally give themselves and their teams space to integrate mindfulness and meditation into their daily routines. • Focused on a holistic approach to leadership through the deep integration of self, team and organizational to foster higher levels of engagement and productivity. • Participants learned about demystifying mindfulness, reviewed the supporting research and applying mindfulness as a leader.
<p>BDO Canada LLP Accelerated Learning Program Facilitator & Program Designer 03/2022 – 09/2022</p>	<p>BDO was seeking to attract and retain the best consulting talent across all core business areas.</p> <ul style="list-style-type: none"> • Designed and facilitated the 6-month program consisting of 6 cohorts with a focus on developing soft skills in areas such as mindful leadership, business communications, emotional intelligence, conflict management,, etc. • Modules were delivered using techniques such as; storytelling, virtual live sessions, break out groups, live panel discussions and self-directed independent learning .
<p>Sioux Valley Dakota Nation Strategic Planning Facilitator/Program Manager 11/2021 – 03/2022</p>	<p>SVDN engaged Jeff to develop a new 5-year strategic plan. In this role he:</p> <ul style="list-style-type: none"> • Facilitated workshops with the Programs Directors, Chief and Council at Sioux Valley Dakota Nation to develop mission, vision and 5-year strategic plan • Facilitated additional workshops to support the development of implementation plans & process improvements for the workstreams • Reviewed strategic and implementation plans with Chief, Council and Operations Manager and incorporated feedback into final document.
<p>Stollery Children’s Hospital Foundation MS Dynamics Project Sr. Change Advisor 09/2021 – 10/2021</p>	<p>Foundation was implementing the accounting module of MS Dynamics to improve the reporting and accounting processes.</p> <ul style="list-style-type: none"> • Drafted a change readiness interview guide, conducted the interviews with key executives and senior leaders, captured themes and reported on the findings. • Developed and implemented a Change Readiness Assessment Survey for all foundation staff. • Presented a report findings and recommendations for next steps from the interviews and survey results.
<p>Indigenous Services Canada-First Nations Inuit Health Branch Short Term Crisis Support Trauma Facilitator 05/2021 – 09/2021</p>	<p>Facilitator of trauma-informed focus groups to provide support in the mitigation of a workplace trauma.</p> <ul style="list-style-type: none"> • Conducted staff focus groups to uncover the direct impact stemming from employee stories, survey findings, and media reports showing high levels of mistrust, self-reported toxic work culture and low levels of engagement. • In response, a Workplace Wellness Action Strategy was created in facilitated sessions with executive, staff, and one-on-one interviews. • Presented recommendations to executive which included creating a safe avenue for employees to report harassment, improved communications and engagement, improvements to role clarity, antiracism training and greater inclusion of indigenous perspectives and ways of working.

<p>National Research Council Canada</p> <p>Future of Work Project Change Program Lead 01/2021- 02/2022</p>	<p>NRC were looking ahead to the post pandemic business environment to create a future of work environment that creates permanent flexible work arrangements.</p> <ul style="list-style-type: none"> • Change Management Lead and organizational design specialist overseeing the change work of subject matter experts in all areas related to employment including; performance management, employment impacts, office setup, policies, training, health and safety and others. • Conducted interviews with key senior leaders across the organization to assess change impacts, readiness, risks and opportunities. • Created storyboards, user personas and journey maps to support line managers in discussions on the applicable future of work options with staff. • Partnered with internal communications resources to develop key messages, plans and implementation schedule. • Engaged with Chief Finance Officer (Sponsor) on change vision & strategy, executive alignment challenges, assessment findings, change leadership coalition recommendations and project roadmap.
<p>Natural Sciences and Engineering Research Council</p> <p>Org. Change Maturity Assessment Sr. Change Lead 11/2020- 03/2021</p>	<p>The client was looking for an highly researched review of their organizational change management maturity. .</p> <ul style="list-style-type: none"> • Project lead assessing the current state change maturity to identify areas of opportunities to improve processes, tools, techniques and documentation when compared to best practices. • Conducted research, interviews, plan reviews, strategies, documentation, tools, templates, etc. to assess effectiveness, clarity and completeness of change maturity from a current state and historical perspective • Developed maturity model framework and interview guides and rated organization on scale.. • Key deliverables were presentations communicating the findings to executive including; recommendations, mitigation strategies and cost benefit analysis.
<p>Ministry of Citizen's Services</p> <p>Provincial Identity Information Management Program Sr. Business Change Advisor 06/2020 – 10/2020</p>	<p>Modernization and streamlining initiative for province of BC security and authentication system.</p> <ul style="list-style-type: none"> • Developed the overarching strategic organizational change and communications approach for the portfolio of Agile projects. • Provided organizational development consultation and advice on integration of DevOps into organization. • Mentored and coached executives, operational leaders, change agents and staff on organizational change best practices in the context of multiple related projects.
<p>Trevali Mining Corp.</p> <p>MS Dynamics Project Sr. Change Lead 02/2020 – 03/2020</p>	<p>International implementation of MS Dynamics ERP at mine sites in Canada, Peru, Namibia and Burkina Faso.</p> <ul style="list-style-type: none"> • Change advisor for the project assessed change readiness, developed organization change roadmap, communications plan and content. • Advised on use of best practices, tools and techniques.

Siksika Nation

Organizational Health
Check

Organizational
Development Lead

01/2020 – 08/2020

Nation was seeking assistance assessing the current state of the organization.

- Assessed current state health of organization, governance and structure.
- Interviewed departmental Senior Managers on current state risks, opportunities and issues.
- Developed and presented findings and recommendations to Senior Managers, Tribal Manager and Chief and Council

CGI Group Inc. - Director, Consulting: October 2009 – July 2018

Responsible for management consulting advice and deliverables in areas such as organizational design, strategic planning, organizational change management and learning & development.

**Ministry of Forests, Lands,
Natural Resource
Operations and Rural
Development**

Natural Resource
Permitting Modernization

Change Program Lead

August 2014 - July 2018

Transformation project to increase efficiencies across the natural resource sector.

- Architect and program lead of the Change Management Office overseeing a team of 10- 12 contracted resources and internal staff including hiring, performance evaluations, planning, and assigning work.
- Developed and managed the change management strategies, plans, deliverables and approach for the program portfolio in this matrixed organization.
- Deliverables included; storyboards, user journeys and personas, training and communications plans, workshops roadmaps, analysis, assessments and resistance mitigation.
- Established, refined and continuous improvement and quality assurance of change management standards.
- Partnered with the PMO on best practices and integration of change strategies, plans and tasks into project plans, including deployment tracking, portfolio analysis, and quality assurance metrics.
- Assessed effectiveness of change management activities and, when sub-standard, developed mitigation strategies, frameworks and tactics.
- Mentored and coached senior leaders, change agents, project managers, middle level managers and staff on resistance management, stakeholder alignment and organizational change best practices.
- Facilitated workshops on the enterprise impacts of change and effective mitigation strategies across the sector to focus resources on critical areas.

WorkSafeBC

SaaS Transformation

Sr Organizational Change
Lead

April 2014 - June 2014

Project was a transformation initiative within the IT department implementing SaaS and a new Application Lifecycle Management process

- Developed enterprise change leadership strategy for IT executive team including change governance model, sponsor roadmap, stakeholder engagement and coaching strategies and related business transformation deliverables.
- Created resistance management, communication and training plans.
- Facilitated stakeholder expectations management, change readiness assessments, stakeholder analysis and change impact assessments.

<p>Ministry of Advanced Education</p> <p>Salesforce Student Loan Intake Project</p> <p>Training Specialist</p> <p>02/2014 – 03/2014</p>	<p>Ministry was implementing cloud solutions for student loan application intake and institution program eligibility processes.</p> <ul style="list-style-type: none"> • Conducted training needs analysis to support knowledge transfer to staff. • Identified training modalities per role and learning objective (video, self-paced, classroom or job-aid). • Developed a training needs analysis report and high-level project plan to complete training deliverables. • Mentored instructional designer in effective training development processes for client.
<p>InterWrap, Inc.</p> <p>SysPro Implementation</p> <p>Change /Project Manager</p> <p>08/2013 – 09/2013</p>	<p>Project was a requirements and organizational change analysis for the implementation of an ERP application at a multinational manufacturer.</p> <ul style="list-style-type: none"> • Led strategic organizational change management activities and managed project budget, project tasks, client expectations and internal and sub-contractor resources to completion of analysis phase of project. • Conducted analysis of key stakeholders to assess readiness of organization to adopt change. • Performed change impact and characteristics assessment for proposed ERP implementation and developed management plan to mitigate anticipated areas of resistance. • Presented technical and strategic change implementation project roadmap and proposed budget to senior executives.
<p>SaskEnergy/TransGas</p> <p>Desktop Refresh Project</p> <p>Senior Organizational Change Manager</p> <p>08/2011 – 03/2013</p>	<p>Lifecycle upgrade of key systems and business process reengineering to improve service delivery and organizational effectiveness.</p> <ul style="list-style-type: none"> • Led both strategic and tactical organizational change management activities including developing and delivering change management strategy, training strategy and communications plans, change assessments & analysis and resistance mitigation strategies • Created enterprise level change roadmap then led the integration efforts for a unified approach on both current and planned IT projects • Coached senior leaders on benefits realization, project and change management integration, effective organizational communication strategies and the responsibilities of executive sponsorship • Partnered with mid-level management teams to identify opportunities to improve business management processes including recommendations on resource allocation, skills assessment, gap analysis and improving workflows • Mentored & trained staff in OCM methodologies, tools, techniques, and templates in support of business transformation initiatives across the enterprise
<p>North Carolina Department of Revenue</p> <p>Tax Management System Implementation</p> <p>Sr. Instructional Designer</p> <p>10/2009 - 04/2011</p>	<p>Project was an enterprise-wide redesign of tax management system for the state.</p> <ul style="list-style-type: none"> • Mentored and coached junior instructional designers in the ADDIE model of design, adult learning theory, knowledge transfer, training production processes and the selection of appropriate learning modalities • Developed synchronous and asynchronous content including, leaders guides, user guides, job aids and video content

PROFESSIONAL DEVELOPMENT & THOUGHT LEADERSHIP

LEADERSHIP DEVELOPMENT

- **Graphic Facilitation (Principles and Advanced)**, The Grove Consultants International
 - **Landmark Forum & Advanced Course**, Landmark Worldwide
 - **Date with Destiny**, Robbins Research International
 - **Unleash the Power Within**, Robbins Research International
 - **Leadership Academy**, Robbins Research International
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DIVERSITY, EQUITY & INCLUSION

- **Authentic Dialogues Across Race & Ethnicity**, NVC Academy
 - **Anti-Racism Culture Building**, Education for Racial Equity
 - **Seeing the Racial Water**, Dr. Robin DiAngelo, Ph.D.
 - **Investigating Our White Identity**, Spirit Rock
 - **Foundations of Somatic Abolitionism**, Resmaa Menakem, Justice Leadership Solutions
 - **White & Awakening Together**, Spirit Rock
 - **We Are All Treaty People**, Ontario Institute for Studies in Education
 - **Indigenous Canada**, University of Alberta
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TRAUMA SENSITIVITY

- **Advanced Training Program in Mind-Body Medicine**, The Center for Mind-Body Medicine - Dr. James Gordon, MD
 - **Discovering the Wisdom of Trauma**, Dr. Gabor Maté
 - **Non-Violent Communications for Social Change**, NVC Academy
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MINDFULNESS

- **Mindful Leadership Training Certification**, Spirit Rock
 - **Mindfulness Mentor Training**, Cloud Sangha, Jack Kornfield & Tara Brach
 - **Mindfulness X**, Hugo Alberts, Ph.D.
 - **Fierce Self Compassion**, Dr. Kristin Neff, Ph.D.
 - **Coaching Masterclass on Realizing Resilience**, Hugo Alberts, Ph.D.
 - **An Introduction to Positive Psychology**, Hugo Alberts, Ph.D.
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THOUGHT LEADERSHIP

- **Facilitator - Integrating Change Management, Mindfulness and Leadership Development**, Leadership Victoria
- **Facilitator – Group Dynamics and Facilitator Skills**, Vancouver Island Health Authority
- **Chapter Author**, Change Initiatives, Institute of Electrical and Electronics Engineers, Enterprise Information Technology Body of Knowledge
- **Assessment Developer/Reviewer/Editor** – ACMP Certified Change Management Professional (CCMP) Accreditation
- **Presenter - Managing Change in the Resistant Organization**, Project World Victoria
- **Founding Member**, Victoria ACMP Chapter
- **Project & Change Management: Breaking through Miscommunication, Mistrust and Misinformation**, ACMP Professional Conference
- **Jump Starting a Stalled Change Management Effort**, ACMP Professional Conference