

SUMMARY

- Senior Prosci certified change consultant and ICF-ACC coach with over 15 years of experience in federal, state and provincial government, education, for and not for-profits
 - Proven track record of leading complex enterprise transformation initiatives by influence; without direct authority, comfortable with ambiguity and uncertainty
 - Additional certifications and training in facilitation, leadership, trauma, and meditation
 - Patiently guides, inspires, motivates and influences diverse teams to adopt challenging changes
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KEY SKILLS

- **Change Management:** Deep understanding of change management principles and multiple structured methodologies (e.g. ADKAR, Kotter, Bridges, Lewin, McKinsey, bespoke, etc.), proven experience establishing and leading change teams, architect of multiple change management offices and delivering on enterprise and tactical change management as well as change strategies, roadmaps, assessments, and other artifacts that mitigate resistance, create meaning and drive user adoption.
 - **Strategic Planning & Project Management :** Adept at leading multiple competing workstreams to deliver on strategic transformational agendas for complex multi-year initiatives impacted by technology shifts, culture changes, re-organizations, etc. Project and budget management experience, including experience with planning, evaluation and performance measurement.
 - **Leadership Coaching:** Providing executive 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.
 - **Problem Solving & Adaptability:** Mature critical thinking and problem-solving skills with ability to identify issues & risks, gathers facts, and develop and implement a strategy to mitigate. Strong relationship management skills with external vendors and/or consultants.
 - **Communication & Influencing Skills:** Excellent communication, deep listening and interpersonal skills to build partnerships, influence decision-makers without authority, and manage stakeholder relations, both internally and externally.
 - **Learning & Development:** Extensive experience with developing training materials (e.g. strategies, plans, storyboarding, content and facilitation).
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EDUCATION & CERTIFICATIONS

- **Bachelor of Science, Business Management** - University of Phoenix (2005)
 - **Change Management Practitioner Certification** - Prosci (2011)
 - **Associate Certified Coach (ACC)** – International Coaching Federation (2024)
 - **Certified Mindfulness Meditation Teacher (MMTCP)** - Greater Good Science Centre (2022)
 - **Certified Personal Sound Mediation Teacher** - Chopra Centre (2014)
 - **Certified Graphic Facilitation** - The Grove Consultants International (2015)
 - **Certified Mind-Body Medicine Trainer** - The Center for Mind-Body Medicine (2022)
 - **Certified Mindful Leadership Trainer** - Spirit Rock (2022)
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REFERENCES: Upon Request

CLIENT EXPERIENCE HIGHLIGHTS

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

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

Various Clients: Leadership Coaching

Leadership Coach: Clients from; United States and Canadian Federal Governments, US and Canadian state and provincial governments, educational institutions, for and not for profit entities. Supporting clients in the areas of:

- Executive Change Sponsors focused on effective change leadership, team effectiveness, goal-setting, skill development, and navigating the interplay between the personal and the professional for sustained organizational success.
 - Emerging change leaders new to a change leadership role focused on building confidence, moving forward, mitigating resistance, effective communication or dealing with the dynamics of the workplace.
 - Career Coaching for those seeking a restart or greater satisfaction in their professional lives.
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Newmont Mining, Inc. – Architect/Advisor of Enterprise Change Management (ECM) and Change Management (CMO)

ECM/CMO Change Lead: Created the framework and metrics for an enterprise change management function and Change Management Office.

- Developed enterprise change management and organizational redesign approach aligning a variety of projects and stakeholders into a coherent change management office strategy.
 - Created ECM framework, assessment tools, CMO headcount recommendation, role descriptions, competencies, KPIs and metrics.
 - Provided targeted organizational change support for high impact, value and visibility projects.
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Technical Safety BC - MS Dynamics Project

Sr. Change Program Lead: Providing oversight, coaching, training and mentoring to internal change teams & cross-functional groups on enterprise change, OCM tools, techniques and approaches, CMO roles & responsibilities

- Led and oversaw an internal 3-person team (Change Analysis, Communications & Training) in the establishment of a Phase 1 CMO
 - Coached & mentored on development of project change strategies, assessments, planning, training and communications for enterprise initiatives.
 - Facilitated workshops for senior leadership on change leadership best practices in the context of refreshed senior leadership competencies.
 - Lead change advisor on scoping, scheduling, resourcing and budget for Program and Steering Committee meetings.
 - Reviewed, revised and developed standardized organizational change toolset and approach for internal projects.
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BC Government – Group Dynamics/Facilitation Skills

Workshop Facilitator: Developed and facilitated a world-class leadership development workshop for project and program managers.

- The 37 participants in the workshop were engaged in four learning outcomes; 1) the inclusive role of the facilitator, 2) psychosocial dynamics of team and group decision making, 3) facilitator best practices and 4) practice opportunities for the attendees.
 - Feedback, both informal and formal was very positive with the planning to continue the workshops across the organization.
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BC Government - Ivalua ERP Implementation Project

Agile Change Lead: Implementation of Ivalua ERP procurement solution.

- Developed change assessments, analysis, change and communications strategies & plans, journey maps and user personas on initiative affecting approximately 10,000 vendors and citizens across the country.
 - Supported facilitation of business process mapping workshops to capture current and future states workflows.
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- Aligned and coached stakeholders in 7 ministries on the future state and organizational change best practices.
 - Provided expertise and advisory services to executive, operational and supervisory leadership.
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BC Government - Pesticide Applicator Course Certification Manual

Instructional Designer: Updated content, illustrations, and examples in the certification manual to current standards.

- Drafted and rewrote the 330-page 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.
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BC Government - Hiring Manager Certification Program

Instructional Designer: Standardization of asynchronous hiring manager certification training.

- Researched and reviewed BC provincial hiring practices to create plain language learning content available to all managers in the BC Public Service.
 - Partnered with subject matter experts to develop, refine and approve the client learning journeys in alignment with policy and best practice for union and non-union hiring.
 - Approved content was released in the online learning portal for certification of managers in public service employee best practices in hiring, leading, coaching, disciplining, promoting, etc.
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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.

Federal Government of Canada - Designing for Growth

Business Change Advisor: Transformation of systems, people and processes to align with a new vision and mission.

- Developed strategy, implementation, operating and change plans organizational redesign impacting approximately 200 employees.
 - Conducted executive stakeholder interviews on enterprise change readiness, anticipated people impacts and communications needs and planning to fully engage all stakeholders.
 - Provided strategic direction to drive the desired culture, mitigated risks and reinforced key behaviours through regular engagements with high influence/impact stakeholders and union bargaining agents.
 - Created communications plan, key messages and content in support of the initiative.
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BDO Canada, LLP - Mindful Leadership

Facilitator: Mindful Leadership workshops in support of external clients.

- Trained on present moment awareness, integrating mindfulness and meditation into daily leadership routines for approximately 50 client representatives.
 - Topics included; demystifying mindfulness, reviews of the supporting research and applying mindfulness as a leader for self, team and organizational to drive high levels of engagement and productivity.
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BDO Canada, LLP - Accelerated Leadership Program

Facilitator & Program Designer: Program development to attract and retain the best consulting talent across core business areas.

- Designed and facilitated a 6-month program for approximately 60 employees focused on developing skills in leadership 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.
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Sioux Valley Dakota Nation - Strategic Planning

Program Manager: 5-Year strategic plan development.

- Facilitated workshops with the Programs Directors, Chief and Council of Sioux Valley Dakota Nation to develop mission, vision and 5-year strategic plan driving operational transformation.

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- Follow-up workshops supported development of implementation plan to create process improvements for 7 business units to reduce inefficiencies.
 - Final strategy and business unit plans approved by Chief, Council and Operations Leadership team.
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Federal Government of Canada – Crisis Intervention

Trauma Facilitator: Facilitator of focus groups to provide support in the mitigation of a workplace trauma.

- Conducted focus groups with 12 participants to uncover the impacts stemming from anecdotes, survey findings, and media showing high levels of mistrust, self-reported toxic work culture and low levels of engagement.
 - Developed Workplace Wellness Action Strategy in facilitated sessions with executive, staff, and additional one-on-one interviews.
 - Presented recommendations including; risk mitigation, harassment reporting, communications and engagement, role clarity, antiracism training and greater inclusion of indigenous perspectives and ways of working.
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Federal Government of Canada - Future of Work Project

Change Program Lead: Developed a workplace with permanent flexible work arrangements.

- Led change and organizational design initiatives overseeing the work of 12 subject matter experts in all areas related to employment.
 - Developed understanding of stakeholders in support of crafting meaningful change adoption strategies and plans.
 - Facilitated analysis of operational impacts and recommended process improvements, reviewed job descriptions to better align on and mitigate risk transitioning to the new in-office, remote, and hybrid roles.
 - Developed change vision & strategy, executive roadmap, governance and project roadmap with CFO.
 - Interviewed senior leaders to assess change impacts, readiness, risks, resistance and opportunities and reported on findings.
 - Created storyboards, key messages, communications strategy, user personas and journey maps for managers and staff in collaboration with internal communications team.
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Federal Government of Canada - Org. Change Maturity Assessment

Sr. Change Lead: Development of highly researched and customized review of organizational change management maturity.

- Assessed the current state change maturity to identify areas of opportunities to improve processes, tools, techniques and documentation when compared to best practices.
 - Developed customized maturity model framework, interview guides and change maturity rubric.
 - Conducted research, interviews, plan & strategy reviews, documentation, tools, templates, etc. to assess effectiveness, clarity and completeness of change maturity.
 - Key deliverables were findings to executive including; risk mitigations, recommendations on when internal or vendor resources were best suited to ensure project success with supporting cost benefit analysis.
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BC Government - Identity Information Modernization

Sr. Business Change Advisor: Modernization and streamlining initiative for provincial security and authentication system.

- Developed the overarching strategic organizational change and communications approach for the portfolio of Agile projects affecting all citizens possessing a BC Services Card in the province.
 - Worked in partnership with project manager, sponsor, business owners, subject matter experts, project team members, and external vendors.
 - 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 across the government in the context of multiple interrelated projects.
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Siksika Nation – Org. Health Check

Organizational Development Lead: Current state organizational health assessment.

- Analyzed risks and developed strategic recommendations on organizational restructuring, updated operating model, policy revisions and governance across 6 operational areas.

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- Final plan was approved by Chief, Council for implementation and restructuring of Siksika Nation operations.

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.

BC Government - Natural Resource Permitting Modernization

Client Relationship Manager: Transformation project to increase efficiencies across the natural resource sector.

- Architect and program lead of the Change Management Office overseeing a team of 10 contracted resources and internal staff including hiring, performance evaluations, planning, and assigning work.
 - Conducted enterprise change impact analysis and aligned executives on the findings leading to dramatic shifts in the transformation strategy of the 20+ projects impacting 6 ministries.
 - Developed, oversaw and managed the change management strategies, plans, deliverables and approach for the program portfolio in a matrixed organization affecting approximately 4,000 employees.
 - Established, refined and championed quality assurance to ensure adherence to change management standards.
 - Partnered with the PMO, project managers, sponsors, business owners, subject matter experts, project team members, and external vendors to integrate of change strategies, plans and tasks into project plans.
 - Scoped the degree of change management support needed by projects and recommended when internal or vendor resources were best suited to ensure success.
 - Used data to develop KPIs enabling insight into people risks, levels of engagement and adoption of the changes.
 - Mentored and coached executives, operational leaders, project managers as part of the steering committee in areas such as resistance management, stakeholder alignment and organizational change best practices.
 - Additional deliverables included; storyboards, user journeys and personas, training and communications plans, training delivery, roadmaps, analysis, assessments and resistance mitigation.
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WorkSafeBC - SaaS Transformation

Sr Organizational Change Lead: Transformation initiative implementing SaaS and an Application Lifecycle Management.

- 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.
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BC Government - Salesforce Student Loan Intake Project

Training Specialist: Salesforce ERP implementation for student loan application intake and institution program eligibility processes.

- Conducted training needs analysis to support knowledge transfer to staff and high-level project plan to complete training deliverables.
 - Mentored instructional designer in effective training development processes for client.
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InterWrap, Inc. - ERP Implementation

Project Manager: Implementation of Syspro at a multinational manufacturer.

- 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 and Steering Committee.
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SaskEnergy/TransGas - Desktop Refresh Project

Sr. Organizational Change Manager: Lifecycle upgrade of key systems and business process reengineering to improve service delivery and organizational effectiveness.

- Led both strategic and tactical organizational change management activities including developing and delivering change management strategy, training strategy and communications plans, change assessments and analysis.
- Coached senior leaders on benefits realization, project and change management integration, effective organizational communication strategies and the responsibilities of executive sponsorship, and improving business management processes.
- Created enterprise level change roadmap then led the integration efforts for a unified approach on both current and planned IT projects affecting over 1,200 employees.
- Mentored & trained staff in OCM methodologies, tools, techniques, and templates in support of business transformation initiatives across the enterprise.

North Carolina State Government - Tax Management System Redesign

Sr. Instructional Designer: Enterprise-wide redesign of tax management system for the state.

- 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, leader's guides, user guides, job aids and video content.

PROFESSIONAL DEVELOPMENT & THOUGHT LEADERSHIP

LEADERSHIP DEVELOPMENT

- **Date with Destiny**, Robbins Research International (2016)
- **Unleash the Power Within**, Robbins Research International (2017)
- **Leadership Academy**, Robbins Research International (2015)
- **Landmark Forum & Advanced Course**, Landmark Worldwide (1999)
- **Mindful Leadership Training Certification**, Spirit Rock

DIVERSITY, EQUITY & INCLUSION

- **Authentic Dialogues Across Race & Ethnicity**, NVC Academy (2020)
- **Anti-Racism Culture Building**, Education for Racial Equity (2022-present)
- **Seeing the Racial Water**, Dr. Robin DiAngelo, Ph.D. (2020)
- **Investigating Our White Identity**, Spirit Rock (2021)
- **We Are All Treaty People**, Ontario Institute for Studies in Education (2021)
- **Indigenous Canada**, University of Alberta (2021)
- **Foundations of Somatic Abolitionism**, Resmaa Menakem, Justice Leadership Solutions (2022)

TRAUMA SENSITIVITY

- **Discovering the Wisdom of Trauma**, Dr. Gabor Maté (2021)
- **Non-Violent Communications for Social Change**, NVC Academy (2020)
- **Fierce Self Compassion**, Dr. Kristin Neff, Ph.D. (2019)
- **Advanced Training Program in Mind-Body Medicine**, The Center for Mind-Body Medicine
- **An Introduction to Positive Psychology**, Hugo Alberts, Ph.D. (2022)

MINDFUL ENGAGEMENT

- **Mindfulness Mentor Training**, Jack Kornfield & Tara Brach (2022)
- **Mindfulness X**, Hugo Alberts, Ph.D. (2021)
- **Coaching Masterclass on Realizing Resilience**, Hugo Alberts, Ph.D. (2022)
- **Certified Mindfulness Meditation Teacher (MMTCP)**, Tara Brach & Jack Kornfield
- **Certified Personal Sound Meditation Teacher, Chopra Centre**, Deepak Chopra & Roger Gabriel

THOUGHT LEADERSHIP

- **CCMP Assessment Developer/Reviewer/Editor** – ACMP Certified Change Management Professional (2015)
- **Founding Member**, Victoria ACMP Chapter (2014)
- **Facilitator - Change Management, Mindfulness and Leadership Development**, Leadership Victoria (2021)
- **Chapter Author** - Change Initiatives, Institute of Electrical and Electronics Engineers, Enterprise Information Technology Body of Knowledge (2014)
- **White Paper: Jump Starting a Stalled Change Management Effort**, ACMP Professional Conference (2012)
- **White Paper: Project & Change Management: Breaking through Miscommunication, Mistrust and Misinformation**, ACMP Professional Conference (2011)
- **Presenter** - Managing Change in the Resistant Organization, Project World Victoria (2015)