

Roelf Woldring

PERSONAL PROFILE

Enterprise Leader and Builder

Creative C-level organizational leader. Intensely results and profit oriented.
Has deep strengths in business strategy, organizational change and team leadership.
Selects high power direct reports. Motivates them to excel as individuals and as a team.
Diversifies / increases revenue sources / levels. Decreases year-over-year unit costs.
Implements personal performance contracts that set out negotiated results and rewards.
Consistently measures achieved progress against targets.

KEY SUCCESS FACTORS

**Creates and executes strategic multi-year business turnaround plans.
Coordinates implementation tactics at the people, process and tool levels.**

**Develops effective working relationships with key suppliers, customers
and business partners.**

**Develops executive teams which integrate and develop their members'
personal capabilities.**

**Inspires members of effective knowledge based service organizations to
contribute to the best of their ability.**

**Diagnoses systemic performance issues in organizations and develops
effective responses to them.**

Implements innovative approaches to traditional business processes.

Reduces unit costs while increasing service delivery and quality.

**Understands complex technologies, and knows what it takes to get
business value from them.**

**Builds enterprise level business information architectures which produce
synergistic returns on investment over a number of years.**

**Communicates compellingly to audiences at all levels: Board, senior
executive, external stakeholder, subordinate and public.**

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SIGNIFICANT CAREER ACHIEVEMENTS

Upgraded the management and the operations of the Chicken Farmers of Ontario. Implemented new people management, financial management and operations management processes. Restructured the system used to manage the production of 600 million dollars of chicken annually on 1100 farms. Put in place the people to carry out the new processes. Restructured the presentation of items to the Board, and the committee structure of the Board, focusing the elected Board on long term policy and on industry relations.

Developed a multi-year pricing negotiation strategy for the Ontario farm gate price for chicken. In year one, lead the team of Board Members who completed a successful negotiation with representatives of the chicken processors. In year two, worked with senior external Counsel and Consulting Economists to complete a successful arbitration. Achieved an annual increase of over 5% in the gross incomes of Canadian chicken farmers as a result.

Built the management team that created and ran Development Services at Manulife Financial Canada, an e-commerce software development and production management group. Delivered over 140 e-commerce projects in 2000 (largest \$5 million, average \$100,000) on time and budget. Total internal revenue: \$11,000,000 in 1999; \$29,000,000 in 2000.

Introduced software development asset reuse as a “service” at Manulife Financial Canada. Increased application development productivity on projects which took advantage of the service by over 200%.

Implemented the resource manager model across IT at Manulife Financial as well as annual job satisfaction surveys to measure the impact of cultural change initiatives. Job satisfaction measures improved on a year over year basis. Voluntary turn over was at industry low levels at a time when industry competition for IT and e-commerce professionals was at an all time high in Canada.

Turned around the information systems organization at TransCanada PipeLines. Implemented new processes for every aspect of the business, and hired / promoted individuals capable of making them work. Integrated two new systems teams acquired through company acquisition into the IT organization. Improved prime time availability from less than 85% to over 99% in the first year. Increased annual service delivery 15% each year in application development, production management and computer operations, while reducing unit costs by an average of 10% each year.

Successfully completed hundreds of consulting assignments for clients in Canada and the United States in project management and turnaround (Information Systems and Business Processing Re-engineering), executive coaching, professional development, process improvement, human resource management, balanced scorecard and strategy development.

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BOARD MEMBERSHIPS

OnTrace Ontario Agri-Food Traceability Corporation
(<http://www.ontraceagrifood.com/about.php>)

CAREER HISTORY

Managing Partner WORKPLACE COMPETENCE INTERNATIONAL LIMITED,
Hillsburgh, Ontario, May 2007 to present

General Manager CHICKEN FARMERS OF ONTARIO,
Burlington, Ontario, August 2005 to April 2007

Managing Partner WORKPLACE COMPETENCE INTERNATIONAL LIMITED,
Hillsburgh, Ontario, June 2001 to July 2005

Vice President DEVELOPMENT SERVICES AND IT ARCHITECTURE
INFORMATION SERVICES, MANULIFE FINANCIAL,
Toronto, Ontario, August 2000 to June 2001

Vice-President DEVELOPMENT SERVICES
INFORMATION SERVICES, MANULIFE FINANCIAL,
Toronto, Ontario, April 1999 to July 2000

Vice-President PEOPLE AND PROCESS
INFORMATION SERVICES, MANULIFE FINANCIAL,
Toronto, Ontario, October 1997 to March 1999

Managing Partner WORKPLACE COMPETENCE INTERNATIONAL
Toronto, Ontario, June 1986 to September 1997

Director CORPORATE INFORMATION SYSTEMS
TRANSCANADA PIPELINES,
Toronto, Ontario, February 1981 to May 1986

Previous Experience Prior to 1986, experience as a programmer, systems analyst,
business analyst, application software architect and project
manager. Started career as junior messenger in law firm.

EDUCATION AND CERTIFICATIONS

Advanced Postgraduate Diploma in Management Consultancy 1997
DBA Candidate, Doctor of Business Administration program
Henley Management College, Henley-on-Thames, England.

Ph.D. Candidate, Organization Theory and Behavior 1980
School of Business Administration, University of Massachusetts, Amherst
(Completed course work – did not complete thesis - MBA equivalent)

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2 years of additional undergraduate study	1976
Organizational Psychology and Applied Social Science, Concordia University, Montreal	
B.A., Philosophy and Sociology	1973
Sir George Williams University (now Concordia University), Montreal	
Alternate Dispute Resolution: Mediation and Negotiation Skills	2003
ADR Institute of Ontario	
Certification, Myers-Briggs Step II Instrument	2000
Certification, Hay-McBer Golemann EQI Emotional Maturity Instrument	
Practitioner: Society of Neuro-Linguistic Programming, Toronto	1989
Graduate, Group Facilitation Trainer Development Program	1976
Centre for Human Relations and Community Studies, Concordia University, Montreal	