

Roelf Woldring

Managing Partner

Workplace Competence
International Limited
Hillsburgh, Ontario
May 2007 to ...

- Organizational change and design architect assignment for a Canadian company planning and implementing a major, multi-million dollar process, technology and organizational structure change.
- Managing Partner, WCI / WCI Press, refining the Competency Styles™ material (www.competencystyle.com)
- WCI Services (see www.wciltld.com for details)
 - The architecture of successful business change: strategic organizational design and change consulting to the "C" level of the organization
 - IT Program and Project Management
 - Interim Executive Services, particularly during times of Organizational Change

General Manager

Chicken Farmers of
Ontario
Burlington, Ontario
August 2005 to April
2007

- Interim Management Assignment: contracted as turn around "CEO" reporting to elected Board.
- Managing pricing negotiations with Ontario Licensed Processors: negotiated price increase in 2006; arbitrated price increase in 2007, establishing new precedent for pricing Ontario farm gate live price for chicken.
- "Overhauled" working practices and culture of organization, improving all operational process (accounting and financial management, human resource management, economic s and analysis, communications, processor relations, Board agenda management, pricing negotiations, information technology infrastructure and application management,)
- Implemented a new emergency response program to deal with the potential threat of highly pathogenic Avian Influenza to Ontario chicken farms and producers.
- Worked with other supplied management agricultural boards to establish a framework for responding to events at World Trade Organization Doha round negotiations.

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Hillsburgh, Ontario
June 2001 to July 2005

- Established WCI Press, which publishes personal and professional development material on paper and on the web. (www.wciltld.com/wci%20press/WCIPresstoppage.htm)
- Published the "Competency Styles™" workbooks which are currently available on-line from HRD Press. (www.hrdpress.com)
- IT and HR enterprise strategy, operations management and productivity improvement and project management consulting assignments.
- Individual performance improvement and executive development coaching using a variety of self-descriptive and 360° instruments.

Vice President, IS Development Services and IT Architecture

Manulife Financial
Toronto, Ontario
August 2000 to
June 2001

- Responsible for using the Internet to increase productivity of Manulife's decentralized software development groups (900 people in 5 locations globally).
- Oversight accountability for IT architecture, including e-commerce driven change to past IT investments.
- Extended Accelerated Solutions Delivery methodology to use web tools to increase productivity of e-commerce development shop.
- Delivered 144 Internet software development projects in 2000, ranging in size from \$10,000 to \$5,000,000 (on average >\$100,000). 140 were on time and in budget.

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Vice-President, IS Development Services

Manulife Financial
Toronto, Ontario
April 1999 to July 2000

- Created an e-commerce development organization funded out of internal charge back (growth from 11 million in 1999 to 30 million in 2000 - 150 people).
- Delivered > 40 e-commerce application development projects successfully before the Y2K freeze.
- Implemented state-of-the-art software development and project management practices using time box approaches and systematic software code reuse.
- Lead the change management process needed to successfully implement all Y2K application-in-production changes.

Vice-President, People and Process

Information Services,
Manulife Financial
Toronto, Ontario
October 1997 to
March 1999

- Contract position – brought in by turn-around CIO.
- Led **organizational effectiveness and culture change management** for IT organization of 1500 FTEs, annual budget of 300 million dollars, in 5 locations globally.
- Implemented:
 - a new performance management/appraisal process,
 - competency based role profiles and job descriptions,
 - 3x a year market salary surveys,
 - staff resource managers,
 - customer satisfaction measures,
 - 360° feedback for senior IT leaders,
 - a systematic review process for rating all staff on their performance / future potential,
 - transition outplacement for the Canadian IT organization.
- Recruited 4 IS VPs and 8 Assistant Vice-Presidents and over 600 IS professionals.
- Supported CIO in introduction of new processes for IT accounting/chargeback, project management, procurement ...

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International
Toronto, Ontario
June 1986 to
September 1997

- Head of an independent consulting firm handling HR, cultural change, IT performance improvement and business process re-engineering assignments (**BPR**) in Canada and the United States.
- Specialized in supporting CIOs in their IT change programs or in implementing technology based organizational change.
- Directed a number of large BPR project turn-arounds as a sub-contractor for a major US consulting firm.
- Handled a number of “project in trouble” turn-around assignments.

Director, Corporate Information Systems

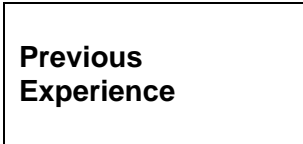
TransCanada PipeLines
Toronto, Ontario
February 1981 to
May 1986

- Turn-around of the Information Systems organization, transforming it from a reactive to a proactive service oriented organization (110 systems professionals in 3 locations).
- Integrated the technology and IT people of several corporate acquisitions.
- Delivered below annual budget by 10% while exceeding service level targets by 15% in each of the last 3 years. Annual budget growth greater than 15%.
- Led the change by articulating a vision based on principles.
 - Operate at the proven edge, not bleeding edge of technology.
 - Do it (new technology) to ourselves (IS) first.
 - Increase the computer capability of staff outside of systems first.
 - Create business accountability for key systems investments.

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- Investigate packages as part of each major application development project.
- Deliver something useful on application development projects every 3 to 6 months.
- Form joint project teams with the business on key systems projects.



Previous Experience

- Starting in 1964 as an office boy in a law firm, moving into IT as a programmer in 1966, with subsequent experience as a programmer analyst, systems analyst, business analyst, application software architect and project manager.

Board Memberships

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

Education and Certifications

- 1993-1997 **Advanced Postgraduate Diploma in Management Consultancy,**
Business Administration Program.
Henley Management College, Henley-on-Thames, England.
- DBA Candidate, Doctor of Business Administration program.**
Henley Management College, Henley-on-Thames, England.
- 1976-1980 **Ph.D. Candidate: Organization Theory and Behaviour,** School of Business
Administration, University of Massachusetts, Amherst
(Completed course work – did not complete thesis - left with MBA equivalent)
- 1974-1976 **2 years of additional study:** Organizational Psychology
and Applied Social Science, Concordia University, Montreal
- 1966-1973 **B.A.: Philosophy and Sociology,**
Sir George Williams University (now Concordia University), Montreal
- 2003 ADR: Mediation and Negotiation Skills – ADR Institute of Ontario
2000 Certification, Myers-Briggs Step II Instrument
2000 Certification, Hay-McBer Golemann EQI Emotional Maturity Instrument
1989 Practitioner: Society of Neuro-Linguistic Programming, Toronto
1976 Graduate, Group Facilitation Trainer Development Program: Centre for Human
Relations and Community Studies, Concordia University, Montreal