

# Roelf Woldring

## Educator, Author and Enterprise Leader

Publishes on paper and on the Web  
on business management  
and on workplace competency topics.

Develops and delivers  
professional development programs  
and educational courses  
that consistently receive  
high rankings from attendees.

Creative C-level organizational leader.  
Results oriented.  
Has deep strengths in business strategy,  
organizational change  
and team leadership.

## EDUCATION

<b>Advanced Postgraduate Diploma in Management Consultancy</b> <b>DBA Candidate, Doctor of Business Administration program</b> (All but dissertation) Henley Management College, Henley-on-Thames, England. (now Henley Business School, University of Reading)	1997
<b>Ph.D. Candidate, Organization Theory and Behavior</b> School of Business Administration, University of Massachusetts, Amherst (All but dissertation)	1980
<b>2 years of additional undergraduate study</b> Organizational Psychology and Applied Social Science, Concordia University, Montreal	1976
<b>B.A., Philosophy and Sociology</b> Sir George Williams University (now Concordia University), Montreal	1973
<b>Quebec High School Leaving Certificate</b> Sir George Williams Evening High School, Montreal	1965

## CERTIFICATIONS

<b>Alternate Dispute Resolution: Mediation and Negotiation Skills</b> ADR Institute of Ontario	2003
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<b>Certification, Myers-Briggs Step II Instrument</b>	2000
<b>Certification, Hay-McBer Golemann EQI Emotional Maturity Instrument</b>	
<b>Practitioner: Society of Neuro-Linguistic Programming, Toronto</b>	1989
<b>Graduate, Group Facilitation Trainer Development Program</b>	1976
Centre for Human Relations and Community Studies, Concordia University, Montreal	

### **TEACHING AND PROFESSIONAL DEVELOPMENT EXPERIENCE**

#### **A. PROFESSIONAL DEVELOPMENT PROGRAMS**

- 1. MANAGING IT IN SMALL ENTERPRISES**  
1 day workshop delivered 3 times for the Ontario Institute of Chartered Accounts in 2004
- 2. HR FOR ADULTS: COMPETENCY BASED HUMAN RESOURCE MANAGEMENT**  
2 day intensive workshop for HR professionals delivered publicly in 1995
- 3. IDEF BASED BUSINESS PROCESS MODELING AND RE-ENGINEERING**  
3 to 5 day intensive workshop delivered on more than 20 occasions to Canadian Imperial Bank of Commerce, Wang Laboratories, Shawmut Bank, the United States Air Force, Dynamics Research Corporation, CRS Sirrine Engineers Limited and other commercial clients From 1991 to 1994
- 4. TRAINING IN BUSINESS AND INDUSTRY**  
Educating Adults Program, School of Continuing Education, George Brown College, Toronto, Ontario.  
Lecture and small group  
Fall 1990, Spring 1991, Fall 1991, Spring 1992
- 5. COLLECTING THE RIGHT FACTS**  
Interviewing Skills for Working Professionals  
3 day intensive small group format delivered in a variety of client settings.  
Video-based training in data gathering interview techniques.  
1986 -1987
- 6. FACILITATING WORK TEAMS**  
Work Group Facilitation Skills for Working Professionals  
3 day intensive workshop delivered in a variety of client settings  
1986 - 1987
- 7. INTERPERSONAL DYNAMICS IN PROBLEM-SOLVING GROUPS**  
Advanced group dynamics and personal growth laboratory training.

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Centre for Community Studies and Human Relations.  
Concordia University, Montreal, Quebec.  
7 day intensive workshop.  
April 1980

8. **TRAINING FOR GROUP FACILITATORS**

Advanced work group and personal growth group leadership skills  
for group facilitators.  
Centre for Community Studies and Human Relations.  
Concordia University, Montreal, Quebec.  
12 day intensive workshop.  
April 1979

9. **MALE/FEMALE DYNAMICS IN CORPORATE ENVIRONMENTS**

Special Topic Summer Program, Department of Applied Social Science  
Concordia University, Montreal, Quebec.  
Summer 1979

10. **GROUP ACTIVITIES IN COUNSELLING**

Personal growth laboratory training.  
School of Education.  
University of Massachusetts at Amherst.  
3 day intensive workshop.  
Fall 1976, Spring 1977

11. **PROJECT MANAGEMENT USING CRITICAL PATH METHOD**

Canadian National Railways, Headquarters,  
Montreal, Quebec.  
5 day intensive workshop, and 1 day introduction.  
Delivered several times a year  
1966 -1968

### **B. UNDERGRADUATE TEACHING**

1. **BUSINESS AND HUMAN RESOURCES**

School of Business Management,  
Seneca College, Toronto, Ontario  
Fall and Spring 2004

2. **SYSTEMS ANALYSIS.**

School of Administration and Information Management,  
Ryerson Polytechnical College, Toronto, Ontario  
Fall and Winter 1992

3 **MANAGERIAL BEHAVIOUR**

School of Business.  
University of Massachusetts at Amherst.  
Fall 1977, Spring 1978, Fall 1978

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4. **INTRODUCTION TO COMPUTERS (Basic Programming)**  
School of Business.  
University of Massachusetts at Amherst.  
Fall 1976, Spring 1977, Summer 1977
5. **INTRODUCTION TO GROUP DYNAMICS.**  
Department of Applied Social Science.  
Concordia University, Montreal, Quebec.  
Winter 1976.
6. **INTRODUCTION TO PHILOSOPHICAL ISSUES AND METHODS.**  
Department of Philosophy.  
Concordia University, Montreal, Quebec.  
Seminar.  
Fall 1973, Spring 1974

### **PUBLICATIONS AND PAPERS AVAILABLE ON THE WEB**

(Links to all of these publications can be found at  
[http://www.wcilttd.com/about\\_us/RoelfArticles.htm](http://www.wcilttd.com/about_us/RoelfArticles.htm))

#### **1. "Power to the Edge: A New Approach to Creating More Agile Organizations"**

A Power Point deck which applies the Edge Organization ideas used by the Pentagon's Command and Control Research Program to frame the thinking about a major business transformation project in a client environment. The Edge organization principles, in a military context, were explained in "Power to the Edge" by David S. Alberts and Richard E. Hayes (2003). Many of these principles can be used to increase the effectiveness of modern health care organizations. (n the Power Point deck, the name of the client has been sanitized to "XXX" organization. )

#### **2. "The Reality of Enterprise Turnarounds"**

A working draft of a white paper on the two roles crucial to successful enterprise turnarounds: turnaround leader and change sponsor.

#### **3. "Enterprise Turnarounds: A Sustainable, Staged Approach"**

Enterprise level change is not simple. This framework allows individuals preparing for an enterprise turnaround to systematically plan a specific approach.

#### **4. "Effective Leadership Performance"**

Ken Blanchard and Paul Hersey published Lead/Self, a self insight tool that has been used by millions of business professionals to get clear on their personal group leadership style, in the 1980s. Contingency leadership theory also applies

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at the enterprise level, although the conceptual framework needed to frame it requires insight into leadership competencies.

### **5. "What's Wrong with Leadership Training Anyway?"**

Providing leadership training may not be the best way to spend scarce training dollars.

Published on the HR.com web site.

### **6. "A Guide for 'Coachees': Things to Reflect On When Working with a Personal Coach"**

A guide for individuals working with a business coach. First used internally in a large corporate client.

### **7. "A Manager's Short Primer on Resistance to Change in Organizations"**

Every manager makes change of some kind, and every manager experiences resistance to it. This primer provides some guidelines on possible ways of responding to resistance.

Published in the OD Section on the HR.com web site.

### **8. "One Manager Asks: What Kind of Training Makes Sense?"**

Every manager needs to make wise training investment decisions. A checklist of five questions can help.

Published on the Chief Learning Officer web site.

(<http://www.clomedia.com/>)

### **9. "The Widget Story: Changing Organizations and Working Relationships Using RAP Based Performance Appraisal"**

Organizational transformation requires that the individuals in the organization change their mental models of their jobs. Performance management is a tool which can accomplish this. (Work in progress.)

### **10. "Facilitating Meetings"**

Everyone attends meetings. We all "learn" most of our meeting participation and management skills "on the fly" through "on the job" attendance at meetings where we absorb things that seem to work (or not) from others.

This book takes a structured approach to developing meeting participation and meeting management skills. (Work in progress.)

### **11. Shorter articles on workplace psychology and business topics:**

- **"Why is it so hard to listen in business?"**

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- **"Power in Organizations": A Way of Thinking About What Power You Have Got and How to Use It"**
- **"Three Strikes and You are Out, Mr. IT Executive"**
- **"Planning and Strategy Meetings": A Short Facilitation Guide"**
- **"What Kind of Meeting Should I Have – A Short Primer For Managers"**
- **"The Roller Coaster of Change"**  
A 1 page graphic what depicts the cycles involved in organizational change
- **"Rules of Thumb for Course Development for Professional Development"**  
Applying adult education principles to professional development

### 12. **"Technical Writing ... or Getting Paid to Write (Sometimes)"**

An invited presentation made in June 2005 at the Canadian Authors' Association Annual Conference.

### 13. **"Personal Professional Competencies"**

A Microsoft Power Point presentation that explores the conceptual background to the development of the Personal Professional Competency program and the Competency Styles® tools. (Competency Styles® is a registered trademark of WCI Press.)

### 14. **"Managing Pilot Projects"**

Describes how pilot projects are best structured and managed. First written for a large corporation, where it was used internally.

### 15. **"Handbook for New Members of Automation Project Steering Committees"**

Helps new members of automation steering committees understand their role. First written for a large corporation, where it was used internally.

## BOOKS AND ARTICLES

### 1. **The Competency Styles® Workbook Series**

All published by Human Resource Press, Amherst, Massachusetts in September 2005 and by WCI Press, Hillsburgh, Ontario in June 2004  
Competency Styles is a registered trademark of WCI Press. The Competency Styles web site ([www.competencystyles.com](http://www.competencystyles.com)) provides more information.

- **Development Styles**
- **Gathering and Using Information**

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- **Interacting with Others**
  - **Making Decisions**
  - **Relating Styles**
  - **Structuring Personal Activity**
2. **“CIOs, Accountabilities and Competencies: The Key to Avoiding a Short Half Life”**  
  
Henley Working Paper HWP9710  
Henley Management College  
Henley-on-Thames, Greenlands  
1997
  3. **“Choosing the Right CIO”**  
  
Business Quarterly, Western Business School  
The University of Western Ontario  
London, Ontario  
Spring 1996
  4. **“Systems and Organizational Change – An Inevitable Link”**  
  
CIPS Review, Volume 11, Sept/Oct. 1987

## **BUSINESS CAREER**

### **KEY SUCCESS FACTORS AS AN EXECUTIVE**

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.

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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.

### 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. Focused 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.

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**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.

**Completed high school and undergraduate education at night** while employed full time.

### BOARD AND OTHER MEMBERSHIPS

Board Member	<b>OnTrace</b> Ontario Agri-Food Traceability Corporation ( <a href="http://www.ontraceagrifood.com/about.php">http://www.ontraceagrifood.com/about.php</a> )
Enterprise Mentor	<b>Bio-Enterprises Ontario</b> ( <a href="http://www.bioenterprise.ca/home.asp">http://www.bioenterprise.ca/home.asp</a> )
Member	<b>The Canadian Author's Association</b> ( <a href="http://www.canauthors.org/">http://www.canauthors.org/</a> )
Member	<b>The Author's Guild</b> ( <a href="http://www.authorsguild.org/">http://www.authorsguild.org/</a> )
Past Member	<b>Business Advisory Group</b> Department of Marketing and E-Commerce Seneca College, Toronto, Ontario

### CAREER HISTORY

<b>Managing Partner</b>	WORKPLACE COMPETENCE INTERNATIONAL LIMITED, Hillsburgh, Ontario, May 2007 to present
<b>General Manager</b>	CHICKEN FARMERS OF ONTARIO, Burlington, Ontario, August 2005 to April 2007
<b>Managing Partner</b>	WORKPLACE COMPETENCE INTERNATIONAL LIMITED, Hillsburgh, Ontario, June 2001 to July 2005
<b>Vice President</b>	DEVELOPMENT SERVICES AND IT ARCHITECTURE INFORMATION SERVICES, MANULIFE FINANCIAL, Toronto, Ontario, August 2000 to June 2001
<b>Vice-President</b>	DEVELOPMENT SERVICES INFORMATION SERVICES, MANULIFE FINANCIAL, Toronto, Ontario, April 1999 to July 2000

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<b>Vice-President</b>	PEOPLE AND PROCESS INFORMATION SERVICES, MANULIFE FINANCIAL, Toronto, Ontario, October 1997 to March 1999
<b>Managing Partner</b>	WORKPLACE COMPETENCE INTERNATIONAL Toronto, Ontario, June 1986 to September 1997
<b>Director</b>	CORPORATE INFORMATION SYSTEMS TRANSCANADA PIPELINES, Toronto, Ontario, February 1981 to May 1986
<b>Previous Experience</b>	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.