

HIGHLIGHTS

Speaker, coach, consultant to senior teams – **strategies for best results with people** in every situation
Hands-on executive experience in all sectors: profit, government, not-for-profit, volunteer, union, non-union
Leadership Committee thought-leader for Strategic Capability Network and writer for Canadian HR Reporter

ACHIEVEMENTS

CRISP STRATEGIES INC. President and Chief Executive Officer 2002 to Present

- **Leadership speaker, writer and effectiveness coach/consultant** – based on 5 core principles that create results faster and easier with less stress in all situations, developed from direct experience
- Major clients include Retail Council of Canada, University of Toronto, Globe and Mail, City of Toronto, Public Service Commission, CIBC, Toronto Board of Trade, Fellows of the Life Management Institute, CMA, Canadian Association of Management Consultants, Toronto Association of Business Economists

HUDSON'S BAY COMPANY – progressively increasing responsibilities 1985 – 2002

Senior Vice President, Human Resources ...from 1997-2002

- Reported directly to successive CEOs for all policy, corporate, strategic Human Resources
- Developed leadership, systems, succession and accountability improvement
- Led evolution of significant public affairs issues
- Also started a new business division - Internet catalogues and sales worldwide (1997-1999):
 - achieved rapid growth with 2 year payback potential and on-going return of 10%+
 - new programs included Internet, international loyalty programs, catalogues and related

Vice President, Human Resources ...from 1988-1997

- Officer, reporting to the CEO for all Human Resources (from Director, Employee Relations 1985-1988)
- More than \$7.5 billion sales, Canada's oldest and most complex retail company
- More than 70,000 employees in approximately 550 locations
- 50 corporate Human Resources staff, 10 regional/functional offices, more than 450 HR managers
- Successfully integrated several large mergers, many re-engineering efforts and progressive computerisation, including wide-spread e-learning and expert systems
- Reported directly to the Board of Directors for social responsibility, compensation and other HR issues
- Facilitated progress from loss of \$5.00 per share in 1985 to substantial profits by 1991

TORONTO GENERAL HOSPITAL Acting Director, Personnel 1984 – 1985

- Led Human Resources for 4500 employees, top teaching hospital, after Manager, Labour Relations
- Managed all personnel, training, health services & a profitable profit & loss fitness centre

TORONTO EAST GENERAL HOSPITAL Acting Vice President, Human Resources 1982 – 1984

- Led human resources for 2000 employees at this busiest emergency hospital, after Employee Relations
- Assisted turnaround from net deficit to surplus in two years, with 10 unions

SCHOOL BOARDS Professional Leadership and Teaching roles 1968 – 1982

- Stepped up from staff teaching to create the most successful association relationships in fifteen years, setting several precedents including communications and relationship improvement workshops
- Developed from a professional teaching background (including supervising graduate counsellor-trainees) to senior staff association positions (last responsible for 2500 of total 6000 employees)

PROFESSIONAL QUALIFICATIONS

- Honours BA and MASTERS degrees (1968, 1972) in psychology and counselling
- Professional Human Resources Designation (CHRP) up to date and several professional memberships/roles
- professional teaching qualifications including Ontario Supervisory Officer Certificate for leading School Boards