

Roelf Woldring

416-427-1567 roelf@roelfwoldring.com

IT Turnaround Leader

Senior leader with deep technical experience with a proven track record of turnarounds in IT operations and application development / maintenance shops. Can build and operate scalable, secure, unit-cost-reducing, robust technology platforms, spanning the legacy (main-frame, mid-range and server) and digital (cloud based - SaaS) worlds. Establishes unit cost based IT financial performance reporting. Shows how IT delivery performance is improving over time, even as this leads to increased demand upon IT by the operating side of the organization. Highly skilled at business transformation, integrations, and organizational change management.

Chief Technology Officer

RSA Canada

April 2016 - July 2016

(Interim Contract)

- Engaged by CIO to implement a process change program intended to bring this shop's delivery up to today's IT best practice levels.
- Within 2 months, had executive responsibility for enterprise architecture, application development/maintenance and operating management groups – 86 million dollars in annual spend - over 600 FTE, independent and offshore contractors.

Senior Consultant / Operations Leader

Eigenworks

April 2015 –Feb 2016

- Worked directly with Alan Armstrong, the Founder and CEO of this rapidly growing, competitor/buyer intelligence research firm.
- Successful in implementing strategy formulation, talent management strategy, operations management, project management, in depth buyer intelligence interviews with CIOs and other C level executives, report writing, and C-level client presentation work.

Executive Lead

HR Medic

Dec. 2013 – Dec. 2014

- Partnered with former VP of HR to provide C level organizational change consulting to clients.

Senior Associate

Woldring Consulting Associates

Jan. 2012 – Dec. 2014

- Provided expertise in e-learning, instructional design, and disaster preparation / recovery on assignments for a Vancouver based consulting organization.

Principal

Workplace Competence International

May 2007 – Dec. 2014

July 2001 - July 2005

June 1986 - March 1997

- Successfully completed organizational change, business strategy, professional development, program and project management, business process engineering, and executive coaching consulting assignments for a large variety of North America clients in the financial services, energy and manufacturing sectors.

- Invited to take full time internal interim executive roles a number of times based on the work done in these assignments.

General Manager

Chicken Farmers of Ontario

Aug. 2005 – April 2007
(Interim Contract)

- Worked for the Board to revitalize this organization - brought the internal administrative, financial, and management practices up-to-date. Handled complex people dynamics.
- Successfully led the negotiation and arbitration of the farm gate price for chicken with Ontario chicken processors over a two-year period, adding over \$100 million dollars to the bottom line of chicken farmer across Canada.
- Led the disaster preparation and management activities when avian influenza was a real concern for the Ontario chicken industry, threatening its income and reputation.

Vice-President

Development Services (E-Commerce) and IT Architecture

Manulife Financial

April 1999 – June 2001

- Created an integrated, professional e-commerce software development and production management organization that used agile techniques.
- Delivered over 140 e-commerce projects on time and within negotiated budget, competing against outside suppliers for much of this work.
- Ran the Y2K executive oversight and change management process that successfully implemented thousands of required changes in the IT production environment before the November Y2K freeze.

Vice-President

People & Process

Manulife Financial

Oct. 1997 – March 1999
(Interim Contract)

- Led the talent and performance management transformation activity in an IT organization with an annual operating budget of \$600 million dollars and approximately 1500 professionals.
- Completely revamped the performance management, recruiting, talent development, compensation administration, job evaluation, salary survey, and other talent management processes, resulting in substantial improvements in service delivery and in the completion of hundreds of projects annually.

Director

Corporate Information Systems

TransCanada Pipelines

Feb. 1981 – May 1986

- Transformed a broken IT organization into a responsive, client service organization.
- Created or rebuilt every vendor management, operations management, software development, application maintenance, project management, financial administration, and talent management process in this IT organization.
- Integrated 3 acquired IT shops.

- Grew the annual operating budget of the organization 5x, while reducing annual unit costs 10% every year.

EDUCATION & CERTIFICATIONS

Advanced Postgraduate Diploma in Management Consultancy

DBA Candidate, Doctor of Business Administration program (All but dissertation)
Henley Management College, Henley-on-Thames, England.

Ph.D. Candidate, Organization Theory and Behavior

School of Business Administration, University of Massachusetts, Amherst
(All but dissertation - MBA plus equivalent)

2 years of additional undergraduate study

Organizational Psychology and Applied Social Science, Concordia University, Montreal

B.A., Philosophy and Sociology

Sir George Williams University (now Concordia University), Montreal

Alternate Dispute Resolution: Mediation and Negotiation Skills, ADR Institute of Ontario

Certification, Myers-Briggs Step II Instrument

Certification, Hay-McBer Golemann EQI Emotional Maturity Instrument

Practitioner: Society of Neuro-Linguistic Programming, Toronto

Graduate, Group Facilitation Trainer Development Program, Centre for Human Relations and Community Studies, Concordia University, Montreal.