

Innovative & Dynamic Leader

- Specializes in strategic organizational change management, workplace culture initiatives, digital transformations, and operational excellence to optimize employee/customer/user experiences, processes, and technologies.
- Recognized for excellence in leadership and mentorship, championing full lifecycle project management, both remote and in-person, achieving end-to-end deliverables from conception through completion on time and within budget.
- Co-designs systems to innovate solutions in the digital and physical realms.
- Leads concepts forward, collaborating with partners and stakeholders to implement services across diverse communities and sectors.
- Collaborates with leadership to craft, refine, implement, and communicate the vision and strategy across the organization.
- Effectively communicates and evangelizes the desired change throughout the organization with compelling storytelling.
- Assesses needs and trends to implement the best solutions, informing the product roadmap and optimizing the user/customer/employee experience.
- Coordinates with product, business, data, and engineering partners in waterfall, agile, and wagile contexts.
- Highly respected for an authentic focus on D.IDEA (Decolonization, Inclusion, Diversity, Equity, Accessibility, Anti-Violence, Anti-Racism, and Allyship).

Areas of Expertise

- Process Optimization
- Program & Project Management
- Team Management
- Needs and Performance Analysis
- Strategic Business Planning
- CX/UX/UI & Design Thinking
- Service Design
- Agile Methodologies
- Change Management
- Transformational Leadership
- Governance & Policy Development
- Digital Transformation
- IT & Management Consulting
- Diversity, Equity, and Inclusion / D.IDEA
- Multiplatform Communications

Professional Experience

Senior Manager, Business Design & Innovation | Digital Transformation & Strategy | Procurement Centre of Excellence
September 2023 - Present
Bank of Montreal (BMO)

Within BMO's Procurement Centre of Excellence and in collaboration with diverse stakeholders and vendors, leading a team of business analysts, process designers, and automation innovators to inform the development and delivery of digital products and innovations aligned with BMO's purpose to "Boldly Grow the Good, in business and life."

Key Project: OSFI B-10 Third-Party Risk Management Enhancement Program

OSFI B-10, or the Guideline B-10, is a regulatory guideline issued by the Office of the Superintendent of Financial Institutions (OSFI) in Canada. The guideline provides a framework for managing risks associated with outsourcing and emphasizes the importance of maintaining the safety and soundness of financial institutions.

To satisfy the OSFI B-10's latest revision, I lead the service design portion of the project, including activities such as the **co-design of workshops** that support Third-Party Risk Management with the **gap analysis and identification of business requirements to close the gaps**. In addition, I liaise with the Product Management team to establish a Wagile approach (includes **process mapping, user stories, sprints, UAT, and a product backlog**) for the **prototype, development, testing, and implementation** of the business and functional requirements. This approach provides opportunities for the business to provide their iterative feedback, helping to ensure that the final product is of an utmost quality that aligns with the expectations of the business and satisfies OSFI B-10 within the designated timeframe.

Founder & Creative Engineer, April 2017 - Present
Superstar X Inc.

Founded Superstar X, a collective for social change, leading co-design efforts for various initiatives promoting inclusivity and celebrating diversity, as well as providing end-to-end strategic advisory and design services centred around humanity-focused practices and perspectives.

Key Projects:

Project 1 – SafER Space: A Human-Centred Experience for Advancing Child & Youth Mental Health in Emergency Departments

Client: Myles Ahead, Advancing Child & Youth Mental Health (“Myles Ahead”)

Role: Project Lead and Principal Service Designer

Duration: September 2021 – April 2022 (8 months)

- **Description:** Myles Ahead is a national charity dedicated to improving mental health services and school-based programming for children, youth, and their families, with the goal of life promotion (suicide prevention). Its work focuses on creating cohesion in fragmented systems through partnerships and enhancing and proliferating evidence-based best practices. Aligned with this work, it was identified that Emergency Rooms (ERs) can be traumatic, compounding existing mental health challenges for children and youth, leading to repeat visits, and increasing the risk of suicide. Also, access to services differs based on the geographical area, with some waiting up to 2.5 years to be treated. As a result, ERs will continue to be the obvious place for people to turn to while experiencing a mental health crisis. This system gap was identified and validated as an opportunity to cultivate therapeutic environments within ERs. Myles Ahead’s SafER Space initiative was created to re-imagine and co-design ERs to support better children and youth experiencing a mental health crisis.
- **Duties & Deliverables:**
 - Using a systems-thinking approach, analyzed quantitative and qualitative field research, organizing it into themes
 - Proposed and rationalized design approaches, creating low-fidelity and high-fidelity designs
 - Strategized next steps to consolidate findings with a systems view for documentation
 - Co-designed (using human-centred design practices) and co-authored an original scalable framework and transformation toolkit (with leading project and change management practices), including its documentation (published on ResearchGate), digital assets, concept drawings for 3D models, and knowledge mobilization strategy
 - Wrote letters to Ministers of Mental Health and Addiction, resulting in meetings to discuss SafER Space
 - Advised the Executive Director, providing her with strategic insights and iterative updates based on feedback from diverse stakeholders
 - Mentored team members
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, and Acrobat; Canva; Shutterstock; Turbo Squid; Envato; Zoom; and Google Workspace
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; Agile (Scrum); Plan-Do-Check-Act; and ADKAR
- **Team Size:** The core team was 3; also, there were numerous subject matter experts and a 3D Modeller.

Project 2 – Myles to Mars: A Global Best Practice, Evidence-Informed, Scalable, Framework and Toolkit, Co-Designed with Youth-Lived Expertise, to Proliferate and Advance Youth Hubs

Client: Myles Ahead, Advancing Child & Youth Mental Health (“Myles Ahead”)

Role: Project Lead and Principal Service Designer

Duration: January to December 2022 (12 months)

- **Description:** Currently, youth hubs are not common but play an important protective role in young people’s mental health, reducing the risk of suicide. Youth hubs are welcoming spaces where youth can access services to support their mental health, including various in-person and virtual options. Youth hubs can reduce barriers to accessing early-intervention mental health services that holistically address the diverse needs of youth. Youth hubs also help improve outcomes and satisfaction with services and can decrease the need for intensive intervention in ERs. Given a validated need, the Myles to Mars initiative was launched.
- **Duties & Deliverables:**
 - Planned and co-facilitated bi-weekly meetings with youth from Frayme, “a global network built to gather and share the best evidence and practice-based knowledge about integrated youth services, and to put it into action in communities around the world” and Finding Our Power Together, “an Indigenous-led non-profit organization supporting Indigenous youth to access support and relationships that enable them to thrive”
 - Performed user research through interviews, observations, surveys, and co-design workshops, analyzing and identifying pain points and gain points from the youths’ perspective, integrated with evidence-informed research
 - Generated approaches through ideation techniques to help address the youths’ needs in an authentic and holistic way
 - Proposed and rationalized design approaches, creating low-fidelity and high-fidelity designs
 - Co-designed an original framework model, representative of qualitative findings gathered during co-design sessions and from research
 - Developed a 3-phase approach for the framework, based on feasibility, desirability, and viability, including prototype designs, ranging from basic sketches to digital mock-ups

- Provided and solicited critique on the framework, conducting usability and user tests with the youth to determine if the framework could be further improved, iteratively updating the framework accordingly
- Developed engaging presentations to connect with diverse audiences and co-presented Myles to Mars at the Frayme Learning Institute 2023, reporting on results from the co-design sessions and research
- Facilitated the creation of a “sizzle reel” with youth and a global media production house, including design, strategy, and script development
- Collaborated with subject matter experts, in addition to community and industry partners
- Mentored supporting team members
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, and Acrobat; Canva; Shutterstock; Zoom; Google Workspace; Miro; and Slido
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; Agile (Scrum); Plan-Do-Check-Act; and ADKAR
- **Team Size:** The core team was three; also, there were ten youth collaborators to whom I was accountable.

Project 3 – The X Shop

Client: Superstar X Inc.

Role: Project Lead and Principal Service Designer (aka the Founder)

Duration: February to October 2019 (9 months)

- **Description:** Superstar X is a multimedia art collective for social change. Its purpose is to co-create transformations that activate connection and eradicate oppression for the superstar in all of us. Aligned with Superstar X’s purpose, it needed a platform to help share artists’ stories within the realm of multimedia art for social good and to monetize their work for multiple benefits. Hence, The X Shop Project was launched to co-design a shoppable art gallery on an e-commerce platform using Shopify.
- **Duties & Deliverables:**
 - Led product strategy and development of The X Shop
 - Wrote and edited copy
 - Researched and tested numerous API integrations for production and fulfillment, selecting best-practice options based on established business and functional requirements
 - Researched e-commerce builders to best reflect the brand
 - Proposed and rationalized design approaches
 - Created low-fidelity and high-fidelity designs
 - Designed, developed, and maintained the website using Shopify
 - Researched and selected vendors
 - Used API integrations to design products and uploaded them to The X Shop
 - Cultivated strong relationships with diverse audiences, such as vendors, customers, and X Artists
 - Wrote email communications
 - Designed and managed social media
 - Piloted in-person pop-up versions of The X Shop, furthering brand awareness and user research
 - User research reports, user personas, user journey maps
 - Paper prototypes, wireframes, and high-fidelity, pixel-perfect mock-ups
 - Design brand library and style guide
 - Product roadmaps, interactive prototypes, and visual style guides
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, and Acrobat; Canva; Shutterstock; Zoom; Google Workspace; Shopify; Figma; Jira; MailerLite; Wishlist; JudgeMe; and QuickBooks
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; and Agile (Scrum)
- **Team Size:** The core team was 2; also, there were numerous stakeholders and CRM to whom I was accountable.

Project 4 – Superstar X Magazine: RISE 2020

Client: Superstar X Inc.

Role: Publisher and Editor-At-Large (aka the Founder)

Duration: July 2020 to September 2020 (3 months)

- **Description:** To further Superstar X’s purpose, the Superstar X Magazine: RISE 2020 Project was initiated to help amplify under-represented voices and cover diverse social topics. The pilot was successful, and Superstar X Magazine is now a periodical publication, with its most recent release, LOVE 2022, published on September 30, 2022.
- **Duties & Deliverables:**
 - User and behavioural field research; co-design workshops; prototype design and testing; journey map and service blueprint development; process mapping; service prototyping; and usability testing
 - Service performance measurement, analysis, reporting, and strategy and roadmap documents or diagrams
 - Proposed and rationalized design approaches
 - Created low-fidelity and high-fidelity designs
 - Led strategy and development of Superstar X Magazine
 - Contacted writers to share their stories, aligned with the publication’s theme

- Identified business and functional requirements for an online platform
- Researched, reviewed, and selected technology for publication based on requirements gathering
- Tested the pilot version, adjusting as needed
- Interviewed contributors and wrote articles to share their stories
- Edited articles submitted by freelance writers
- Designed digital assets for the articles
- Completed the layout for all content in the magazine
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, and Acrobat; Canva; Shutterstock; Flipsnack; Figma; Jira; Zoom; and Google Workspace
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; and Agile (Scrum)
- **Team Size:** The core team was 2; also, The X Team provided input on sprints and there were numerous stakeholders to whom I was accountable.

Project 5 – The X Gallery

Client: Superstar X Inc.

Role: Project Lead and Principal Service Designer (aka the Founder)

Duration: October to December 2021 and August to October 2022 (6 months)

- **Description:** To further develop Superstar X’s multimedia collective, this project was initiated to conduct research and pilot a virtual gallery in the Metaverse called The X Gallery. Based on a successful pilot in 2021, another project was initiated to renovate The X Gallery, expanding the space, and upgrading the look and experience for visitors. It is now accessible by a web browser and the Oculus Quest 2, fully operational within Art Gate. The renovation was completed for the Opening Ceremony of LOVE 2022: An (un)Learning Summit for Truth & (re)Conciliation, which had regular Art Shows until its Closing Ceremony on December 10, 2022.
- **Duties & Deliverables:**
 - Integration of human-centred design methods into program review and digital transformation projects.
 - Analysis and documentation of project outcomes such as whether there is efficiency in use for staff and easy access to services for citizens.
 - Analysis of user and employee experience across channels (mobile, web, social media, phone, face-to-face, print, mail, etc.) and identification of gaps, opportunities, and solutions.
 - Researched possibilities within the Metaverse to pilot a virtual version of The X Gallery
 - Proposed and rationalized design approaches
 - Created low-fidelity and high-fidelity designs
 - Tested the pilot version with an art exhibition, “Alien Realities,” adjusting as needed
 - Met with developers to design the renovated version, aligning with the brand of The X Summits to showcase multimedia art by X Artists
 - Curated and hosted art exhibitions for Indigenous and non-Indigenous X Artists to share their stories through multimedia art
 - Recorded the Art Shows, edited the videos, and added sound, sharing with Superstar X subscribers
 - Met with X Artists, supporting them with decisions related to how best to showcase their art and print onto multimedia products (e.g., fine art prints, journals, pillowcases) at The X Shop (www.thexshop.xyz)
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, Premiere Pro, and Acrobat; Canva; Shutterstock; Zoom Events/Hubs; Eventbrite; ArtGate; Figma; Jira; Vimeo; and Google Workspace
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; and Agile (Scrum)
- **Team Size:** The core team was 2; also, The X Team provided input on sprints, and there were numerous stakeholders to whom I was accountable.

Project 6 – The X Summit – LOVE 2022: An (un)Learning Summit for Truth & (re)Conciliation

Client: Superstar X Inc.

Role: Project Lead and Principal Service Designer (aka the Founder)

Duration: June 1 to December 31, 2022 (7 months)

- **Description:** Starting on Canada's National Day for Truth & Reconciliation, which is also Orange Shirt Day, and continuing until December 10th, LOVE 2022 brought Indigenous Peoples and their allies together for truth-telling, heartfelt-relating, and change-making amid the quirky digital publication Superstar X Magazine, and equally different virtual events, inside and outside the Metaverse: Truth Talks, Art Shows & Action Plans. The first of a series of “X” summits to bring humans together to connect over multimedia art and open conversations, (un)learning, connecting, and transforming for the betterment of All, this project was initiated to plan and co-design LOVE 2022’s brand, sponsorships, contributors, events, and marketing.
- **Duties & Deliverables:**
 - Depicted end-to-end service journey and specific needs, opportunities, solutions, and metrics.
 - Integrated specific design and development work into the service experience and measurement of results.
 - Co-designed and developed new processes and policies to effect change management.

- Planned for integrating solutions into current service operations by examining the impacts of the migration of service delivery, policy innovation, change management, and organizational design and culture.
- Proposed and rationalized design approaches
- Created low-fidelity and high-fidelity designs
- Led the strategy and co-design of a pan-Canadian 10-week digital summit
- Planned and scheduled events
- Confirmed speakers and X Artists for the summit
- Strategized and developed fundraising packages, securing in-kind and monetary sponsorship, in addition to community partnerships
- Facilitated Truth Talks
- Curated and facilitated Art Shows, including Indigenous X Artists and their Allies, at The X Gallery (within the Metaverse / Web 3)
- Developed LOVE 2022's website (www.thexsummit.xyz), including copywriting and editing
- Collaborated with a graphic designer (www.tinodihwa.com) who developed LOVE 2022's brand and social media campaigns
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, Premiere Pro, and Acrobat; Canva; Shutterstock; Eventbrite; Zoom Events / Hubs; Google Workspace; ArtGate; Metaverse / Web 3; Oculus Quest 2; Webflow; Figma; and Jira
- **Methodologies:** Human-Centred Design; Design Thinking; and Agile (Scrum)
- **Team Size:** The core team was 2; also, a user group provided input on sprints, and there were numerous stakeholders to whom I was accountable.

Project 7 – Website & Brand Development

Client: Amy Altwerger, Co-Founder, People Ops Collective

Role: Project Lead and Principal Service Designer

Duration: July to August 2022 (2 months)

- **Description:** People Ops Collective is a full-circle workplace design consultancy that puts people at the centre, offering a range of services including recruitment, employee engagement, and culture assessments. As a startup, People Ops Collective required end-to-end advisory and design services to co-design its market strategy, brand, and website development (www.peopleopscollective.com).
- **Duties & Deliverables:**
 - Met with client to discuss vision
 - Recommended a brand and website strategy
 - Drafted samples of logo for a cohesive brand, including client's feedback
 - Updated and presented final logo with versions for print and digital
 - Advised on a cohesive and polished interface and design, including business considerations
 - Researched, resourced, and purchased images
 - Proposed and rationalized design approaches
 - Created low-fidelity and high-fidelity designs for website, based on proposed design system
 - Drafted web pages, integrated client's feedback, using Squarespace
 - Created a GIF, aligned with brand
 - Wrote copy to reflect brand, including purpose, vision, mission, and values
 - Designed original digital assets to complement value proposition
 - Updated DNS for website go-live
 - Facilitated purchasing of web domain, web-builder, and email-provider
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, Premiere Pro, and Acrobat; Canva; Shutterstock; Squarespace; Figma; and Jira
- **Methodologies:** Human-Centred Design; and Disciplined Agile
- **Team Size:** 1 (Nicole M. Weatherly)

Project 8 – FACTOR Grant Application

Client: Sinzere, Rap/Soul Artist

Role: Project Lead, Principal Service Designer, and Grant Writer

Duration: January to April 2021 (4 months)

- **Description:** This project was initiated to provide grant writing, editing, design, and advisory services for Sinzere, a Rap/Soul Artist, to submit her 2021 Juried Sound Recording Program Application to the Foundation Assisting Canadian Talent on Recordings (FACTOR), and created marketing materials for interim music releases. Sinzere's **application was approved and awarded funds to produce her debut full-length album, Tabula Rasa (2022),** and activate greater change in support of antiracism.
- **Duties & Deliverables:**
 - Led the strategy and co-design of the grant application (Sinzere was awarded the full amount!)

- Edited and wrote copy to complete the grant application document (59 pages)
- Recommended a strategic approach, including a marketing plan and budget
- Designed the layout for the document
- Sourced digital assets to complement design features in the application, aligned with Sinzere's brand
- Integrated inclusive language, celebrating Black People and sharing the truths about anti-Black racism
- Created marketing materials for interim music releases, reflecting Sinzere's brand
- **Technologies:** Microsoft Office; Adobe Photoshop, Illustrator, Premiere Pro, and Acrobat; Canva; and Shutterstock
- **Methodology:** Human-Centred Design
- **Team Size:** 1 (Nicole M. Weatherly)

Manager, Change Management and Culture, HR, April 2018 - June 2019

Hydro One

- Received President's Award for Hydro One's Value of "Stand for People," given the success of co-creation and co-chair of PrideOne: Hydro One's first 2SLGBTQ+ Employee Resource Group
- Co-led the journey for Hydro One to participate in its first Toronto Pride Parade
- Led development of Hydro One's first Diversity and Inclusion Model, including recommendations for strategy and implementation and creating its original tagline: "Diversity Matters. Inclusion Connects."
- Led the development of original content and facilitated Hydro One's first Innovation Workshop. Integrated content with the lens of equity, diversity, and inclusion, it utilized a design-thinking approach to complex problems and interactive exercises with The Empathy Toy (designed by 21 Toys) to cultivate and build upon critical skills like empathy, creativity, collaboration, and communication.
- Consulted on the design and implementation of Hydro One's first Innovation Challenge, including process, tool, communications, and final event with contestants and a panel of judges
- Led initial concept design for first company-wide newsletter: The Connect
- Co-facilitated workshops for "Leading Change," to empower individuals to best navigate organizational changes by utilizing the Change Management methodology by Prosci (ADKAR)
- Consulted on Change Management methodology by Prosci (ADKAR), including applicable communications and Change Management Plans & Deliverables, from small-scale to enterprise-wide initiatives and projects, including mentorship of leaders (e.g., Customer Service Organization)
- Provided strategic recommendations for optimum Employee Engagement and Experience, including Gallup Engagement Survey and facilitation of workshops

Key Projects:

Project 1 – Human Resource Information System (HRIS) Implementation

Role: Change Management Lead

Duration: January to March 2019 (3 months)

- **Description:** Hydro One had many manual and isolated HR processes and activities that could benefit from being automated and centralized in one system. This HRIS project was established to transition Hydro One's current state to a new HR work system that organized, optimized, and automated its HR processes.
- **Duties & Deliverables:**
 - Advised the project lead, sponsors, and other stakeholders, particularly on how to address resistance to the HRIS implementation
 - Attended project meetings, building and maintaining relationships
 - Identified impacted stakeholder groups and approximate number of employees
 - Assessed the changes introduced by the HRIS project, their magnitude and impact on the business
 - Assessed the ability of impacted groups to integrate the change
 - Assessed support for the HRIS project from business sponsors and their comfort with leading the change
 - Identified risks related to change management and business readiness
 - Documented and presented findings with a recommended change management strategy, including a communications approach
- **Technologies:** Microsoft Office; and HRIS Software
- **Methodologies:** Human-Centred Design; ADKAR; and Disciplined Agile
- **Team Size:** The project team was 10; also, there were numerous stakeholders and CRM to whom I was accountable.

Project 2 – Customer Technology Modernization (CTM) Change Management Strategy

Role: Change Management Lead and Service Designer

Duration: March to June 2019 (4 months)

- **Description:** The CTM project was a significant and complex scope of work. Hydro One had an aging call center technology environment:
 - Last built in the early 2000's
 - Fragile, no longer supported
 - Multiple outages over the previous years
 - No robust Disaster Recovery Plan (DRP)
 - Deliver new channels to meet evolving customer needs and services, while improving overall efficiency
 - Enable Customer Care transformation through effective work planning and productivity measurements
 - Enable additional enterprise efficiencies through inter-Lines-of-Business work distribution and reporting
- **The overall CTM solution was needed to meet the following customer and business objectives:**
 - A seamless customer experience when interacting with Hydro One (e.g., the solution and technology should facilitate the customer interaction and remain invisible or non-interruptive to the customer experience)
 - The solution must enable customers to interact with Hydro One as per the requirements in Requirements Documents with high availability service to customers and users
 - The overall solution would consolidate the agent interactions into SAP CRM to reduce software footprint as per the Solution Blueprint given in Requirements Documents and allow the contact centre users to conduct the customer transactions within a “one window” application
 - The solution must allow the business to realize certain efficiencies in operations based on improved visibility to work (intraday), tighter forecasting and scheduling tolerances, routing work automatically, and overall performance as captured in business requirements in Requirements Documents
- **Duties & Deliverables:**
 - Met with C-level leadership, managers, and customer care centre employees, among other stakeholders, to conduct change assessments to understand the organization and magnitude of change related to the CTM project
 - Conducted a stakeholder analysis, identifying impacted stakeholder groups and the number of employees
 - Proposed and rationalized design approaches
 - Assessed the change characteristics introduced by the CTM project, their magnitude, and impact on the business – a validated estimate of impacted stakeholder groups and employee numbers
 - Assessed the ability of impacted groups to integrate the change; mapped scores to qualify the level of change resistance and support required to mitigate
 - Assessed the support for the CTM project from business sponsors and their comfort with leading change
 - Identified the risks related to change management and business readiness
 - Interviewed business leads to assess the capacity for change; culture, values, and leadership styles; effects of past changes; and change competency of employees and managers
 - Reviewed system design approaches with key stakeholders, synthesizing feedback and recommending updates to the system
 - Created and presented a recommended Change Management Strategy, including a list of tactics (e.g., training needs assessment, communications plan, resistance plan, monitoring, and continuous improvement) to manage and reinforce the change, referencing the Prosci 3-phase model for organizational change and ADKAR for individual change
- **Technologies:** Microsoft Office; and CTM Software
- **Methodologies:** Human-Centred Design; Systems Thinking; ADKAR; and Disciplined Agile
- **Team Size:** The project team was 10; also, there were numerous stakeholders and CRM to whom I was accountable.

Project 3 – Innovation: Process, Technology, and Implementation

Role: Change Management Lead and Service Designer

Duration: May to December 2018 (8 months)

- **Description:** Hydro One's strategic initiative was to focus on innovation, which resulted in creating a project to develop an enterprise-wide innovation process, as well as select and implement a suitable technology.
- **Duties & Deliverables:**
 - Led co-design sessions with the project lead and team members to understand their vision and requirements (Empathize & Define)
 - Recommended strategies for optimum uptake (Ideate)
 - Attended project meetings to help foster relationships and provide guidance (Ideate)
 - Consulted on design and implementation of Hydro One's first “Innovation Challenge,” including process, tool, communications, and final event with contestants and a panel of judges (Design, Prototype & Test)
 - Advised on change management tactics
 - Advised on the content of presentations and approaches

- **Technologies:** Microsoft Office; and Innovation Software
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; and Disciplined Agile
- **Team Size:** The project team was 10; also, there were numerous stakeholders and CRM to whom I was accountable.

Project 4 – Innovation Workshop

Role: Change Management Lead and Instructional Designer

Duration: May to December 2018 (8 months)

- **Description:** Hydro One’s strategic initiative was to focus on innovation, which resulted in creating a project to develop an enterprise-wide innovation process, as well as select and implement a suitable technology for digital transformation.
- **Duties & Deliverables:**
 - Led the curation and development of original content and facilitation of Hydro One’s first Innovation Workshop, presented using Prezi
 - Integrated content with equity, diversity, and inclusion perspectives
 - Applied a design-thinking approach to complex problems and interactive exercises with The Empathy Toy (www.twentyonetoys.com) to cultivate and build upon critical innovation skills like empathy, creativity, collaboration, and communication
 - Pitched the value of the innovation workshops to leadership, and become core content within LMS
 - Mentored a co-op student who supported this project
 - Facilitated the Innovation Workshop for numerous groups of people, from managers to C-level leadership, and from 10 to more than 100 participants
- **Technologies:** Microsoft Office; Twenty-One Toys; and Prezi
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; ADKAR; Kanban
- **Team Size:** The project team was 10; also, there were numerous stakeholders and CRM to whom I was accountable.

Project 5 – Diversity & Inclusion Strategy

Role: Change Management Lead and Principal Service Designer

Duration: September 2018 to January 2019 (5 months)

- **Description:** To support Hydro One’s diversity and inclusion efforts throughout the organization, a project was initiated to develop a Diversity & Inclusion Strategy, including brand messaging. The objective was to increase awareness and understanding of diversity and inclusion, especially in promoting greater psychological safety for equity-deserving employees.
- **Duties & Deliverables:**
 - Led the Diversity & Inclusion Strategy
 - Advised on change management tactics, including communications, to optimize the uptake of diversity and inclusion throughout the organization (e.g., diversity and inclusion company calendar)
 - Facilitated field research, such as user stories and 1:1 interviews with subject matter experts (e.g., organized an information session with TransFocus Consulting, specializing in gender diversity, to help identify diversity and inclusion gaps in existing policies and how to address them)
 - Met with the Diversity & Inclusion Team to understand their vision and provide ongoing support
 - Drafted a Diversity & Inclusion Strategy Roadmap, including recommended activities to foster a diverse and inclusive culture
 - Researched evidence-informed best practices, including diversity and inclusion models
 - Designed a Diversity & Inclusion Model (included in the company calendar) and created a glossary of Terms
 - Created the Diversity and Inclusion tagline: “Diversity matters. Inclusion connects.”
- **Technologies:** Microsoft Office; Adobe Creative Cloud
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; ADKAR; Kanban
- **Team Size:** The project team was 2; also, there were numerous stakeholders and CRM to whom I was accountable.

Manager, Consulting & Deals, July 2015 - February 2017

PricewaterhouseCoopers (PwC)

Led and collaborated with diverse groups of people, processes, and technologies within union and non-union environments, to solve complex business problems within the government, public (education, utilities), and private (energy, utilities, and industrial products) sectors across diverse lines of service/offerings, including People and Organization; Organizational Effectiveness and Change Management; Project Management Office; Operations; Finance; Customer Service; Digital Transformation; Grant Proposals; and Technology Advisory.

Project examples are listed below:

- Co-developed Master Data Management (MDM) Model and co-authored (with SME) policies and standards for MDM operations, governance, and compliance, to significantly improve and sustain enterprise-wide master data quality.
- Led the PMO for a Policy Improvement Project, including enterprise-wide development of policies, standards, procedures, and guidelines.
- Legal Requirements and Compliance Workstream Lead to facilitate the development of a legal register (data and functional requirements), common vocabulary, and enterprise-wide process to manage change to legal requirements and maintain compliance with government organizations.
- Lead Evaluator to interview candidates and assess their submissions to receive government funding based on the requirements of an innovation and economic development program.

Key Projects:

Project 1 – Innovation, Science, and Economic Development’s Automotive Supplier Innovation Project (ASIP) Due Diligence

Role: Lead Evaluator and Technical Writer

Duration: January to February 2017 (2 months)

- **Description:** This project was initiated to assess an application for the Automotive Supplier Innovation Program relative to the given funding criteria, identify areas of compliance and/or non-compliance, and write a final report with findings.
- **Duties & Deliverables:**
 - Reviewed ASIP’s funding criteria
 - Developed questions, based on criteria, to ask applicants
 - Interviewed applicants, obtaining the required information to address questions and context
 - Met with leaders to share findings and advise on the next steps
 - Wrote and edited the final report
 - Presented final report to project lead
- **Technologies:** Microsoft Office; and Adobe Acrobat
- **Methodologies:** Plan-Do-Check-Act
- **Team Size:** The project team was 10; also, there were numerous stakeholders and CRM to whom I was accountable.

Project 2 – Ontario Public School Board’s HR Processes and Policies Review

Role: Change Management Lead

Duration: November 2016 to January 2017 (3 months)

- **Description:** This project was initiated to assess the Human Resource Services’ current state: successes, gaps, and opportunities. The objective was to provide recommendations and an implementation plan for a desired future state.
- **Duties & Deliverables:**
 - Met with the project sponsor to understand their vision for the project
 - Conducted a review of all HR processes and documents (i.e., policies, procedures, and standards), noting any leading practices and gaps
 - Identified key stakeholders to interview
 - Interviewed stakeholders to understand the current state of the client’s HR processes and documents
 - Collated information gathered and organized into themes
 - Provided recommendations and an implementation plan, including change management tactics
 - Drafted presentation to share findings
- **Technologies:** Microsoft Office
- **Methodologies:** Human-Centred Design; Systems Thinking; and PwC’s Organizational Change Management Model
- **Team Size:** The project team was 4; also, there were numerous stakeholders to whom I was accountable.

Project 3 – Utilities Company’s Work Management and Technology Assessment

Role: Change Management Lead and Service Designer

Duration: October to November 2016 (2 months)

- **Description:** The client’s current work management processes and technologies were not streamlined or integrated, leaving many opportunities for improvement. This project was initiated to better determine the client’s current state and what was needed, including a technology assessment, to achieve a desired future state.
- **Duties & Deliverables:**
 - ⇒ **Conducted a current state assessment and process validation, which included the following activities:**
 - Collaborated with the Project Sponsor to finalize the scope and priority areas
 - Developed overview of organization and operations
 - Collaboratively finalized the project plan

- Facilitated current state workshop to review the current end-to-end processes
- Documented the current state processes for different work types
- Interviewed subject matter experts to identify leading practices, including the benefits and challenges with the relevant leading practices (near-term, mid-term, and long-term)
- Facilitated technology demos and assessments
- ⇒ **Analyzed areas of opportunities and gaps, which included the following activities:**
 - Analyze the key areas of opportunity and categorize them into themes
 - Conduct the workshop to validate the key themes and their implications on the work management process to resolve the areas of opportunity
 - Conduct interviews with key stakeholders if required
 - Co-facilitated workshop to validate key themes
 - Co-authored the Current State Assessment and Gap Analysis document
- ⇒ **Collaboratively completed the conceptual transformation design, which included the following activities:**
 - Based on gap analysis, leading practices, and benchmarking - identify key requirements and solution(s) that meet the requirements
 - Review gap analysis with stakeholders to validate results and discuss options
 - Conduct a workshop to identify desired future state
- ⇒ **Deliverables/Outcomes**
 - Conceptual transformational design document
- ⇒ **Drafted the high-level business case and recommendations, which included the following activities:**
 - Developed a draft final report to summarize findings, recommendations, and next steps
 - Created a business case, including a roadmap, with the cost and benefits aligned to the suggested option
 - Discussed and validated report and business case with Project Sponsor and other stakeholders
 - Completed the final presentation
- **Technologies:** Microsoft Office; and MiForms Demo – Dexterra
- **Methodologies:** Human-Centred Design; Systems Thinking; and PwC’s Organizational Change Management Model
- **Team Size:** The project team was 6; also, there were numerous stakeholders to whom I was accountable.

Project 4 – Global Industrial Product Company’s Master Data Management Model Development

Role: Process and Governance Analyst

Duration: June to November 2016 (6 months)

- **Description:** The client’s current state included a lack of reliable and accessible quality data, in addition to supporting documentation for master data management. This project was initiated to develop a master data management model with supporting policies and standards for operations, governance, and compliance. The objective was to significantly improve and sustain enterprise-wide master data quality for meaningful analytics to input informed decision-making.
- **Duties & Deliverables:**
 - Facilitated current and future state assessments, including change management plans and activities
 - Developed a Master Data Management (MDM) model
 - Developed MDM organization structure (MDM Committee, MDM Office, MDM Stewards, MDM Processors)
 - Collaborated with SMEs to write policies and standards for MDM operations, governance, and compliance
 - Developed, updated, and presented deliverables
 - Facilitated workshops
- **Technologies:** Microsoft Office
- **Methodologies:** Human-Centred Design; Systems Thinking; Data Management Body of Knowledge; and PwC’s Organizational Change Management Model
- **Team Size:** The project team was 6; also, there were numerous stakeholders to whom I was accountable.

Project 5 – Utilities Company’s Move to Mobile OCM Stakeholders & Deliverables

Role: Change Management Lead and Service Designer

Duration: June to July 2016 (2 months)

- **Description:** The client was facing significant challenges with the marketplace, regulator, and customers who were demanding more, such as improved safety, reliability, and efficiency. The current state was a paper-based process, making it vulnerable to the risk of data loss, errors, and missed opportunities to improve efficiencies. This project was initiated to digitally transform the client’s workforce, to serve its customers better. It required technology that integrated all phases of work, connecting various departments and business units to streamline and improve accuracy to connect more than 2,000 field workers. Introducing digital tablets significantly changed how fieldwork was distributed and received. For a given work order, this reduced the need for printing documents and searching for information in multiple systems to complete the work. This digital transformation streamlined the work and synchronized data, resulting in greater accuracy, efficiency, safety, and customer satisfaction. In addition, the

accessible and quality data helped the client to make better-informed decisions for their program management, determining what work is needed, when, and where.

- **Duties & Deliverables:**
 - Led the OCM workstream to identify and engage stakeholders across diverse functions and roles
 - Assessed the change readiness and impact
 - Developed an OCM strategy, including relevant communications, for enterprise-wide awareness, acceptance, and ownership of the changes
 - Developed and presented change management content
 - Facilitated meetings
 - Reviewed business capabilities and ranked, mapping to business requirements to form the basis of effort
 - Identified stakeholders and completed analysis for the optimum way to conduct interviews and meetings regarding input for change management deliverables
 - Facilitated interviews and meetings to complete the following:
 - ◆ Change Characteristics Assessment to assess the scope, depth, and overall size of the change
 - ◆ Organization Attributes Assessment to assess the unique characteristics that will make the change either easy or challenging to manage
 - ◆ OCM Sponsor Diagram, including the Sponsor Competency Assessment, to validate the OCM sponsors and their relationships to champion the change
 - ◆ Developed the OCM Strategy, the plan to manage change impact on people, processes, and technology
 - ◆ Presented project outcomes to C-level leaders
- **Technologies:** Microsoft Office; and SAP Work Manager
- **Methodologies:** Design Thinking; Systems Thinking; and PwC's Organizational Change Management Model
- **Team Size:** The project team was 6; also, there were numerous stakeholders to whom I was accountable.

Project 6 – Utilities Company's Operational Compliance and Risk Program Development

Role: Legal Requirements and Compliance Workstream Lead

Duration: February to July 2016 (6 months)

- **Description:** The client was not in compliance and was legally required to update its enterprise-wide operational compliance and risk program. Thus, this project was initiated to conduct a thorough review and develop a comprehensive process to achieve (or exceed) compliance.
- **Duties & Deliverables:**
 - Provided leadership and facilitation support for all business units to develop and converge on a “desired state” that reflected the client's lowest practical level for the following, including company-wide lessons learned and leading practice from comparable industries:
 - Developed positive relationships with clients and fostered collaboration among key stakeholders to create win-wins within tight timelines, competing priorities, and diverse perspectives
 - Resolved competing interests with diverse stakeholders and negotiated a collective agreement to move forward, aligning with compliance and overall governance
 - Facilitated workshops in the review and design of business processes, playbooks, and suitable governance
 - Supported development and release of RFI and RFP to select a suitable technology for implementation to enable business processes
 - Facilitated development of legal register (data and functional requirements), common vocabulary, and enterprise-wide process to manage change to legal requirements and maintain compliance
 - Presented project outcomes to C-level leaders
- **Technologies:** Microsoft Office
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; Disciplined Agile; PwC's Organizational Change Management Model
- **Team Size:** The project team was 5; also, there were numerous stakeholders to whom I was accountable.

Project 7 – Energy Company's Enterprise-Wide Policy Improvement Project

Role: PMO Manager; External Affairs and Communications, Board Governance Workstream Lead; HR Workstream Lead

Duration: September to December 2015 (4 months)

- **Description:** The client's current state included gaps in their enterprise-wide policies, standards, procedures, and guidelines. This project was initiated to address the gaps.
- **Duties & Deliverables:**
 - Led the PMO to complete the Policy Improvement Project successfully, accountable for the completion of enterprise-wide policies, standards, procedures, and guidelines on time and within budget

- Led the External Affairs and Communications, Board Governance, and Human Resources workstreams, facilitating client interviews to develop relevant policies, standards, procedures, and guidelines in collaboration with subject matter experts
- Developed a framework and Quality Plan to rationalize all documents into one consistent portfolio to provide the client with high-quality and consistent deliverables
- Reported on project status, including financial reporting, to various leadership and successfully managed positive client relationships
- Mentored Associates to help develop their confidence and skills
- **Technologies:** Microsoft Office
- **Methodologies:** Human-Centred Design; Systems Thinking; PMBOK; and PwC's Organizational Change Management Model
- **Team Size:** The project team was 5; also, there were numerous stakeholders to whom I was accountable.

Lessons Learned Lead, Global HSE, November 2013 - July 2015

Talisman Energy

Led global team and managed the global project for the original strategy, development, implementation, and sustainment phases of the enterprise-wide Talisman Lessons Learned Program, comprised of a digital library (SDLC, using a hybrid of Waterfall and Agile methodologies) and standard process to globally capture, share, and learn Health, Safety, and Environment (HSE) Lessons, resulting in a stronger and sustainable HSE culture:

- Gathered requirements (i.e., business, functional, and non-functional); tracked and addressed issues, defects, and enhancements (within testing, QA/QC, and production environments)
- Conceptualized, assessed, and designed multimedia materials, such as newsletters, intranet articles, website (built-in SharePoint), sponsor videos (interviewed Executive Sponsors), quick reference guides, training manuals, interactive instructional plans, and eLearning, for optimum adoption of the new Program
- As the Program's Ambassador promoted its value proposition and facilitated its training workshops for numerous business units
- Audited and reported on High Profile Incident (HPI) investigation deliverables, providing leadership and support to the HPI Investigation Team, analyzing root causes of incidents to advise on effective corrective and preventive actions
- Wrote the initial draft of HPI Reporting, Investigation, and Analysis Mandatory Practice and led its collaborative edits to finalize the global version, including training for communicating changes to businesses for implementation

Key Project: Global Health, Safety, and Environment (HSE) Lessons Learned Program

Role: Project Lead and Service Designer

Duration: November 2013 to July 2015 (20 months)

- **Description:** Talisman Energy did not have a centralized technology and consistent method to capture, share, and learn HSE lessons throughout its global organization. This project was initiated to develop an original end-to-end Global HSE Lessons Learned Program, software (SDLC), process, change management, and communications.
- **Duties & Deliverables:**
 - Led a global project team to design, develop, implement, and support an enterprise-wide Lessons Learned Program, consisting of a digital library (SDLC, using a hybrid of Waterfall and Agile methodologies) and standard process to globally capture, share, and learn lessons
 - Solved problems co-creatively with the IT Team, such as the Developer and Information Architect, in addition to balancing the needs of cross-functional business units, addressing technical issues that resulted in more effective solutions for all stakeholders
 - Led development and implementation of business, functional, and non-functional system requirements
 - Proposed and rationalized design approaches, creating low-fidelity and high-fidelity designs for feedback from diverse stakeholders; Led testing cycles to identify and resolve defects
 - Gathered requirements (i.e., business, functional, and non-functional), identifying processes to track and address issues, defects, and enhancements (within testing, QA/QC, and production environments)
 - Applied human-centred methodology: empathized with the business (i.e., users) to better understand their needs, desires, and objectives; defined the problem(s) to solve for each sprint (based on prioritization); ideated (brainstormed ways to solve the problem, balancing the needs of the business with current IT infrastructure, technology, and budget); prototyped approach(es) to address the problem; tested the prototype with project team (i.e., scrum team); and integrated feedback for the next sprint, repeating the cycle until the Global HSE Lessons Learned Program was complete
 - Wrote the Business Requirements Document
 - Conducted field research, including primary and secondary sources, a landscape assessment, and a literature review to identify relevant evidence-informed best practices

- Facilitated co-design workshops, journey mapping, process mapping, and user acceptance testing
- Led and designed sprints, including the planning, execution, review, and retrospective phases to iteratively prototype, test, and update content
- Led, conceptualized, assessed, and designed multimedia materials, newsletters, intranet articles, website (SharePoint), sponsor videos, quick reference guides, training manuals, and eLearning
- Devised an Evaluation, Measurement, and Verification Plan for monitoring and improvements
- Developed training content and instructed numerous groups on the Lessons Learned Program
- Met with including C-level leaders, to share updates and outcomes of the Lessons Learned Program
- Travelled to domestic and international locations to present on the Program
- **Technologies:** Microsoft Office; Lessons Learned Software (original web application; intellectual property); and Jira
- **Methodologies:** Human-Centred Design; Systems/Design Thinking; Waterfall (BRD); Agile (Scrum); and Plan-Do-Check-Act
- **Team Size:** The project team was 5; also, there were numerous stakeholders to whom I was accountable.

Additional Relevant Experience (Details Available Upon Request)

- Lessons Learned Lead, Global KM, IT | Nexen Energy (CNOOC)
- Evaluations Engineer, Acquisitions and Divestitures | Penn West Energy
- Field Engineer, Exploration and Production | Penn West Energy
- Project Engineer, EPCM | O'Rourke Engineering
- Founder and Creative Director | IDEGO Multimedia
- Various Teacher Roles | Various Public and Private School Boards

Education

Bachelor of Science, Chemical Engineering, University of Calgary

Bachelor of Education, Secondary Mathematics, University of Calgary

Training and Development

First Steps as an Indigenous Ally, Indigenous Corporate Training, February 2022

The 4 Stages of Psychological Safety, LeaderFactor, March 2022

Technical Expertise

Software/App	Level	Summary of skill levels	
Microsoft 365	4	Level 1	Self-Training or Formal Training
Adobe Creative	3	Level 2	Level 1 training plus 6 to 12 months of full-time experience
Canva	5	Level 3	Intermediate to High knowledge level and practical experience
Articulate 360	3	Level 4	High knowledge level, greater than two years full-time experience
Flipsnack	5	Level 5	Highest knowledge level, recognized as an expert in the field
Figma	3		
Jira	3		
Miro	4		
Figma	3		
Shopify	4		
Webflow	3		
Squarespace	4		
SharePoint	4		
Zoom	3		
Google Workspace	4		
MailerLite	3		
Cyberimpact	3		
Envato	4		
Shutterstock	4		
LinkedIn, Instagram, and Facebook	4		
Vista Social	4		

Credentials & Memberships

PMI Member, February 2024 - March 2025

PMI Toronto Chapter Member, February 2024 - March 2025

Scrum Master Certification, The Knowledge Academy, December 2023

ITIL Foundation Certificate in IT Service Management, Axelos, November 2023

Service Design Certificate, Experience Haus, August 2022

Fineline, OCAD U, Co-Lab Program, April 2023

Interaction Design Foundation Membership, March 2023

Change Management Practitioner, Prosci, June 2018

Project Management Professional, PMI, March 2018 - March 2024

Professional Engineer, APEGA, September 2012

Permanent Professional Teacher, Alberta Education, September 1998

Screening Certificates: Government of Canada Security, Reliability Status and Level II ("Secret"), July 2031

Canadian History Through the Lens of Indigenous Women (Cohort 6), Deyen, April 2022

Integrated Accessibility Standards Regulations, Access Forward, March 2022

Reconciliation Education, First Nations University of Canada, March 2022

Working Together: The Ontario Human Rights Code and AODA, Ontario Human Rights Commission, February 2021

Human Rights 101, Ontario Human Rights Commission, February 2021

Call It Out: Racism, Racial Discrimination and Human Rights, Ontario Human Rights Commission, February 2021

Certifications In-Progress

UX Design Foundations, Parsons School of Design

Google UX Design Professional Certificate

ITIL 4 Managing Professional Certification, Axelos

Volunteer Experience

Member, Diversity Thunder Bay, 2022 to current

Awards

President's Award for Hydro One's Value of "Stand for People" | Hydro One | 2018

Top 5% High-Performer | Talisman Energy | 2013 - 2015