

Nicola McFadden .

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MULTI-CERTIFIED BUSINESS TRANSFORMATION CONSULTANT IN PRODUCT, PROCESS, AND CHANGE MANAGEMENT SPECIALIST

Outcomes-Oriented, Data & Metrics-Driven, Highly Performance Senior Change Leader and Project Manager with over 20 years of experience. Establish multiple Product Management, Change Management Centers of Excellence (CoE), Application Development, and Operations Governance. Led and delivered Digitization, Strategy, and Transformation programs, products, and projects through initiation, planning, executing, monitoring, controlling, and closing. Manage scope, schedule, budget, resources, deliverables, quality, risk, procurement, integration, stakeholder management, human resources, and communication to exceed objectives and satisfaction targets. Proven track record of directing large-scale strategic initiatives, including the analysis of complex challenges, the collection of relevant data, the generation of viable alternatives, and the implementation of the best solutions.

Thought Leader and Creative Problem Solver: Define Digital, Omni-channel, eCommerce, and Supply Chain Transformation Strategies for disruptive organizational changes. Delivered innovative solutions in multi-million-dollar portfolios to transform operations, customer experiences, processes, product, and service design in complex and ambiguous environments. Use expertise to enable transformation in geographically dispersed locations, diversified organizational cultures, and across industries: Marketing, Retail, Consumer Goods, Automotive, Healthcare, Government, High-Tech, Not-for-Profit, and Supply Chain.

Contributor to Breakthrough Success: Leverage industry best practices (Lean Six Sigma, ACMP, ADKAR, ITIL, COBIT, CMMI, SDLC, PMP) to improve processes and gain business excellence. Harness modern technology as a strategic competitive weapon to optimize operations, quality, efficiency, customer experience, performance, productivity, and profitability. Nimbleness to implement the appropriate (bottom-up or top-down) methodologies based on organizational culture, process maturity, and readiness.

Change Practitioner for People & Culture: Apply appropriate strategic, tactical, and behavioral change management approaches. Define a robust Change Management (CM) strategy. Improve change effectiveness through the involvement of leaders and stakeholders and managing resistance. Assess the impact on people, processes, technology, data, and metrics. Design and deliver the CM plans (communication, training, coaching, stakeholder management, change assessments, leadership alignment, sponsorship engagement, resistance, deployment, performance management, and sustainment tactics) to enable the Change vision and increase buy-in and commitment. Known reputation for successful people development, culture transformation, change adoption, and developing capabilities at the individual, initiative, departmental/team, organizational, and enterprise levels.

Excellent Communicator and Challenger: Inspire buy-in, influence, and commitment using Change communication, value-driven partnership, and engagement with leaders and stakeholders. Challenge the status quo. Demonstrate a well-developed financial, political, business acumen, and emotional intelligence with demonstrated capabilities in providing best-fit solutions.

Collaborative and Performance-Oriented Mentor: Manage agile or lean Product Development lifecycle, people leadership, and team development. Manage and deliver a budget of over \$100M—coach high-performance global teams of 50 staff, contractors, and offshore partners. Provide training, mentoring, hiring, performance management, and succession planning.

EXECUTIVE STRENGTHS

Enterprise Risk Management (ERP) [5+ years]	Leadership Development [10+ years]	Strategy, Governance, Roadmap [20+ years]
IT System Development, Integration, Implementation, and Deployment [15+ years]	Community of Practice (COP); Center of Excellence (CoE) Implementation [10+ years]	Product Development Life Cycle: Agile, Waterfall, Hybrid Model [15+ years]
Enterprise Architecture: Zachman framework, TOGAF [5+ years]	Continuous Improvement and Process Management and Mapping [20+ years]	Change Management: Influenced by ACMP, ADKAR, Kotter [15+ years]
ITSM tools: Service Now, Zendesk, Remedy. ITIL: Incident, Change, Access, Release, Request, etc., SLA, KPI. (ITIL) [10+ years]	Industry best practices and Business Excellence: Lean, Six Sigma, ITIL, COBIT, CMMI, ISO, PMP [15+ years]	PMO, Portfolio Management, Program Management, Product Management, Project Management, Business Analysis [20+ years]
Supply Chain Systems/ERP: SAP ECC, SAP Ariba, Kinaxis Rapid Response, E2Open, Polydyne, JD Edwards [10+ years]	KM & PPM tools: Clarity, Planview, Jira, QuickBase, MS Projects, Sharepoint, Confluence, OpenText [10+ years]	Source to Contract, Procure to Pay, Vendor Management, Vendor Selection & Evaluation, RFP, RFQ, RFx [10+ years]

Qualification, Certification, and Training

Doctoral Student, Doctor of Business Administration (DBA) – Liberty University, *Sept 2019 - present*

MSc. Management Information Systems (MIS) – University of West Indies, 2000

BSc. Computer Studies (First Class Honors) – University of West Indies, 1995

Change Management Certification since 2018, Acuity Institute, Qualified Education Provider with ACMP

Certified Supply Chain Professional (CSCP) with APICS since 2010

Capability Maturity Model Integration (CMMI) with Carnegie Mellon since 2008

Certified ITIL V3 Foundation with APM Group since 2008

Certified Six Sigma Black Belt (CBBSS) with Villanova since 2007

Six Sigma Black Belt and Organizational Change Management (company-trained) with Maple Leaf Foods since 2004

Project Management Professional (PMP – 417537) with PMI since 2006: *Managed portfolios of over 200 projects and \$500M.*

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Career History

IT Governance Consultant / Business Strategist & Senior Leadership Advisor

Air Canada, Jan 2022 – February 28, 2023

Core Accountabilities: Business Transformation, Change Management, COBIT, ITSM, Agile, Waterfall

- Assist in developing an IT Governance value proposition by creating a formalized business case. Define the scope, objectives, benefits, key milestones, and high-level timelines.
- Develop a strategy and implementation plan for an IT Governance framework based on industry principles, components, and design factors that drive enterprise goals and value delivery.
- Ensure that stakeholders' interests are considered when developing the framework. Use metrics, key performance indicators, and third-party evaluations to create methods for demonstrating success, current IT capability, and maturity baselines using a CMMI-based process and collaborate with stakeholders to define future targets that support the overall IT Governance framework and objectives.
- Create a comprehensive implementation strategy that ensures appropriate program management, change enablement, and continuous improvement to meet IT Governance goals for IT and business strategy.
- Identify and align core management and governance objectives to support enterprise goals using the COBIT, ITIL, SAFe Agile, Product Management, and Lean Portfolio Management framework. Create IT alignment business strategy, technology roadmap, and objectives with appropriate metrics and track progress and outcomes.
- Drive frameworks and metrics for performance management. Create/modify new procedures and metrics to ensure the IT Assess governance program's effectiveness and value.
- Lead complex strategic projects to demonstrate success using a methodical process of analyzing problems, gathering information, generating options, then proposing and acting on a course of action.
- Work with senior leadership and other key stakeholders to develop and promote adopting a process culture to ensure that management processes are working to achieve organizational goals within the established governance framework. Form internal collaborations with key stakeholders to influence and align functional areas required to achieve governance goals.
- Create a communications framework to ensure stakeholders know and understand performance opportunities, challenges, issues, and risks on time. Mastery of business communication tools and verbal/written communication to promote conceptual understanding and mobilize change through storytelling.
- Identify cross-functional opportunities for continuous improvement for the IT organization.
- Assist in designing a monitoring management system with tools and processes to enable holistic and systematic IT governance. Capitalize on and integrate emerging governance best practices and technologies.

Leadership & Executive Coach, Change Management, IT & Business Transformational Consultant

Nikimac Solutions Inc., November 2011 (incorporated) – Present, <http://nikimacsolutionsinc.com/>

Core Accountabilities: Business Transformation, Change Management, Project Management & IT Service Management

- A Certified Lean Six Sigma Black Belt, IT Governance, and Business Strategist uses industry-standard to evaluate the organization's issue/problem to enable transformations driven by innovation, business strategy, competition, digitization, modern technology, compliance, and risk management issues. Initiate actions to define the change, create the Business-IT Transformation Strategy, Change Management Strategy and plans to encourage stakeholder buy-in, execute the strategic initiative while being flexible to the changing landscape and behaviors, and sustain and reinforce the change so that the organization truly benefits from the change.
- Create and communicate the Change vision, goals, and objectives by deepening the change's awareness, desires, acceptance, and institutionalization; Provide rigorous planning, coaching, and mentoring to overcome resistance by reinforcing and sustaining the change to meet organizational strategic objectives.
- Effectively use expert knowledge of change analysis, project management principles, and data-driven methodologies to influence the change plan, analyze and manage stakeholders. Conduct interviews, focus group sessions, surveys, process mapping to assess the current state, and gap analysis. Lead the communication delivery, skills development, stakeholder involvement, alignment, measurement, policies, and processes to facilitate transformative change.
- Formal project management responsibilities include planning/scheduling, WBS capture, RACIs, regular reporting/status tracking, and meeting administration. Drive the completion of scheduled tasks and activities on time, including follow-ups with appropriate Coaching, Training, Mentoring, and Transition activities and resources.
- Implement, inspire, and influence the adoption of business client's models and technology changes to stimulate growth strategies, competitiveness, and market positioning to minimize the impact of disruptive innovations.
- Proactively anticipate client's needs; understand specific requirements; use expertise to promote the client's products; and recommend opportunities to build new and improve existing portfolios. Deliver superior value that excites the customers' positive experiences, effectiveness, and high-quality outputs and continually enhances the organization's reputation and brand.

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- Facilitate leadership development to create an innovative culture, mindset, and behaviors. Conduct executive coaching through partnering & learning (using an integrated framework - courageous conversations, strengths-finder, transformational leadership, emotional intelligence, appreciative inquiry, critical thinking, likeability factor, and motivation).
- Organize and manage training projects, including work activities related to training development, deployment, and organizational change management in connection with Digital/Virtual/In-Class/Blended Learning projects and initiatives.

Project/Change Management Consultant, multiple confidential clients, January 2017 – Present

Core Accountabilities: Change Management, Project Management, and Health, IT, and Supply Chain Transformations

- Leverage industry best practices to develop Transformation Strategy. Build the Portfolio Management Office (PMO) and establish the Change Management (CM) Center of Excellence (COE), which focuses on addressing clients' specific transformation needs throughout the Business and Product Development Life Cycles.
- Prepare the Change Vision, Governance, Roadmap, and Plan to achieve the goals of the envisioned future state.
- Define and deliver the CM Strategy and tactical approaches to initiate, plan, execute, and reinforce the change.
- Create and maintain Change Management documentation and deliverables. Complete the Impact Assessment on all the systems factors. Prepare and deliver the Stakeholder Assessment, Communications Plan, Training Plan, Leadership Alignment, and Resistance Management Plans to ensure tactical delivery and sustainment of the change.
- Plan, organize, and facilitate all change management activities such as Diagnostics, Change Impact Assessments, Voice of the Customer (VOC) Interviews, Forums, Surveys, Roadshows, Training, Workshops, and Boot Camps to ensure active stakeholder engagement, participation, and trust by fostering of two-way communication approach
- Partner with Human Resources to implement tactics to increase employee engagement, well-being, loyalty & trust.
- Collaborate with Corporate Communications on the design, development, and delivery using various channels such as Website, Training Aids, Portal, Learning Videos, and Promotional/Informational materials to deliver effective change communication to inspire, influence, and ignite awareness, desire, buy-in, adoption, and commitment
- Design and deliver the training curriculum, including learning objectives and course structures detailing the sequence and duration of training for our internal and external partners to ensure preparedness with the right skills, talents, knowledge, competencies, and abilities.
- Nurture relationships with senior leaders and internal and external partners to document and determine how the process, technology, culture, and organizational changes impact roles and responsibilities. Create and present various presentations or other communications targeted to multiple audiences of internal and external stakeholders.
- Manage project documentation and a Change Dashboard in SharePoint. Provide status reports and integrate the change activities with project management plans. Define and measure success metrics, change adoption, and value realization, and monitor change progress in providing transparency and visibility throughout the change process.

- IT-Business Strategist and Leadership Advisor, Air Canada (Jan 2022 – present): Digital Transformation Consultancy, Executive Advisory, IT Governance and Leadership Thought Partnership on Product Management, Lean Portfolio Management, and IT-Business Strategy to provide holistic transformation in business agility, organizational culture, delivery, and effective leadership evolution to align with corporate strategy and deliver business value, optimize risk, and maximize resources.
- Senior Change Management Consultant, BC LDB (June 2019 – April 2020): Managing the Procurement Transformation initiative, strategy, organization design, category management, sourcing, vendor performance, and Procure-to-Pay process. Privacy & Enterprise Risk. Leading people, culture, and OD change initiatives.
- Senior Project and Change Management Consultant, Air Canada (May 2018 to March 2019): Managed global enterprise-wide Air Canada Cargo transformation initiatives
- Senior Portfolio Manager, Walmart (Nov 2017 – April 2018): Managed the Digital Transformation Program. Established an agile PMO and portfolio management capabilities for the delivery of (\$50M+) technology products, including Online Grocery, Cost of Goods Sold, Price Leadership, Alcohol Expansion, Associate Productivity Apps, Mobile Apps, Multi-Channel Acceleration of the Supply Chain, Dark Stores, Packaging and Labels, Scan & Go, Infrastructure, DevOps, and other eCommerce, Retail Stores, and Marketing initiatives.
- Senior Change Management Consultant, City of Toronto (July – Aug 2017): Developed a Change Management Strategy for the Supply Chain Management Transformation program and implementation of SAP Ariba to achieve digital transformation: Source to Contract, Procure to Pay, Strategic Sourcing, Supplier Performance Management, Ariba network to enable e-procurement and supply chain cloud solutions.
- Transformation Strategist/Change Manager, DH Recycle (Jan – July 2017): Managed the agile delivery teams to develop and deploy the digital transformation portfolio, including ERP, cloud technology enablement, process improvement, mentorship, training, communication, leaders, and stakeholder engagement, and leading other change management activities to foster adoption and commitment to the Change Vision.
- Change Management Consultant, Woodbridge Group (Jan – Dec 2016) – Provided senior-level project management, organizational change, and IT Service Management (IT SM) strategic definition and deployment of a robust IT Service

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Delivery Vision, Organizational Change Management strategy, governance, roadmap, and plans; led and implemented the globalized vision of Service Desk. Implemented project and change management capabilities to deliver an offshore 24/7 multi-language, multi-channel IT Service Desk, ITSM process documents, and controls for Knowledge management, Event Management, and Service Requests, satisfying customer experience and availability: strategic and tactical objectives.

Senior Manager, IT Governance eHealth Ontario, Toronto, ON, October 2014 - October 2015

Core Accountabilities: Change Management, Enterprise Risk Management (ERM), and IT Governance Program Office

- Established the PMO. Directed and provided strategic leadership for the establishment, implementation, delivery, and sustainability of a comprehensive ERM vision, governance, and Enterprise Risk Profile to proactively minimize risk exposures for eHealth Ontario and meet the risk mandate of the ministry. Effectively led the development and implementation of IT Governance and ERM mandate. It focused on business outcomes by developing a standard language, processes, and tools to enable consistent risk comparisons and effective reporting.
- Enhanced ERM capacity and capability across eHealth Ontario to establish and adopt a risk culture. Led the change management and sustainability strategies required to ensure adequate support of ERM, IT governance, and Oversight structures and approach; established the Enterprise Risk and Governance Committee of the Board, Senior Management Committee, and an ERM Working Committee to reinforce the change.
- Created and implemented the ERM portfolio, standards, risk process, artifacts, metrics, and reports to satisfy mandated requirements of the Ministry of Health and Long-Term Care (MOHLTC) and meet the board's expectations to enhance the organization's reputation with the public.
- Communicated a compelling business case to influence executives for resources and gain buy-in and commitment. Built, leveraged, and nurtured critical relationships with the Board of Directors, leaders, stakeholders, and partners.
- Communicated a shared Change vision, the benefits and need for the change, and the consequences of not maturing the eHealth risk culture in a revolutionary Health Transformation era.
- Completed risk analysis for risk factors (strategic, financial, security, privacy, reputation, availability, legal, and compliance) to identify risk exposures and develop mitigation strategies, action plans, and projects. Defined and sourced resources to manage the portfolio's various projects resulting from the roadmap.
- Provided monthly/quarterly status reporting and managed the progress of the enterprise-wide portfolio against deployment targets and metrics to the eHealth Board of Directors, Senior Leadership Executives, Risk Owners, Ministry of Health & Long-Term Care, and Treasury Board Secretariat. Aligned eHealth Ontario's policies, processes, and deliverables with MOHLTC policies, standards, procedures, and metrics.
- Provided strategic leadership to executives through the Governance structure and across eHealth Ontario on ERM methods, policies, and systems and integrated into all strategic planning and administration of program and project initiatives, ensuring risk ownership gaps and exposures are identified and resolved.
- Defined and designed change management assessments, strategies, and plans. Developed and delivered training, communication, leadership, strategic alignment, stakeholder management, process management, documentation, stakeholder assessment, change impact assessments, risk assessment, change readiness, deployment, release management, continuous improvement plans, materials, and other deliverables.
- Contributed to Risk Management Community of Practice; facilitated the Privacy & Security Awareness Day for eHealth Board and senior executives. Planned events to improve knowledge and ability for approval of funding.

Senior Manager, eHealth Ontario, Toronto, ON, April 2012 – October 2014

Core Accountabilities: Change Management, Interoperability, and Conformance Environment (ICE) Program Office

- Built the PMO from the ground up. Recognized and rewarded the importance of teamwork to achieve objectives. Collaborated using a bottom-up approach to develop ideas and share information and expertise, which resulted in the effective implementation of the Environment Management Services (EMS), Test Data Management (TDM), and ICE Strategies and capabilities aligned with the Agency's mandate, blueprint, and governance framework.
- Designed the ICE Program strategies, roadmaps, governance, IT SM processes, IT service delivery models, capacity, and capability required for the Business/IT transformation; reduced inefficiencies impacting eHealth Programs with scheduling, accuracy, and availability of needed non-production environment for quality assurance testing.
- Managed, transformed, and delivered the EMS, TDM, and ICE Programs by providing the day-to-day interface with eHealth Ontario programs based on the environmental management standards, processes, and procedures.
- Defined, sourced the resources, executed, and managed the related projects, action plans, and recommendations to achieve the future state. Prepared, delivered, and facilitated timely weekly/monthly ICE program steer and status reporting with senior leaders and teams.

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- Facilitated project team meetings, eliciting requirements, interviews, surveys, process mapping workshops, training and communication sessions, ICE Steering Committee meetings, and Community of Practice forums. Prepared and delivered presentations to senior leaders, team, eHealth partners, IT Providers, and stakeholders.
- Assessed the current state of eHealth Non-Production Environments, elicited the requirements for ICE Program, and opportunities for improvement in Test Management, Quality, and Release Management. Continuously improved the work in the Environments and Test Data Management Programs; Managed the budget, scope, schedule, and deliverables; Participated in the procurement, RFP, vendor selection, and vendor evaluation processes.
- Collaborated with eHealth Ontario Program representatives, Quality and Release Management teams, stakeholders, eHealth partners, functional departments, subject matter experts, project teams, third-party vendors, and external partners on the integrated planning of the project release schedule and delivery.
- Defined and delivered Change Management strategy, CM assessments, CM plans, process implementation, training, documentation, communication, stakeholder management, and knowledge transfer for change adoption.
- Participated and provided leadership in delivering testing services, test automation, and improvements.
- Coached, mentored, and led teams/projects with industry-leading SDLC methodologies (agile/waterfall) and industry-leading best practices such as Kotter, ADKAR, Lewin CM models, Lean Six Sigma, ITIL COBIT, CMMI, PMI.
- Provided vendor management of multiple professional services and third-party IT solution providers, managed their performance, project delivery, and deliverables acceptance against time, quality, cost/budget, leaders, and stakeholder's satisfaction; to meet business, programs, and project requirements.

PMO Director, BlackBerry, Cambridge, ON, August 2010 – February 2012

Core Accountabilities: MFG SC IT Portfolio Management Office (PMO), GRS New Product Introduction (NPI) PMO

- Defined and established two Portfolio Management Offices (PMOs) to advance IT Governance, business strategy, Supply Chain Transformation, and the Change Vision. Led the PMOs, mentored the Program/Project Managers, and matured the project management capabilities and capacity to ensure that projects were defined and delivered successfully.
- Prepared the department's vision and strategy, participated in annual business planning, and prioritized critical initiatives to achieve business. Created communication materials, including business cases, funding requests, and presentations, to gain stakeholders' acceptance of strategic plans.
- Partnered and collaborated with primary internal business units, global cross-functional leaders, consultants, and diversified stakeholder groups, to ensure business/IT strategies consistently aligned with BlackBerry's objectives.
- Gave effective oversight to successfully implement the PMO and portfolio of projects (200M+) by providing strong leadership and motivating individual and team performance, creating a vibrant, energetic, and customer-centered work environment meeting PMO targets.
- Aligned decision-making and governance at the appropriate levels to ensure all projects and programs compiled with established standards and change management strategies; this included implementing consistent processes for business case preparation, intake, prioritization, selection and funding, documentation, management oversight, delivery management, progress reporting, and benefits realization
- Developed and implemented stakeholder engagement, change management, and communication strategies. Designed vital performance indicators/benchmarks to monitor the success of critical strategic initiatives.
- Drove innovative and transformational change by leading diagnostics, systematic and analysis to identify root causes of problems; prepared to challenge the status quo, influence, and inspire creative solutions. Made informed judgments using knowledge, experience, and data to recommend alternative options for breakthrough results.
- Provided project management expertise and oversight of implementation projects, ensuring on-time, on-budget delivery without compromising high-quality deliverables, including Supply Chain transformation, ERP, BI, NPI, process, people, and other change initiatives. Prepared periodic reporting on initiative status, activities and tasks, risks, interdependencies, and issues for presentation to senior executives and other major stakeholders.

Senior Manager, BlackBerry, Cambridge, ON, January 2009 – August 2010

Core Accountabilities: IT Supply Chain Systems (SCS), IT Governance, ITSM Strategy, and Process Management

- Secured a reputation of excellence for implementing a service-oriented strategy with a proactive IT SM Strategy - Service Delivery Excellence (SDE) Office for IT SM Process Management, Knowledge Management, Event Management, Service Request, and Test Management.
- Developed a high-performance team of Process Managers and Business Analysts to meet strategic objectives.
- Demonstrated effective facilitation, coaching, and mentoring, which enabled the clear-cut definition and delivery of a robust Supply Chain Management Strategy for Global IT Operations and Service Delivery across four regions.
- Problem-solved complex situations, conducted comprehensive diagnostics, stakeholder analysis, and risk and change assessments to recommend solutions, and developed effective transformation strategies, governance, roadmaps, plans, and projects. Produced and presented the business case for leaders' buy-in and approval of funds.

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- Established and facilitated the IT Service Management Community of Practice, Supply Chain Transformation Centre of Excellence, and Six Sigma Steering Committee, which supported ongoing engagements, education, empowerment, and collaboration, which resulted in growth and development.
- Recognized as BlackBerry Top 10 Performer and was promoted to Director because of the leadership effectiveness and supply chain transformation strategies employed, exceeding organizational requirements, meeting stakeholder expectations, and optimizing employee engagement.
- Established a world-class global SCS team to support the Global Supply Chain IT operations. Provided 99.99% service availability to mission-critical supply chain systems and exceptional service delivery to international, regional, and in-country employees and supply chain partners (suppliers, contract manufacturers, logistics partners, carriers) to align with BlackBerry's exponential growth and global market position at the point in time.
- Built business relationship management across multiple customer groups, cross-functional teams, and upstream processes by establishing engagement models. Conducted meetings to review performance metrics, service level targets, and dashboards to engage stakeholders to obtain feedback for the change vision.
- Led enterprise-wide strategic programs with requirements management, business analysis, testing, operational readiness, and IT service delivery. Implemented ERP and BI/data analytical solutions, SAP ECC, Rapid Response, E2Open, and Polydyne to enable the roadmap: new plant technology infrastructure setup, supply chain transformation strategies, new product development, service management implementations, and other organizational changes.

Earlier Positions

Lean Six Sigma Black Belt / BlackBerry Process Manager	BlackBerry	2007 - 2009
Senior Business Process Improvement Lead	World Vision International (WVI)	2005 - 2007
Six Sigma Black Belt / Organizational Change Leader	Maple Leaf Food (MLF)	2004 – 2005
Information Technology Consultant	Nissan Canada Inc. (NCI)	2000 – 2004
Senior Manager, Business Analysis & Project Management	Caribbean Cement Company	1997 – 2000
Project Manager / Business Analyst	Goodyear Tire & Rubber	1995 – 1997