

## RESUME – GEORGE NEUFELD, PHD

### PROFILE

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George Neufeld has 30 years' experience in helping executives catalyze, lead and manage change to improve performance and seize new opportunities. **Based on call-backs, referrals and feedback from clients, he is an accomplished consultant, trainer and coach.**, e.g.,

1. An Assistant Deputy Minister in the Canadian Government
  - Who has been an off-time client since 1998 and has referred George Neufeld to others on numerous occasions
  - With whom George is writing an article that focuses on "AUTHENTIC Engagement" and includes a case study of a change initiative which the ADM led and where George was the consultant.
  - Who provided the following testimony: "George is a very knowledgeable individual who can deliver effectively on projects related to organizational improvement, strategic planning and leadership development. I have used his services several times and he has helped me, and the organizations that I was part of, to improve and to focus our delivery. I highly recommend him. Year first hired: 1998. Top Qualities: Expert, Good Value, High Integrity."
2. The Executive Editor of an independent research-based organization and a leader in the professional information and education market, and provides leading-edge courses, conferences, periodicals and information products for senior business executives, lawyers and other professionals, Federated Press Publications. The Executive Director provided the following testimony:

"Mr. Neufeld's presentations for Federated Press have consistently garnered very high ratings from our delegates, both in terms of content, organization and delivery. Mr. Neufeld has spoken approximately 10 times since 2010 and hopefully will be speaking at many of our events in the future."
3. An Assistant Deputy Minister in the Canadian Government for whom George has provided consulting services three times. In response to a request to be a reference, she responded "Absolutely – be happy to – my comments will be very positive".

For more testimonials, go to <http://www.traversegroup.ca/s8/feedback.php> -- including one from a Canadian Prime Minister.

### **George's involvement in change management has progressed through four stages.**

Stage I: Involved, as a consultant and project manager, in a large-scale change initiative that was successful due to top management and the change management team being committed to, and capable of, achieving the desired results.

Stage II: Was elected to lead several community-based organizations that needed or wanted to make changes. Discovered the power of harnessing the power of the people involved to agree on the desired results and to implement the changes needed to achieve the desired results. At the same time, was involved as a member of consultant teams where the approach to bringing about large-scale change was to consult stakeholders and then make recommendations – observed that unless to management was highly motivated to make changes, most recommendations were shelved.

Stage III: Involved, as a consultant, in guiding several medium to large-scale change initiatives that often provided opportunity to develop and apply an approach that emphasized engagement. The results were very encouraging.

Stage IV: Developed an approach to leading change and engaged as a consultant to provide leadership for numerous medium-scale change initiatives. The results achieved have resulted in numerous referrals and call-ups.

**George's current focus** is delivering workshops on catalyzing, leading and management change and helping clients bring about medium to large-scale change.

**George Neufeld's approach to bringing about large-scale change** is aligned with the Dr. John Kotter's widely-used approach. George Neufeld has improved Kotter's accelerator approach by:

- Expanding the scope of Accelerator #4 from focusing on "communicating for buy-in" to authentically engaging for buy-in. Authentic engagement is achieved through a combination of informing (communicating), consulting, collaborating and empowering (to make decisions).
- Incorporating cultural strengths and weaknesses in the strategies for change, rather than "institutionalizing strategic changes in the culture" as per Accelerator #8.
- Incorporating authentic engagement in the planning stage.

He has experience and proven methods to address all aspects of leading and managing change, e.g.,

- a. Has a structured methodology (Moving Forward Check-Up™) for planning and implementing change that he has customized and successfully applied with more than 12 clients during the past 10 years.
- b. Has a "360 Organization Feedback" survey to establish situational awareness of the details of the change, identify potential people-side risks and issues, and assess readiness for change.
- c. Develops a preliminary action plan in collaboration with a client-based "Guiding Team" and then applies a methodology whereby the Guiding Team collaborates with selected managers and employees to establish an action plan that has authentic buy-in.
- d. Has just-in-time action learning sessions to overcome typical challenges during the implementation of change, as well as experience in project management, coaching and applying Kotter's 8 accelerators

**In addition to extensive experience in related to change and performance, George has had lead roles in numerous demanding assignments** such as:

- Reporting to a then Deputy Prime Minister, co-led the review of a Minister's portfolio (*The then Deputy Minister and George subsequently co-founded a consulting firm*)
- Reporting to Cabinet Committee, co-led a strategic review of four departments in the Government of Saskatchewan's industry and economic development portfolio to identify ways of reducing program and operating costs
- Led the conduct of a cost-benefit analysis of a proposal for the Canadian government to fund the design and construction of the robotic arm (Canadarm II) for the International Space Station
- Helped the Chair of a newly-created federal agency develop a business model and strategies for fulfilling the agency's mandate (*The then Chair is a former president of two large Canadian universities and is now the Governor General of Canada*)
- Contracted by Health Canada to write a think-piece on the federal government's role as a "steward" of developments in biotechnology (*The Executive Director of the Biotechnology Secretariat in Industry Canada began his comments on the think-piece with "Let me congratulate you on your excellent paper. It is helping to set a new and significantly higher level standard."*)

**George's expertise and experience:**

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|---------------------------------|-------------------------------|---------------------------|
| • Accountability and governance | • Conflict resolution         | • Performance improvement |
| • Action learning               | • Design & conduct surveys    | • Performance management  |
| • Assessment                    | • Engagement                  | • Performance measures    |
| • Balanced scorecard            | • Facilitation                | • Project management      |
| • Building consensus            | • Focus groups                | • Stakeholder relations   |
| • Catalyze change               | • Issues management           | • Strategic planning      |
| • Change leadership             | • Leadership development      | • Team building           |
| • Change management             | • Organization development    | • Training                |
| • Communications                | • Organization transformation | • Train the trainers      |

George has **secret security clearance**, is fully fluent in English and has basic knowledge of German. He is a member of The Indus Entrepreneurs (TiE) - an association that fosters entrepreneurship globally

### **Career history:**

- Founded Traverse Group to focus on leading and managing change
- Co-founded Bronson Consulting (along with 3 colleagues from Coopers & Lybrand Consulting, including a former Deputy Minister), where George began to focus on leading and managing change
- Was a Senior Principal at Coopers & Lybrand Consulting (now PricewaterhouseCoopers)
- Held several positions in the Canadian Government: Research scientist and then economist (Industry Canada), senior systems consultant (former Bureau Management Consulting), program analyst (Treasury Board Secretariat) and director of internal control in a large government department
- Was a Geophysicist with Shell

### **Other accomplishments and contributions:**

- Developed and trade-marked a change leadership and management methodology with supporting tools that he has customized and used to exceed client expectations numerous times during the past 10 years
- Has been Member of the Board for the Children's Hospital of Eastern Ontario
- Has been elected as leader of several community-based organizations
- Published articles in management and risk management journals
- Solved a 25 year-old very-well-known mathematical problem for his PhD - the solution was published in a prestigious journal, SIAM Journal of Applied Mathematics
- Travelled in North and Central America, Europe and Asia
- Been on the Board of several start-up companies
- Raised funds for the less fortunate in Sri Lanka during the past 9 years
- Helped his wife establish a thriving bed and breakfast business
- Led the start-up of a retail store (Ten Thousand Villages) in Ottawa that sells products from around the world and made by the poorest of the poor

### **EDUCATION / TRAINING**

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- Certified trainer for two of VitalSmarts workshops (Crucial Conversations and Crucial Confrontations)
- Coaching for Commitment, 9-month program offered by ParaComm International
- University of Alberta, PhD, Computing Science and Mathematics
- University of Manitoba, MSc, Mathematics
- University of Manitoba,, BSc (Honours), First Class

**George's long-form resume presents the objective, outcome and George's roles & responsibilities for 27 change projects in the Canadian government, including:**

- **A project at the government-wide level**
- **Department-wide projects in large departments**
- **Many projects at the ADM and Director General levels**

**The long-form resume is available upon request by sending an email to [info@traversegroup.ca](mailto:info@traversegroup.ca).**