

Ken is a Partner and senior consultant with Elevate. He has his Project Management Professional (PMP) designation, along with certifications in Change Management and Business Process Reengineering. Ken has a strong customer service orientation and solid, practical problem solving and analytical skills. Ken's experience, gained in a variety of work situations, has helped to foster his ability to adapt easily to new environments, build strong client working relationships, quickly assess needs, and focus on achieving results. Industries for which Ken has provided solutions include provincial and municipal government, health, telecommunications, financial, IT/IM, human resources, post-secondary, and non-profit. Ken's combination of skills, experience, and commitment to ensuring value is provided back to the client has resulted in a solid record of accomplishment in his engagements. Ken's primary skills can be summarized as:

CHANGE MANAGEMENT

Ken strives to deliver practical and actionable change management advice for his clients by leveraging his years of past experience, along with his Prosci Change Management Certification. While having training with the Prosci methodology, Ken is quick to leverage the most beneficial strategies and approaches that will work best within the client's context. Ken emphasizes the role of strong leadership, a clear understanding of the drivers of change, a well-articulated and communicated vision of the desired end state and early and ongoing engagement with stakeholders to foster understanding and buy-in for any change effort. Ken has driven the majority of change management components of projects that Elevate has delivered on the last 5 years in the Edmonton region. During his engagements, Ken focuses in on the importance of clear, open, honest and frequent communication to help manage the people side of the change process; the most critical.

PROJECT MANAGEMENT

In the project management area, Ken has worked on several large projects, as overall project manager or leading key elements of the engagement. Ken has a certificate in Project Management from NAIT and his PMP designation as well as many years of practical experience being a project manager. Ken ensures there is the appropriate level of planning, controls and oversight for projects, while ensuring that projects remain nimble and responsive to the demands of the particular engagement and organizational setting. Ken believes that project management is more about ensuring the best decisions are made with the best available information, that project teams are supported and the leadership is kept informed and engaged, rather than route updating of templates and logs. He sees and practices project management as an art as much as a science.

FACILITATION & TRAINING

Ken has an Adult Learning & Training Certificate and has been involved in developing and delivering a number of education/training/facilitated sessions to support stakeholder engagement, skill development and knowledge transfer. Ken understands the critical nature of consensus building and uses his collaborative nature to maximize individual involvement and participation. Ken believes that the key to effective facilitation is in planning and analysis; clearly defining the expected outcomes and understanding how best to engage stakeholders. Recognizing that adults learn/engage in different ways,

Ken works to ensure that his training and facilitation utilizes a variety of learning and delivery approaches. He understands that if participants can be effectively engaged, and perceive value in the engagement process, they are more likely to support the outcomes and embrace the learning opportunity.

BUSINESS PROCESS MANAGEMENT

Ken has completed the Reengineering Certification Program offered through Dr. Michael Hammer, one of the foremost recognized authorities in process reengineering, and the Business Process Management Certification program offered through the BPM Group, an international organization focused on supporting the development of process management expertise. He has led several initiatives relating to the assessment of current operational processes, and the streamlining or redesign of business processes to achieve greater overall efficiency and effectiveness. Through his work, Ken has supported the launch of major new lines of business and the assessment and realignment of major/multiple processes within and across organizations. A cornerstone of Ken's engagement style is to ensure the active involvement, participation and learning of client process users/owners in the assessment and design/redesign of processes, along with always ensuring processes are designed with the end/implementation in mind.

ORGANIZATIONAL TRANSFORMATION AND BUSINESS ARCHITECTURE

Ken has conducted reviews and analysis of a variety of processes, programs and organizations and assisted organizations with recommendations to improve both operations and structures. He has organized and led staff consultation processes to communicate organizations' strategic direction; conducted workshops to address issues related to employee satisfaction and implementation of shared vision and values; and worked with all levels of the organization to describe roles, update job descriptions and identify training or developmental activities required to implement proposed changes to prepare the organization for post implementation success.

BUSINESS WRITING

Ken has been involved in supporting a variety of organizations with their document development requirements. Ken has developed terms of reference, project plans and governance models. Ken has also developed project charters, drafting presentation materials, writing business cases, preparing reports, research papers and producing executive level summaries. Ken is strategic and purposeful in translating complex information into readily understood communication materials and making information resonate with the intended audience.

EDUCATION AND PROFESSIONAL CERTIFICATION

- Prosci Change Management Certification Program, AdPro, 2010
- Business Process Management Certificate Program, BPM Group, 2005
- Project Management Professional (PMP) Designation, Project Management Institute, 2004, 2008, 2011, 2014, 2017
- Adult Learning & Training Certificate, Metro Community College, 2004
- Certificate in Project Management, Northern Alberta Institute of Technology, 1998

- Reengineering Certification Program, Hammer and Company – Boston, Massachusetts, 1998
- Personnel Administration Certificate, University of Alberta, 1990
- B.A. Honours, Political Science, University of Alberta, 1984