

MICHAEL LEBOLDUS

Senior Management Consultant

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Michael LeBoldus is a Senior Management Consultant with Elevate Consulting. Michael joined Elevate Consulting in 2018 after fifteen years with a global strategy consulting firm and brings deep business strategy and operations consulting experience to the public sector. Michael is a builder of strong and lasting relationships with clients and he also builds high performing teams that drive transformation in challenging, multi-stakeholder environments.

Michael brings deep skills and expertise in strategy development, transformation planning and delivery, business and technology planning, financial analysis and modelling, policy analysis, project management, program management office (PMO) set up and operations, service design and process optimization, operational excellence, performance management, business case development, governance design, data analytics and reporting, change and stakeholder management.

Michael's primary skills and abilities can be summarized as:

ORGANIZATION TRANSFORMATION

Michael has extensive experience in organizational and service delivery transformation. From strategy articulation to operational design, Michael has worked to shape some of the most complex organizational transformations in moving more digital as well as enhancing customer and citizen experience. Michael has led transformation through strategy definition, process redesign, journey mapping, service delivery design, target operating model design, capabilities assessment, use case definition and requirements collection, business case development, transformation office (PMO) development, communications and change management, and the agile piloting of service enhancements. Michael has led both large and small organizational transformation processes. Michael believes the most important prerequisite for transformation success is to invest the time to partner with stakeholders to truly understand what is valued. Examples of recent work Michael has provided organizational transformation and design leadership support includes the BC Ministry of Health's Digital Transformation program, the BC Social Sector's Integrated Case Management Modernization, BC Pension's Member and Employer Service Modernization, BC's Natural Resource Sector Permitting Project, and Saskatchewan's Ministry of Environment Results Based Regulatory transformation. Michael has also supported transformation at Vancity Credit Union, ICBC, Canadian Imperial Bank of Commerce, and ScotiaBank.

CORPORATE STRATEGY AND BUSINESS PLANNING

Michael has led strategy development and business planning for over a dozen different public and private organizations. Michael believes strongly in the utility of plans and measures success not by how long a plan is or how long it's on a shelf, but rather success is measured by the creases and coffee marks on a plan – symbols of its use. Michael's approach balances the 'art of the possible' with pragmatism. To facilitate this, Michael believes in researching trends and what others are doing, but he also believes strongly in understanding the capabilities and constraints of his clients to develop plans that are

grounded. Michael is consultative and engaging and is a true partner with his clients. As examples of recent work, Michael has developed corporate strategies and business plans for several public institutions including the provincial Lab Agency at Provincial Health Services Authority (BCCSS), the British Columbia Pension Corporation, the University of British Columbia Centre for Teaching, Learning and Technology (CTLT), TransLink, St. Michael's Hospital, and the Home and Community Care Division for the BC Ministry of Health. Michael has led corporate strategy definition for the Industry Training Authority (ITA), General Paint, the United Way of Greater Toronto, Lucent Technologies, Bell South, Sprint Telecommunications, and the Canadian Imperial Bank of Commerce. Michael has also led the development of community plans for First Nations including the Selkirk First Nations and Tsawwassen First Nation.

Michael has led sector wide business plans for the BC Ministry of Education, the Ministry of Health and the BC Social Services. Michael has articulated sector transformation plans and developed business cases outlining the resource requirements, case for change and timing for major efforts.

OPERATIONS EXCELLENCE AND SERVICE DELIVERY EXPERIENCE

Michael has significant experience in developing and implementing operations excellence programs and planning for excellence in service delivery. Michael has led process reorganization efforts, conducted service delivery reviews, designed target operating models and designed services that best meet the needs of clients for numerous clients and projects including the BC Ministry of Health, the BC Social Sector, BC Pension Corporation, Vancity Credit Union, the BC Ministry of Education and the BC Community and Support Services to name a few.

Michael has effectively engaged with both the recipients and providers of services to understand pain points with service delivery and designs a future that stakeholders can get behind and excited for. Michael recently redesigned service delivery for BC Pension's services to members and employers taking a use case and user centered design approach. He engaged in similar activities for the issuance of income assistance in the social sector and for employment programs in the Province.

Michael strongly believes in a user centred approach and has worked with clients to understand and develop metrics to assess operational improvements both in term of efficiency but also the effectiveness of service delivery. He has developed dashboards and reporting mechanisms to shape behaviours toward improving client and user experience.

PROJECT MANAGEMENT

Michael is a Project Management Professional (PMP) with the Project Management Institute (PMI) and has managed strategic initiatives, a portfolio of projects as part of business transformation, and large cross-government stakeholder engagement and communications initiatives. Recent and relevant projects include managing an initiative for enhancing the sharing of information within the Health Sector. He also designed, implemented and operated a portfolio of projects transforming BC Pension Corporation. Michael planned three of the largest projects in the BC Social Sector including planning and managing execution of a user centred approach to service delivery.

EMPLOYMENT HISTORY

- Senior Management Consultant, Elevate Consulting 2018 to present
- Manager, Deloitte Consulting 2008 – 2018
- Senior Consultant, PricewaterhouseCoopers 2006 - 2008

- Senior Consultant / Consultant / Business Analyst, Deloitte Consulting 2000 – 2006
- Analyst, Toronto Dominion Bank 1999

EDUCATION AND PROFESSIONAL CERTIFICATION

- Master of Business Administration from the Richard Ivey School of Business
- Honours Business Administration from the Richard Ivey School of Business
- Honours Bachelor of Science from the University of Western Ontario
- Project Management Professional (PMP), Project Management Institute, 2012

PROFESSIONAL AND COMMUNITY SERVICE

- Big Brother, Big Brother of Greater Vancouver, 2008 - 2012