

Range of Experience

Susan Kleinschmidt is a senior strategy and corporate culture change practitioner with over 20 years executive and international management consulting experience, and 5+ years Senior Executive experience working within the BC Government.

Susan specializes in leading and supporting organizations in the development and implementation of a well thought out and implementable strategic direction. She works with her clients to create the culture required for success. The key result of working with Susan is focus and a clear direction for both the individual and the organization, leading the superior results, performance and improved engagement and morale.

She was CEO of a consulting firm with a focus on strategic planning, organizational change and transformation and executive coaching, Managing Director (Hong Kong) for the Strategic Thinking Group, Vice President of Operations and Strategic Planning for an educational publishing company (contract) and an Executive Director and Strategic Advisor with the British Columbia Government (MPR, PSSG, MEMPR) in Canada. Susan also served as Director of Operations for an international consulting firm where she managed major consulting engagements throughout the Asia/Pacific region. Susan was responsible for the strategy, management and development of the British Columbia Energy Plan (2007) that established provincial policies and strategic actions for the renewable energy, electricity and oil and gas industry sectors.

Susan has personally worked with over 50 different organizations in Canada and throughout Asia, driving focused and practical results. She has an in-depth understanding of the BC public sector environment, having been senior advisor directly to several Deputy Ministers on highly sensitive projects and programs with high degree of public profile, stakeholder sensitivity and economic/ environmental /social impact. Her public sector clients in British Columbia include the Ministry of Energy, Mines and Petroleum Resources, BC Olympic Games Secretariat, BC Hydro, Resource Industry Training Organization, Ministry of Environment, Ministry of Forests amongst others. Her private sector clients include Philips Healthcare, Disney, Cathay Pacific Airways, Grosvenor, Hilton International Hotels, Farmer's Mutual Insurance Company, Euromoney Publications, and the Hong Kong Airport Authority, amongst others.

Education

University of London, UK 1999

Post Graduate Diploma – Organizational Behaviour

Queen's University, Canada 1989

Bachelor of Arts – Economics

Leadership Development

Accredited Practitioner:

- Myers Briggs Type Indicator
- Firo-B, Firo –Business
- Human Synergistics:
 - LI -Leadership Impact
 - MI – Management Impact
 - GSI - Group Styles Inventory
- LWS - Leadership Work Styles,
- LSI - Lifestyles Inventory
- OCI/OEI - Organizational Culture/Organizational Effectiveness
- Cognitive Edge and Sensemaker

Results Coaching Systems, 2008

Certificate in Coaching Skills

British Columbia Public Service, 2006

Accelerated Leadership Development Program for Ready Assistant Deputy Ministers

Royal Roads University Executive Program, 2002

Personal Leadership in the Public Sector

Articles

Trust in Executive as a Foundation for Employee Engagement (co-authored)

Areas of Specialization

Susan's primary areas of expertise are as follows:

- Strategic planning, business planning and operational effectiveness improvements
- Organizational change and transformation
- Human resource visions, planning, facilitation and organizational structuring
- Project management and facilitation
- Leadership, teamwork development and executive coaching
- Customer service and business process redesign
- Development of business, financial and organizational models and structures

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Work History

Jan 2007 to Present

Good Insights Strategy Inc.

Consultant, Business Advisor and Executive Coach

Hong Kong (to April 2012) & Canada (May 2012 to present)

Providing strategic management consulting for senior executives in private and public sector. Focus on strategic planning, organizational change and transformation, operational effectiveness, organizational structuring, human resource management, strategic marketing and communications, leadership and teamwork development, creation of business financial and organizational models and structures, executive coaching and project management.

Jan 2006 to Jan 2007

Executive Director – The BC Energy Plan: A Vision for Clean Energy Leadership & Crown

Agency Liaison – Government of British Columbia, Ministry of Energy, Mines and Petroleum Resources (British Columbia, Canada)

Responsible for the development of provincial policies and strategic actions for the renewable energy, electricity and oil and gas industry sectors and related labour force strategies on behalf of the Province of British Columbia. Leadership of a team of 15 senior policy analysts. Responsible for all aspects of strategic planning, project management, policy development, cabinet submissions, writing, publishing and communication of final plan.

Responsible for developing, identifying and leading all stakeholder and industry consultation including meetings with over 100 individuals and groups and more than 5 full day workshops with a forum of ENGOs and industry executives.

The 2007 Energy Plan created a contemporary blueprint for BC's energy resources and is used to guide the use and development of the Province's energy resources into the future.

Sept 2005 to Jan 2006

Executive Director

Provincial Congress on Public Safety

Ministry of Public Safety and Solicitor General (British Columbia, Canada)

Developed, designed and implemented strategies and actions ensure the Congress was an active consultation and information-sharing event that would provide input into the strategic direction of the Ministry. Undertook all aspects of leadership and project management including consultations with internal and external stakeholders to ensure that all sides of the issues were identified.

The event, hosted by the Premier, brought together Provincial Ministers, MLA's, mayors, aboriginal leaders, fire, ambulance, health and emergency management, police, RCMP, crime prevention associations, business, multi-cultural associations and non-profit, academic/educational, justice community.

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Aug 2003 to Sept 2005

Executive Director, Customer Service and Information Branch and Strategic Human Resources

Ministry of Provincial Revenue (British Columbia, Canada)

Leading a team of 80 staff to deliver a wide range of services to both the Ministry's external customers and its internal clients. These services included: Strategic planning and performance metric development and reporting; Strategic marketing; Call Centre operations; Public information services on sales tax, income tax, property tax, forestry taxes; Registration of businesses; Strategic and functional human resource services to Ministry of approximately 1000 staff located in over 12 regions throughout the Province; Employee Development and Learning; Management of the Ministry's Internet and Intranet content and design; Corporate services support (finance, administration, budgeting, strategic planning, human resources, project management) to support to seven divisions and approximately 1000 FTEs.

Jan 2002 to Aug 2003

Director

Business Management Services Branch

Ministry of Provincial Revenue (British Columbia, Canada)

Lead a team of 12 staff to provide corporate services and support to the Revenue Programs Division (659 FTEs) including:

- Strategic Planning and Performance Measures;
- Data warehouse report design and data mining;
- Finance and Administration;
- Strategic and functional HR Support, Employee Development and Learning;
- IT Requirements and Liaison (web support);
- Preparing, coordinating and managing Division and Branch expenditure budgets (~\$43 million); and,
- Directing, managing and coordinating key divisional executive initiatives through projects, continuous improvement, strategies, leadership and staff development.

June 2001 to Jan 2002

Manager, Executive Projects and Administrative Planning, Ministry of Provincial Revenue (British Columbia, Canada)

Developing Branch's strategic direction based on performance indicator review, evaluation of results, environmental scan, policy agenda and executive direction.

Preparing the Branch's annual performance plan, setting performance measures, monitoring performance, establishing Cognos reporting and dashboard systems, preparing interim and year end performance reports.

Developing and coordinating the Branch budget (~\$28 million) and financial plans, monitoring expenditures, reviewing and reporting on variances and recommending reallocation of funds.

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May 1997 to June 2001

Managing Director

The Active Solutions Group Ltd (Hong Kong 1997 to 1999, Canada 1999 to 2001)

Conducting market and financial feasibility studies and management consulting studies including strategic planning, human resource and operational support for a variety of international clients.

Developing proprietary software to streamline organizational procedures and improve access to information for a variety of professional services firms.

Providing strategic planning, human resource, and operational support to Pannell Kerr Forster Management Consultants including recruitment, training, staff appraisal, budgeting, billings and collections, quality review of project files, and oversight of publications.

Sept 1992 to May 1997

Director of Operations/Senior Manager

Pannell Kerr Forster Management Consultants (Hong Kong)

Managing major consulting engagements for the world's leading hotel management companies, financial institutions, national tourist organizations, governments, and development companies, throughout the Asia/Pacific region. Establishing and implementing a research and publication program for the Asia/Pacific region.

Managing the human resources and administrative functions of the firm including training and development, administration, billings and collections and development and implementation of office management system. The firm had 15 professional staff in two cities (Hong Kong and Singapore) with territorial responsibility for 18 countries in the Asia/Pacific region.

July 1990 to Aug 1992

Consultant

Pannell Kerr Forster Management Consultants (Vancouver, Canada)

Supervising and conducting major consulting projects including; feasibility studies, valuations, master planning, economic impact analysis, and strategic business planning assignments.

Selection of Strategy, Transformation and Change Management Experience

- Strategic plan development and facilitation for BC Hydro Transmission and Distribution Division to support their organizational transformation including development of 5 year business plan, articulating and transitioning further towards a high performing organizational culture and managing change and transformation, development of operational plans, and support of communications strategy
- Corporate culture review, strategy development, and planning for the Aboriginal Relations Group within BC Hydro to support the organizational change towards a new relationship with First Nations.
- Strategic plan development, facilitation and organizational change planning and support to develop 10 year strategic vision, strategy and operational plan for large division within Crown Corporation.

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- Strategic planning and facilitation for BC Hydro's Customer Care and Power Smart to clarify and confirm the direction, vision and focus for customer service and conservation.
- Executive leadership coaching in support of the organizational transformation to a customer centric model within Philips Healthcare as part of the Flagship Leadership Development program. The focus of the coaching was on knowledge transfer into practical application in the workplace, an understanding and recognition of the needed change management and the leadership needed to enhance performance and overall effectiveness.
- Strategic plan development and facilitation for BC Hydro Generation Management Team business and operational planning to develop 10 -year strategic vision, strategy and operational plan
- Corporate culture assessment, review and change management program including leadership development, group and individual coaching for leadership team within Crown Corporation.
- Corporate culture change and transformation program development and support for local not for profit organization including business and operational planning.
- Development of course materials for the Hong Kong Polytechnic University Strategic Management Executive Development Program
- Strategic plan and organizational culture review for 5 Star hotel management company with 20 hotels in the Asia/Pacific
- Strategic plan development, facilitation, financial plan and organizational culture review for an international fashion house
- Managing Director (Hong Kong) Strategic Thinking Group. Lead strategy development and organizational change/transformation for multi-national companies in Hong Kong, USA and China. (contract position June 2010 – Dec 2011)
- Merger and acquisition strategy development, organizational culture review, 5 year strategic plan and organizational change strategy for private company within the transportation and logistics industry
- Establishing a constructive organization culture and strategic plan for a private equity investment company
- 5 Year Strategic Plan, Investment strategy and change management plan for client in the shipping industry
- Business and Marketing Strategy and implementation support for on-line retailer including organizational culture change.
- Post Games Strategy for the Vancouver 2010 Olympic and Paralympic Games
- Vice President Operations and Strategic Planning, for an educational publishing company (contract position June 2007 to June 2010).
- International marketing seminar and workshop to assist small to medium sized businesses based in Hong Kong expand into China (Sept/Oct 2009)
- Strategic Business and Marketing Plan Development and Implementation for Educational Company and Management Support to Establish Consulting Arm.
- Strategic Plan Development with CEO of International Hotel Management Company to establish direction, revitalize the brand and transform organizational culture

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- Advisor to support the future direction of the BC Forest Services - Navigating the Complexity of the Forest Services – Strategic Conversation
- Work plan and terms of reference development for the Child and Youth Transition Team – Ministry of Labour and Citizen Services
- BC Climate Change Plan (initial plan and cabinet submissions (2007)
- IT Strategy Development and Change Management Plan, Rick Hansen Foundation
- Business Plan Development, Resource Industry Training Organization
- Designed and facilitated a Diversity in the Fire Services workshop for 200 senior leaders on behalf of the BC Provincial Fire Commissioner.
- Developing and implementing strategic marketing plan and customer relationship strategy for the Ministry of Provincial Revenue. Including workshop of 40 with breakout sessions
- Designing, developing, implementing and managing performance metrics and strategic planning process for the Revenue Programs Division (Tax Department) utilizing the Balanced Scorecard Approach
- Designed and facilitated workshop for the 2010 Olympic Integrated Security Unit on Urban Domain Roles and Responsibilities.
- Implementing Customer Survey for the Provincial Sales Tax to develop benchmarks to gauge improvements to customer service. Improved service standards in the registration, contact centre, and public information/communications area.
- Developing and implementing strategic marketing plan and customer relationship strategy for the Ministry of Provincial Revenue.
- Developing and implementing community engagement strategy to engage taxpayers across British Columbia through a seminar format – “British Columbia's Sales Tax and You”. Over 300 sessions held across the province and information gathered from these sessions has been used to inform and improve the ministry's marketing and public information materials.
- Outsourcing and development of alternative service delivery model for tax processing services and IT functions for the Ministry of Finance. Led the analysis of outsourcing call centre functions. Head of change management for Revenue Programs Division as part of the Ministry change management committee.
- Managing and implementing organizational redesign of the Revenue Programs Division (~800 staff)
- Operational review of the Consumer Taxation Branch's audit operations and customer call centre to improve overall operating efficiency.

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- Designing, developing, and implementing a web based employee development and learning database tracking program Ministry of Small Business and Revenue (nominated for a Premier's Award)
 - Developed templates of the knowledge, skills, abilities and behaviours required for all unique positions within the ministry (~ 300 positions and 1000 employees);
 - Tailoring employee performance and development plans for all staff including Senior Executives;
 - Tracking development needs and training completed
 - Strategically identifying training gaps and opportunities to ensure that staff is given the appropriate tools to be effective in their current roles and to prepare them for career development and opportunities.

- Managing an international leisure services company based in Hong Kong (consulting contract) as Director of Operations and General Manager:
 - Establishing organizational structure, operating policies and procedures and strategic goals, team building and mission statement development;
 - Compiling, organizing and writing all manuals in relation to the operation of the company for the establishment of a franchise;
 - Developing job descriptions and chain of command;
 - Re-designing organizational structure, selecting, leading and overseeing staff of 30;
 - Preparing and presenting franchising of concept opportunities to potential franchisees and international joint venture partner. Acting as liaison between joint venture partners in Hong Kong USA and UK.
 - Planning coordinating and implementing new point of sales system; and,
 - Developing a marketing plan to establish additional centres in Hong Kong and in conjunction with a Major international airline.

- Business Process Re-Organization for an international accountancy firm (Hong Kong – Pannell Kerr Forster)
 - Designing and conducting a computer needs assessment for a firm with staff of 150; managing, negotiating and overseeing the implementation of computer network; establishing policies and procedures relating to computer protocol; and design, development and implementation of an office management time and billing tracking system. Oversaw and led all aspect of change management and implementation.

- Recent Executive Coaching and Mentoring
 - VP Merchandising
 - CEO, Import/Export Organization
 - Director of International Marketing
 - Director of Development, PRC
 - VP Learning and Development
 - CEO – Health Care Industry
 - VP Sales
 - CEO, Nourish
 - CEO, Acorn & Branch
 - CEO, Mongolia Bike Challenge
 - Sr. Director, Business Transformation
 - Sr Director Patient Care and clinical informatics
 - VP Commercial Operations
 - VP Global Sales and Service
 - VP Customer Services
 - Chief Operating Officer

Partial Listing of Consulting Clients

Asia/Pacific

- Grosvenor
- Disney
- Strategic Thinking Group
- Results Coaching Asia Pty
- Hong Kong Polytechnic University
- Lane Crawford
- Marco Polo Hotel Group
- Elemis Ltd. / Steiner Leisure
- Results Coaching Systems Pte Ltd.
- Euromoney Publications
- Hong Kong Airport Authority
- Cathay Pacific Airways
- Hilton International Hotels
- United Artists' Cinemas – Asia Pacific
- Marriott International Hotels & Resorts
- Hong Kong Tourist Association
- Lloyd's List Asia/Pacific
- University of Melbourne

North America

- Philips Healthcare
- BC Hydro
- University of Victoria
- Liquidnet
- BC Olympic Games Secretariat
- Resource Industry Training Organization
- Rick Hansen Foundation
- Ministry of Labour and Citizen Services
- Ministry of Energy, Mines and Petroleum Resources
- Ministry of Environment
- Ministry of Forests
- Ministry of Public Safety and Solicitor General
- Ministry of Small Business and Revenue
- University of Victoria
- Coastal Grower Magazine
- Educational Solutions Company
- Farmer's Mutual Insurance Company

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Client Feedback

"Susan is a very dynamic and focused individual, one who has demonstrated a clear ability to get the task completed while also, and just as importantly, building strong relationships with stakeholders. She is both inquisitive and intuitive and has an ability to probe for new ideas and potential solutions to any challenges that are presented. Susan is adept at being very well organized and completely developed an impressive implementation plan with realistic timeframes and performance measures, all of which she achieved as planned"



"If I were to choose one word to describe Susan, it would be visionary. She is extremely creative and has a strategic mind that can 'zoom out' to see the big picture, detect the areas that need attention, and then 'zoom back' to put a plan into action. Susan is very forward thinking and an excellent problem solver. I've often heard of her referred to as brilliant because she is able to see solutions that no one else has considered."



"Susan's positive and optimistic approach to problem solving contributes greatly to the success of all projects she has worked on for me. She designed, developed and implemented a very logical and well thought out process for the development and monitoring of business planning and implemented a very successful marketing and communication program to improve service to the Ministry's customers."