

Training Task Group International

Michael Trottier Resume

Thirty years' experience helping clients succeed in four related areas:

1. *Developing and implementing a corporate strategy*
2. *Designing and teaching management and leadership development courses*
3. *Designing human resource management systems*
4. *Coaching managers and executives – both as individual contributors and as teams able to execute the strategy*

In my many years experience as a course designer and teacher, a talent developer and managerial and executive coach, I have worked extensively with literally thousands of managers, senior managers and senior executive teams in a wide variety of organizations. I understand how to work with individuals and teams to ensure they build on their existing strengths and execute a plan to meet the developmental challenges they face.

My extensive experience also allows me to apply the lessons and insights I have accumulated from my work with hundreds of organizations and government departments. At the end of the day, I am convinced that all organizations - whether high technology companies, hospitals, public service policy advisors, not-for-profit charities, hotels or financial services firms - face the same leadership challenges. All these disparate institutions are managed and staffed by people – and people are all the same in the terms of human resource development: personal learning and development linked to a clear strategic imperative.

My educational qualifications are as follows:

Ph.D., Education (ABD)	University of New York
Master of Science in Education	Niagara University
Bachelor of Education	Queen's University
Bachelor of Arts	Carleton University
Certificate in Executive Coaching Certificate	Centre for Creative Leadership
Certificate in Myers Briggs	Centre for Creative Leadership
Certificate in Benchmarks	Centre for Creative Leadership
Certificate in Emotional Intelligence	The Hay Group
Certificate as a Master Facilitator	Niagara institute

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Professional Experience

Management and Leadership Development Courses (International)

Institute on Governance; designed and taught *Transforming Leadership*, a six day course offered in Singapore and attended by senior public and private sector leaders representing Singapore, Hong Kong, The Philippines, Indonesia, Australia, New Zealand, Vietnam, Brunei, Cambodia, Malaysia and Thailand. A major theme of this course is how information technology and the global economy are changing business-government relationships around the world.

Institute on Governance; designed and taught *Leadership for the New Millenium*, a six-day course sponsored by the Strategic Policy Institute of Malaysia and taught to a group of young (under 35) public and private sector Malaysian leaders.

Institute on Governance; designed and taught a three-day *Principles of Adult Education* course offered by the Civil Service College of Malaysia (INTAN)

United Nations Development Program; designed and taught *Meeting The Challenge of the Global Economy*, a three-day course offered to Under Secretaries and Assistant Under Secretaries of the Government of Brunei.

United Nations Development Program; managed a series of consultation projects performed for the *United Nations* in Eastern Europe (Latvia); culminated in a program offered to the Prime Minister, Cabinet and Under-Secretaries of the Latvian Government. The program was designed to help the Latvian Government develop a market-based economy.

Foreign Affairs; designed and taught the *Leadership Colloquium*, a five-day course offered to senior executives, Ambassadors and High Commissioners from around the world by the Department of Foreign Affairs and International Trade.

Designed and taught *Leading Change*, a series of three-day courses for Canadian Embassies in Hong Kong, Kuala Lumpur, Jakarta and Consulates in Boston, Minneapolis and Dallas.

Worked for the Canadian Embassy in Copenhagen, Denmark; conducted an Organization Development Project that included Organization Effectiveness surveys, 360-Degree Leadership Surveys and Team Building/ Leadership and Change Workshops.

Management and Leadership Development Courses (Canada)

Canadian Centre for Management Development; taught the Canadian Federal Government's Leadership Program to be offered to Deputy Ministers, Associate Deputy Ministers, Assistant Deputy Ministers and Agency Heads.



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Department of Justice; taught the *Justice Leadership Program*, offered on a continuous basis for ten years and attended by all senior managers from across Canada.

Department of Foreign Affairs and International Trade; designed and taught the Leadership Colloquium, a five-day course attended by Ambassadors, High Commissioners and senior executives of DFAIT.

Department of Fisheries and Oceans Canada; designed and taught a residential course entitled Leadership Skills in a Changing Environment. This program was offered to Senior Executives and middle managers.

Transport Canada; designed and taught a residential course entitled Leadership Skills in a Changing Environment. This program was offered to Senior Executives and middle managers.

New Brunswick Government Community and Social Services; designed and taught Leadership Skills course offered to senior executives.

Industry Canada; designed and taught a portion of the Governance and Leadership Program. This 5-day course was developed for Industry Canada by the Program for Public Management and Governance Unit of the University of Ottawa's Public Administration Program, affiliated with the School of Political Studies.

Canadian Passport Office, Financial and Administrative Services Branch; designed and taught a Management Development Program for middle managers.

University of Ottawa; taught Organizational Behaviour, a required course for the Masters of Business Administration Degree.

Transport Canada; Designed course for managers on how to coach employees for improved job performance.

Canada Revenue Agency CRA; designed and taught a three-day course to trainers on the Agency's new Performance Management Program.

Fisheries and Ocean; taught "Transformational Leadership" for three years for senior executives

New Brunswick Family and Community Services; designed and delivered a Leadership Development Training for supervisors and managers; the course was divided into 3 two-day modules with the following themes: Leading Culture Shift, Coaching for Higher Performance and Fostering Teamwork.



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Consulting Skills

Treasury Board Secretariat, Canadian Revenue Agency and Consulting and Audit Canada; taught numerous Consulting Skills for Human Resource Professionals; program addresses HR people as 'change agents' in view of the new Public Service Human Resource Modernization Act. Includes 360-on-line feedback.

Consulting and Audit Canada; designed and taught a series of five-day Consulting Skills courses. A half-day module of this course discusses the Public Service Values and Ethics Code and its application through the use of specific case studies.

Public Service Human Resources Management Agency;

Wrote a trainer manual for The Consultation Competency for Classification and Organization Development Advisors program.

Coaching and Performance Management

Ontario Teachers Pension Plan; designed and taught a series of courses on Performance Management and Coaching; conducted 360 assessments and coached senior executives as they tried to navigate their organization through this recent period of economic turmoil.

Lockheed Martin Canada; designed and taught course on peer and developmental coaching

New Brunswick Department of Natural Resources; designed and taught a series of courses on Performance Management and Coaching; conducted assessments on 16 senior managers and coached these senior managers on leading organizational change.

Office of the Information Commissioner of Canada; assessed 12 senior managers and coached these managers on leading organizational change.

Canadian Customs and Revenue Agency; designed and taught a series of courses on Competency-based Performance Management and Coaching.

Industry Canada, Curtis-Wright Corporation, Newbridge Networks, Bridgewater Corporation, New Brunswick Health and Community Services, Peerless Carpet Company and the Canada Customs and Revenue Agency; designed and taught a series of Coaching Skills for Managers courses.

Transport Canada; designed a series of Coaching and Feedback Courses taught across the department. Aligned with this program was a course for employees to prepare them for a feedback session with their manager. It was situated as a 'career advancement' technique.

Department of Fisheries, Transport Canada, Justice Canada, Public Works/Government Services Canada, Foreign Affairs; all these long courses offered a module or full day in Coaching, Performance Management and Feedback.



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360° Feedback and Executive Coaching

Designed Organizational Climate and Upward and 360° Feedback Survey instruments; studied questionnaire design and analysis as part of his doctoral studies in Education; designed Evaluation Tools for numerous clients since 1985.

Correctional Services Canada: 80 managers across Canada; one-on-one coaching

Transport Canada; for 400 managers in conjunction with Senior Leadership Course; one-on-one coaching

Transport Canada; designed and taught Coaching and Giving and Receiving Feedback for employees; program was delivered across Canada to over 300 managers.

Canadian Centre for Leadership Development: S•T•A•F Survey; for 400 managers over four years; in conjunction with Leadership at the Top Course; one-on-one coaching

Foreign Affairs and International Trade: S•T•A•F Survey; for 400 managers over four years; in conjunction with Leadership Colloquium; conduct Corporate Audits annually since 2000; one-on-one coaching

Privy Council; designed the questionnaire as part of its Feedback to Managers Program. Coached over sixty senior executives from PCO.

Immigration Canada: 360 Feedback and telephone coaching for 45 managers working in foreign postings

Industry Canada Operations Sector- designed process for feedback initiative for 800 employees; managers and peer process for staff; one-on-one coaching; one-on-one coaching

Indian and Northern Affairs Canada: 360 Feedback and Coaching for 800 managers; one-on-one coaching.

Center for Creative Leadership: Greensboro, North Carolina; certified as a coach by the Center for Creative Leadership, having performed this role since 1990 with many public service managers. Certified as a “Benchmarks” Leadership Consultant and Coach.

Organization Development and Change Programs

Canadian School of Public Service, formerly; Canadian Centre for Management Development (CCMD); facilitated Strategic Planning Sessions; working with International Programs Branch and Client Partners and Special Events section. CCMD is undergoing a fusion of three bodies making up the new school—undergoing a change of structure as well as a change of focus.

Canadian Association of Health Service Executives; designed and taught a Leading Change course. Over 200 executives across Canada attended this accredited program.



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Public Service Human Resources Management Agency; facilitated first conference to deal with structural changes brought in by federal government in Dec. 2003

Health Care Organizations; taught Management Skills, Change Management, Communication Skills, Creative Problem–Solving to health care organizations as follows: Children's Hospital of Eastern Ontario, Ottawa Civic Hospital, Canadian College of Health Executives, Elizabeth Bruyère Health Center, Children's Hospital, Eastern Ontario, Royal Ontario Regional Rehabilitation Centre

Association of Health Care Service Executives; designed a 3 day accredited course: "Leading Change in Health Care".

Transport Canada; taught Innovation and Change in the Public Service for the EX conference; a conference for all managers

Transport Canada, Fisheries, Statistics Canada, Privy Council, Justice Canada; taught the Senior Leadership and Change Program.

New Brunswick Department of Family and Community Service; participated in a major 'change' initiative for following a merger of three departments; designed and taught three courses: Leading Culture Shift, Creating a Team Focus and Coaching for Superior Performance. Included a 360 Feedback program for all managers. The entire program was followed up one year later.

New Brunswick Department of Family and Community Services; facilitated a 2–day retreat with senior executive team of to help them appreciate their role as 'change sponsors'.

Treasury Board Secretariat; chaired a program sponsored by the establishing the course topic and methodology that will form part of the Federal Government's High Technology Project Management course, a program designed to improve the government's ability to manage high technology projects.

Curtis Wright Inc., teach Leadership and Change, a 6–day program for previously Dy-4; in Washington and Ottawa. Includes 360 on-line Feedback and one-on-one coaching.

Library of Parliament; chaired a conference of information specialists on the impact of information technology changes in the workplace.

Peerless Corporation; consulted with Canada's largest carpet manufacturer on a major change initiative encompassing Organization Design, Coaching and Training

Canadian Hydrographic Service; conducted an organizational review and recommended some options regarding organizational change. This study was part of a larger initiative by the Department of Fisheries and Oceans to implement the Treasury Board of Canada Secretariat's Risk Management Framework.



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Strategic Planning/Facilitation

Facilitated Strategic Planning Consultations and Meetings for Deputy Ministers, Assistant Deputy Ministers and Executive Committee members for the following organizations:

Department of Justice; ADM's; preparation for the re-structuring of the department

Department of Foreign Affairs and International Trade; Policy Directorate and Asia-Pacific Directorate; re-engineering their work processes

Canadian Institute of Health Research; for chairman, Dr. Fraser Mustard; strategic plan to identify research priorities

Environment Canada; yearly strategic plan for department

The Communication Security Establishment; for the commissioner, to develop better working relationships with International partners on the security file

Canada Student Loans; for Director, plan a new funding mode

Royal Canadian Mounted Police; facilitated two executive strategic planning meetings.

Curtiss–Wright Inc (Washington); helped draft a strategic plan to better coordinate U.S and Canada operations.

Peerless Carpet; facilitated a strategic planning meeting to incorporate Total Quality Management in their operation.

Health Canada; Deputy Minister; annual departmental strategic planning.

Treasury Board of Canada Secretariat; for Secretary; Strategic Plan for instituting the federal government's new Risk Management Framework

Canadian Centre for Management Development; strategic planning for executive course development

Industry Canada; strategic planning for senior management team

Industry Canada Operations Sector; ADM; annual Strategic Planning

Department of Fisheries and Oceans; seminars for Newfoundland Region, Quebec Region, Atlantic Canada Shell Fish Directorate

Saville Systems; facilitation of senior executives; strategic visioning

Paradise Island Resorts, Bahamas; for Director HR; marketing and strategic visioning exercise

Fairmont Hotels; for Regional Manager; Quebec Region; strategic Plan to increase occupancy rates and profits

Public Service Commission; repositioning Public Service Commission in light of legislative reform



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Learning 'expert' on an initiative undertaken by the President of The Public Service Commission. This undertaking will examine the future of the professional, non-partisan public service in Canada.

National Gallery of Canada; for Executive Director; strategic Plan to increase visitor traffic to the gallery

Royal Ontario Museum; strategic Plan to increase visitor traffic and profile of the museum

National Joint Council Working Group on Employer-Union Relations; for Chairman, recommendations to reform the Canada Employment Act (known as the Fryer Report)

House of Commons; for Clerk, strategic plan to improve efficiency and cope with budget cuts

Industry Canada Broadband for Rural and Northern Development; for Director-general, strategic plan recommending options for funding

Canadian Tourism Commission; for Director, strategic plan to coordinate tourism marketing efforts across Canada

Canadian Forest Service, for Director; strategic plan to improve efficiency and cope with budget cuts

Correctional Services Canada; strategic plan for human resource management

Focus Groups/Conferences

The Public Health Agency of Canada; facilitated a series of public consultation meetings held across Canada to develop a strategic plan for public health.

The Ottawa Hospital Foundation; helped to organize and facilitated a series of meetings on corporate governance for the Board of Directors. Part of this project is developing material on the legal and ethical obligations of Directors of volunteer institutions.

Legal Services Branch of the RCMP; helped plan and facilitated a strategic planning meeting of the A portion of this two-day meeting will be spent discussing the implications of the new Public Service Values and Ethics Code on the legal department.

Justice Canada; helped plan and facilitated a series of employee focus groups for on the department's Strategic Sustainable Development Plan; planned and facilitated the Annual Legal Trends Conference.

Indian Residential Schools Resolution Canada; conducted numerous focus groups across Canada with stakeholders to design and direct the course on Alternative Dispute Resolution to adjudicators. This program was to expedite claims by First Nations, Inuit and Métis students suing the government for abuse suffered in residential schools. The ADR model being used is the first of its kind in the world

Directorate of Human Resources Development Canada and with the Broadband Directorate of Industry Canada; helped plan a series of focus group meetings for the e-learning in initiative.



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Canadian Small Manufacturers Association and the Canadian Association of Community Colleges; helped plan and facilitated a series of focus groups

Drug Strategy and Controlled Substances Program of Health Canada; helped plan a series of focus group meetings. The department held a series of focus group sessions with employees of Canadian Provinces and Territories involved in drug use reduction programs to identify ways these various stakeholders can harmonize and find synergies in their respective approaches to this problem.

Health Canada's Grants and Contribution Transition Committee; planned and facilitated a strategic planning meeting

Ottawa YM/YWCA; planned and facilitated a strategic planning meeting of the Board of Directors.

School of the Public Service's International Programs; planned and facilitated a series of strategic planning meetings for managers of the newly formed cluster and the Partnership and Client Services cluster

Canada Human Resources Management Agency; planned and facilitated first annual conference attended by all staff of the newly created department.

Department of Justice; planned and facilitated a Symposium on Affirmative Action and Sexual Harassment. Chaired the Conference on Canadian Legal Trends

Canadian Furniture Industry National Advisory Committee; planned and facilitated a series of National Consultations, as part of the government's program of Prosperity Consultations, held prior to the signing of the North American Free Trade Agreement.

Canadian Tourism Human Resources Council; helped plan and chaired a series of eleven focus group meetings across the country for the Board of Directors.

Stakeholder Consultations

Indian Residential Schools Resolution Canada

A department established to settle, through an Alternative Dispute Resolution Process, all sexual abuse claims brought by former students. Developed a strategy and consulted with stakeholders such as church entities, band council leaders, First Nations and Inuit groups, Aboriginal Healing Foundations, former students and victims, government and plaintiff counsel. Because of the politically sensitive nature of the subject, the objective was to gain input for the training program for newly hired adjudicators to ensure balance and objectivity in the material presented. Focus groups, telephone interviews, surveys and small meetings with band councils were conducted. Compiled and analyzed all the data, went back to the stakeholders with a tentative training design, made changes based on suggestions from all groups; facilitated the final 6-day training program, having hired all the content experts from locations across Canada



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Canadian Manufacturers Association, Industry Canada and the Canadian Association of Community Colleges; planned and facilitated series of public consultation meetings held across Canada

Healthy Living Directorate of Health Canada and Alder Group; helped plan and facilitate a series of focus groups in Whitehorse, Edmonton, Winnipeg, Toronto, Ottawa, Montreal and Quebec City to provide feedback on health living strategy

The Ottawa Citizen; conducted a consultation with community leaders and businesses to develop a strategy for Ottawa and the Region to increase prosperity and quality of life for its citizens. A Blue Ribbon Panel was established and consulted with through a series of focus groups and telephone interviews.

Foreign Affairs and International Trade; helped establish a strategy to inform Canadian businesses overseas as part of Canada's overall export strategy. Consulted with each of the fifteen Canadian business sectors across Canada through electronic surveys, face-to-face consultations, focus -groups. Compiled all the data gathered and wrote final report.

Environment Canada Pulp and Paper Hearings; assisted in developing a strategy to meet with and conduct stakeholder meetings with business and corporate leaders, associations, community groups, environmental groups and government. The objective was to develop new regulations on emissions of dioxins at Pulp and Paper plants. Compiled all data from 10 stakeholder consultations and wrote the final report.

Furniture Manufacturers Association: (Industry Canada); conducted the process for all stakeholder meetings, the objective of which was to prepare furniture manufacturers for the onset of free trade.

Studies/Research

Participated in a study, conducted by TTG International, for the *First Nations and Inuit Health Branch of Health Canada* evaluating the effectiveness of a Home and Community Care Program in 600 First Nations and Inuit communities across Canada.

Conducted a study for the *Canadian Hydrographic Service of Fisheries and Oceans Canada* to help the CHS develop a new management model.

Wrote a paper for the *Treasury Board Secretariat* to establish the course topic and methodology that should form part of the Federal Government's High Technology Project Management course, an initiative designed to improve the government's ability to manage high technology projects.

Conducted a six-month change project with the *Canadian Environmental Assessment Organization* to assist them to change to a self-directed team model of managing their organization.



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Values and Ethics

Canadian Coast Guard; Designed and taught a course on the Public Service Values and Ethics Code for the Canadian Coast Guard College. Developed specific case studies that illustrated how the code is to be applied in specific situations.

Numerous Government Departments; includes a module or half day on Values and Ethics in all Management Development and Leadership programs.

Alternative Dispute Resolution

Indian Residential Schools Resolution Canada; designed and taught the course on Alternative Dispute Resolution to adjudicators. These adjudicators were hired to expedite claims by First Nations, Inuit and Métis students suing the government for abuse they claim they suffered in Canada's residential schools. The ADR model being used is the first of its kind in the world.



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Philosophy

I believe that a large part of coaching, training and consulting consists in linking the issues identified by participants with research findings and academic theories regarding the real world of management, teams, leadership, change and organizational growth renewal. I strive to help my clients make practical decisions by giving them the tools as well as the theory. Because I am primarily interested in seeing people make decisions that lead to concrete actions, I am comfortable challenging them to be creative as they search for solutions to their problems.

I believe that leaders must help people evaluate and renew all social institutions and that this ongoing process forms a fundamental part of the social contract in a democratic society. I stress in all my programs that leaders at all levels of an organization have a new set of responsibilities and obligations to fulfill as society adapts to a changing social, political, and economic reality.