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O B J E C T I V E

Provide consultative management knowledge and experience to improve the effectiveness and profitability of your business

S U M M A R Y O F P R O F E S S I O N A L E X P E R I E N C E

Masters Degree in Computer Science with experience in teaching and contract programming.

Very successful career with *Xerox Canada Inc.* in a wide variety of challenging assignments within the Information Services and Customer Services groups in both Head Office staff and District Office positions. Responsibilities included Systems Analysis, Training, Model development, Operations Planning, Performance measurement and analysis, Systems Products service strategies, and overall Operations support for Customer Service for all of Canada.

Latest 5 years with *Xerox* spent as a Toronto District Manager in 3 different assignments with responsibility and accountability for Customer Satisfaction for five to ten thousand installations, Employee Satisfaction of over 100 employees, and Return on Assets on operating budgets of \$10 to \$12 Million.

Operated own consulting company, *Improvement Solutions*, since 1994, providing Business Management and Information Technology experience to a variety of companies and institutions ranging from *Big Brothers and Sisters of Canada* to *INTRIA Corporation (CIBC)*, now a subsidiary of *Hewlett Packard*.

Joined *INTRIA Corporation* in 1998 as the Manager, Customer Software and Support for the Desktop Management Division responsible for the LAN Support for over 5,000 desktops through 75 employees. Also developed the business processes necessary to support a key *INTRIA-HP* product – the Managed Desktop Environment for personal computing.

Returned to own consulting practice in 2000, to help companies prepare their Quality Systems for ISO certification, and use ITIL best practices in their Information Technology areas.

Joined *Pink Elephant, North America* in 2001 as an Information Technology Infrastructure Library (ITIL) consultant, becoming a Managing Consultant directing IT process improvement initiatives.

Returned again to *Improvement Solutions* (now *Business Improvement Results*) in January 2003, to consult and train in business best practices with particular focus on the people and teamwork aspects of process change and improvement. To help accomplish that, became a distributor in Canada for *McCarthy Technologies* to introduce Software for Your Head. and their “Simple Rules and Tools for Great Teams” business simulation.

In 2010 became a certified Professional in Human System Dynamics – the intersection of Complexity Science and Social Sciences.

For details, please refer to [Primary Competencies](#), [Education / Certifications](#), [Employment History](#), [Volunteer Experience](#), or [Personal Interests](#).

P R I M A R Y C O M P E T E N C I E S

CONSULTING / TRAINING [ITIL Service Manager / Expert Certified]

Role: Principal Consultant / Owner, *Business Improvement Results*. Managed and operated *Business Improvement Results* to provide Leadership / Management consulting to the Information Technology market.

Activities: (2008-10) Provided a Global Software Provider a short assessment of their IT processes to enable them to evaluate the benefits of adopting ITIL. With the process owners developed and implemented Incident, Problem, Change, and Release Management. Guided the initial development work on Service Level Management, Service Portfolio Management, Service Catalogue Management, Service Asset and Configuration Management

Results: The CIO and IT Leadership Team agreed to move forward with Incident, Problem, and Change Management from the ITIL framework based on our recommendations. All four developed processes are currently in their Operations phase. Work is continuing on the balance.

Activities: (2005-8) Reviewed a Global Telecommunications Manufacturer's global IT Asset Management/Configuration Management process maturity to produce an assessment report covering their current processes and recommendations on using ITIL best practices for Configuration Management and Change Management

Advised them on examining the ITIL and CobiT frameworks as a means to accomplish IT governance requirements.

Provided a short assessment of their IT processes to enable them to evaluate the benefits of adopting ITIL.

Provided the ITIL Foundations course to their IT Executive group as part of the assessment recommendations.

Advised on the implementation of their ITIL Program.

Results: The Asset Management specialists used the report as their guide to move forward on asset management improvements for better governance.

The client evaluation team convinced their IT Executive group to look seriously at using the ITIL framework.

The evaluation team adopted and acted on the optimal approach for their IT group to adopt best practices as recommended.

The IT Executive group determined there is value for them to move forward with the ITIL framework based on the Foundations course.

The Program team started six projects to initiate process improvement based on the ITIL best practices.

Activities: (2007) Worked independently and with several Technology Providers to deliver ITIL Foundations, Practitioner, and Service Manager training across Canada and the U.S.

Results: A pass rate of over 80%

Activities: Provided ITIL Foundations training to 80 Sales and Sales Support staff of a US IT Solutions Provider.
(2007)

Results: A pass rate of over 80%

Activities: Assisted a US Defense Contractor/Manufacturer/Service Provider to respond to an RFP for Managed Services where their operational capabilities needed to be showcased in terms of the ITIL framework.
(2005)

Results: The RFP response team was able to frame their services in the context of the ITIL framework and to highlight the ITIL best practices they provide to meet the RFP requirements.

The client met the RFP deadlines and won the contract.

Activities: Provided consulting to the Technical Field Operations organization within a global Automobile Manufacturer to incorporate best practices from the ITIL framework in their Information Services support effort.
(2004)

Results: The senior management team understood and agreed on the benefits of using business processes to deliver results, and the benefits of using ITIL best practices to improve processes and bridge to the ITIL Program at their corporate headquarters.

The team became self sufficient in developing their key processes.

Activities: Provided consulting to a global Automobile Manufacturer to initiate the use of the ITIL framework in their Information Services department.
(2004)

Results: The assessment of the current state of their Incident Management, Change Management, Configuration Management, and the Service Desk function was accepted by the ITIL team and their management.

They also accepted the discovered gaps to the ITIL Framework, and acted on the recommendations to close those gaps in the four areas.

Role: Managing Consultant / Consultant, *Pink Elephant*, North America, March 2001 - December 2002

Activities: Provided strategic and tactical consulting, and training, to *Pink Elephant*, *North America* clients to assist them in implementing Information Technology Infrastructure Library (ITIL) best practices.

Results: Acted as Advisor to the client's senior IT management. Assessed the client's current IT processes for compliance to ITIL best practices. Developed and published assessment reports for the client and presented summary results to Senior Management.

Initiated and developed Incident, Change, and Service Level Management ITIL processes with several corporate client's teams. Provided advanced ITIL process knowledge and experience relevant to the client's requirements.

Activities: Assisted and advised *Pink Elephant* regarding Training course development, and presentations.

Results: Helped develop a Process Development workshop, and delivered it to clients. Provided ITIL overviews to senior management; developed and presented a summary of Security best practices at *Pink Elephant's* yearly conference in Orlando.

Role: Principal Consultant / Owner, *Improvement Solutions*. 1994 - 1998

Activities: Provided Quality systems focused Business Management and Information Technology consulting and hands-on expertise to a wide variety of organizations.

Results: Supported companies and institutions such as *INTRIA Corporation, Pitney Bowes, Logistics Software Corporation, FairCopy Services, and Big Brothers and Sisters of Canada*, with management, training, marketing, technical writing, and PC support services (respectively).

HIGH PERFORMANCE TEAMWORK [Certified Instructor, McCarthy Technologies]

Role: Principal Consultant / Owner, *Improvement Solutions*. Managed and operated *Improvement Solutions* to provide Leadership / Management consulting to the Information Technology market.

Activities: Continued to instruct *Simple Rules & Tools of Great Teams* Immersion as part of an ongoing series of European sessions.
(2008)

Results: Conducted sessions in February and June in the Brussels, Belgium area.

Activities: Instructed the first *Great Teams* session in India as a donation to the NGO Deep Griha in Pune, India.
(2008)

Results: Conducted a session in April with a mixed group of English speaking, Murathi speaking, and multilingual participants including the Director and her staff of Deep Griha.

Activities: Instructed the first *Great Teams* Immersion in Europe to introduce this teamwork session to the European marketplace.
(2007)

Results: Conducted a session in November with a group of participants from Belgium, France, Austria, and Canada.

Activities: Worked with *McCarthy Technologies* (Seattle, Wa.) to bring their teamwork business simulation to over one thousand participants.
(2003 on)

Results: Participated as a student in the teamwork business simulation sessions delivered by *McCarthy Technologies*. Become certified as Core Competent in the inter-personal dynamics, behaviours, and tools of the Core Protocols as they have been developed in the *McCarthy's* teamwork laboratory over the past seven years.

Became certified as an Instructor, and have instructed in multiple *Great Teams* sessions for a global engineering organization supporting the Oil & Gas industry.

LEADERSHIP [Executive program, Queen's University]

Role: Principal Consultant / Owner, *Improvement Solutions*. Managed and operated *Improvement Solutions* to provide Leadership / Management consulting to the Information Technology market.

Activities: Worked with *McCarthy Technologies* (Seattle, Wa.) to bring their teamwork business simulation to Canada as a Canadian distributor.
(2003 on)

Results: Introduced the *Great Teams* Immersion to the greater Toronto area through public presentations, information packages, and our web-sites. Developed marketing materials and a ROI Value Model to support that effort.

Role: Managing Consultant, *Pink Elephant, North America*, January 2002 - December 2002

Activities: Modeled new standards for consulting engagements that are highly customer focused.

Results: Personally delivered over \$1.5M (US) in gross revenue.

Role: Director, Process Development and Documentation, MDE Services, *INTRIA-HP*, August 1999 – March 2000

Activities: Introduced the use of documented business processes related to the Managed Desktop Environment (MDE) Services as an offering to the *Canadian Imperial Bank of Commerce (CIBC)* internal customers, and external customers outside *CIBC*. Developed the methodology, standards, templates, and knowledge management base for the MDE processes working through the various process owners.

Results: Over 700 workstations were successfully deployment of as a beta-test using these processes.

E D U C A T I O N / C E R T I F I C A T I O N S

Human Systems Dynamics Professional Certification – HSD Institute. The HSD Professional designation, taught by *Glenda Eoyang*, December, 2010

ITIL Expert Certification - AMPG. The Service Manager level for ITIL Version 3, taught by *ITSM Academy*, December, 2008

ITIL Version 3 Foundations - AMPG. The introductory course on ITIL Version 3, taught by *ITSM Academy*, August, 2008

ITIL Trainer Accreditation – ISEB, April 2006

Certified Core Competent / Certified Instructor - McCarthy Technologies Inc. Participation in teamwork business simulations as a student, and as an instructor to learn and teach the Core Protocols underlying Software for Your Head

Project Success Method – YCA. The Project Management Methodology used by YCA Consultants around the world

ITIL IT Service Manager Certification - EXIN. The “Master’s” course on Service Support and Service Delivery Modules taught by *Pink Elephant, North America*, April 2001

ITIL Foundations. The introductory course on ITIL basics taught by *Pink Elephant, North America*, June 1998

ISO 9000 Essentials - Quality Management Institute, June 1995

Executive Program - Queen’s University, School of Business, May 1990

Leading in the ‘90’s, Leadership Through Quality, High Performance Workgroups, Quality Specialist, Managing by Fact, Statistical Methods, Middle Management Program, Executive Systems Literacy - Xerox Canada, Inc.

M.Sc., Computer Science - University of Western Ontario, May 1972

B.Sc., Computer Science - University of Western Ontario, May 1968

E M P L O Y M E N T H I S T O R Y

Principal Consultant, Improvement Solutions & Business Improvement Results, June, 1994 to present

with Pink Elephant, North America, March, 2001 - December 2002

Managing Consultant, January 2002

Consultant, March, 2001

with INTRIA Corporation and INTRIA-HP, February 1998 to March 2000

Director, Process Development and Documentation, MDE Services, August 1999

Director, Provisioning MDE Services, March 1999

Director, Customer Service and Support, June 1998

Manager, Customer Software Support, February 1998

with Xerox Canada Inc., October 1972 – June 1994

Manager, National Product Support Group, January 1994

District Manager, Customer Service Operations - Major Accounts, January 1992
District Manager, Customer Service Operations - Commercial Accounts, September 1988
Manager, National Operations Support - Customer Service, April 1987
Manager, Business Systems Products - Customer Service, April 1986
Program Manager, Systems Printing Products - Customer Service, October 1983
Field Service Manager - Commercial Accounts, May 1981
Manager, Customer Service Analysis - Customer Service, July 1979
Manager, Business Model Development Group - Information Services, February 1976
Programmer / Analyst - Information Services, October 1972

V O L U N T E E R E X P E R I E N C E

itSMF, Atlantic Branch: Founding member and Interim Membership Chair (2006 to present)
itSMF, Toronto Branch: Event support (2003 to 2006)
Organization of Volunteers, Hospital for Sick Children: process and technology support (2003 to 2006)
ALS (Amyotrophic Lateral Sclerosis) Society of Canada: Member of the Finance and Administration Committee (2000 – 2001)
St. Joseph's Anglican Church: Teacher and counselor for teenagers; Chair and member of various Church committees (1983 - 1994)

P E R S O N A L I N T E R E S T S

Bagpiper, chorister, sailor, sailplane and hang glider pilot, Ultralight owner and pilot, motorcyclist