



---

Experience / Expertise / Exceptional Performance



# Helen Oosterholt

## External Management Consulting Experience

- Managing Partner of **EXP Group**, an alliance of several consulting firms, created in response to our clients' need for a full service set of expert, cost-effective people solutions.
- Wide variety of successes in diverse industries partnering with senior decision-makers to create practical and expedient solutions to business problems.
- Analysis and custom solutions to organizational issues thereby improving collective business performance.

### **Main Focus:**

- **Outsourced VP, Human Resources services creating business-oriented HR functions that add value**
- **Executive Coaching: Building leadership and organizational capabilities**
- **Designing / aligning human capital systems to enable improved execution of business strategy**
- **Employee Attraction, Engagement, Retention, Recruitment**
- **Organization Transformation: Building high-performance culture**

Experience / Expertise / Exceptional Performance

# COMPETITIVE ADVANTAGE

**“Creating/sustaining a high-performance culture is a matter of doing 1,000 little things right”**



**The alignment and fit of all the parts working effectively together creates true synergy and competitive advantage**



5503 Mount Albert Road  
Mount Albert, ON L0G 1M0  
Tel: 905-473-1950 | 416-985-2654  
Fax: 905-473-9235 | [www.expgoc.com](http://www.expgoc.com)



## HELEN OOSTERHOLT / EXP GROUP

### REPRESENTATIVE CLIENTS & PROJECTS:

---

- Microsoft Canada
- Church & Dwight
- Cymat Corp.
- SMTC Manufacturing
- National Grocer/  
Loblaw Co.'s
- Bacardi Canada
- Kohl & Frisch
- Coventree
- York Region
- Ready Bake Foods
- ADP
- Neilson Dairy
- Oshawa Power & Utilities
- CGI
- Sprint Canada

### ACCOMPLISHMENTS: BUSINESS PROBLEMS AND SOLUTIONS

---

#### **Business Problem: High Turnover and Low Employee Engagement**

- Conducted 360 degree diagnostic interviews and focus groups to determine root causes of employee retention issues; facilitated feedback, action planning and executive coaching to build support for recommended organizational structure and process changes.
- Analyzed and prioritized Employee Engagement Survey results and made recommendations to senior managers aimed at enabling them to strengthen employee engagement and retention.
- Developed Employer of Choice strategy that included policy changes, benefit improvements, supervisory training/coaching, consistent employee relations practices, cross-training and career development opportunities serving to strengthen the relationship between management & employees while improving Attraction and Retention.

#### **Business Problem: High Absenteeism**

- Facilitated design of Attendance Management tracking system and policies; involved front-line supervisors to enlist their buy-in and input; launched process that significantly reduced absenteeism while successfully building positive employee relations.

#### **Business Problem: Ineffective Recruitment Practices**

- Analyzed and re-designed recruitment and orientation processes that included toolkits, training and coaching for company managers; improved employee retention of A level employees and recruitment process cycle times.

## **ACCOMPLISHMENTS: BUSINESS PROBLEMS AND SOLUTIONS... cont'd.**

---

### **Business Problem: Unsatisfactory Accomplishment of Business Objectives**

- Analyzed organization's failures to accomplish objectives; created new Balanced Scorecard/Performance Management systems, and executive compensation bonus structures to enable and reward focused execution of business strategy and performance metrics.
- Created Cascading Objectives structure and designed/facilitated workshops that improved strategic focus and cross-functional team performance.

### **Business Problem: Ineffective Customer and Manufacturing Processes**

- Conducted comprehensive reviews of organizational structure and core process effectiveness in different companies including diagnostic interviews, process mapping, and identification of root cause issues; facilitated workshops to solicit recommendations; facilitated senior leader action-planning and change management; made variety of recommendations including new organization structure and shared business objectives to break down silos, successfully address root cause issues, and improve performance on key metrics.

### **Business Problem: Lack of Accountability Management, Low-Performance Culture**

- Provided feedback and coaching to senior leaders to improve their leadership skills; analyzed existing talent and made recommendations that strengthened team capabilities; conducted analysis to determine critical few root cause issues that would yield fastest results; facilitated action-planning to address business process improvement and organizational issues.

### **Business Problem: Development Issues with Senior Leaders**

- Successfully built Trusted Advisor relationships and conducted informal and formal Executive Coaching with many senior managers providing feedback and objective counsel, enhancing skills, and mobilizing leaders to act in the best interests of the company as a whole.

### **Business Problem: Marginal HR Department Effectiveness**

- Restructured HR departments to add broader, business-oriented skill sets; created new HR strategy on basis of diagnostic assessment and business strategy; provided coaching, development, and formal team-building; expediently created HR teams viewed as responsive, value-added business partners.



## HELEN OOSTERHOLT / EXP GROUP

### TESTIMONIALS

---

"Helen is a highly qualified, strategic HR and Business Executive that always delivers actionable, high quality solutions. She effectively engages will all levels of management and staff. I highly recommend her."

***Jane Gertner, President (fmr), Chocolate Products (George Weston)***

"Faced with implementing massive change in order to meet the changing needs of our clients, Helen Oosterholt and team were instrumental in orchestrating, facilitating and crafting a strategic framework and plan. Through her wit, wisdom and warmth, Helen was able to successfully connect with all levels of our staff, and get to the real issues. Her advice and coaching was key in ensuring that change happened in a non-scary manner. Her style is one of flexibility and creativity, and I completely endorse her skills and talents in Organization Development, facilitation, consulting and coaching."

***Michele Ferazzutti, Director Learning Services (fmr), ADP***

"Helen grasps a situation and sees consequences quickly. She spends enough time at 30,000 feet to develop the big picture and set strategy before formulating a detailed, go-forward plan, always tempered with the sensitivities of the impact of large or fundamental organizational change."

***Jan Ruby, VP, Technology (fmr); Cymat Corp.***

"We retained Helen Oosterholt as our interim head of HR to provide technical expertise and leadership of a previously marginal HR function as we executed the turnaround of our business. Her accomplishments include the creation of an HR Strategic plan outlining initiatives to commence the building of a high performance culture and engagement of our employees; assisting us in our restructuring initiatives; and partnering with us to establish HR systems and processes. Helen quickly grasped the realities of our challenging business environment, offered expert objective counsel to our senior management team, and did a great job providing hands-on support."

***Jane Todd, VP, Finance, CFO, SMTC Manufacturing Corp.***

## TESTIMONIALS... cont'd.

---

"I wanted to express our sincere appreciation on behalf of all the staff for the great experience of the *Cascading Objectives* program. I have heard such positive feedback from all parts of the business. Thanks again!"

***K. Hilliard, Credit Manager, Neilson Dairy***

"I was in a leadership course a few weeks back and that all familiar question came up... you know... the "best boss" one. To this day, you are still the person whose leadership has inspired me most in my career. I still employ what I learned from you when leading a team of health, safety and environmental professionals and disability administrators at FedEx. I don't think I ever properly thanked you."

***Tracey Poulin, Manager of Health, Safety and the Environment, Federal Express***

"Thank you for putting on the *Interviewing Skills* seminar earlier this week. The participants raved about the session and it was evident that you put a great deal of effort into preparation. As you may know, we have had a great deal of difficulty in the past hiring quality people in our plant. Our managers are very confident that our hiring practices will be greatly enhanced with these improved skills and toolkits provided."

***Kevin Tracey, General Manager (fmr), Weston Bakeries Orillia Division***

"I worked closely with Helen at *Chocolate Products*, as a colleague on our leadership team. Helen set up the Human Resources function from scratch, and quickly became a strategic partner to the rest of the Executive Team. She not only provided expertise in all aspects of HR (strategy, policies, benefits, leadership/organization culture development, and performance management), she also contributed significantly to other strategic initiatives within the business, and to the overall turnaround of the business. As an example, she co-led the implementation of QAD MRPII software, and played an active role in re-engineering core manufacturing processes. Helen is an enthusiastic team member, an operationally-minded HR professional, and a trusted strategic partner. I highly recommend her for a senior HR role in any organization that values its people and desires someone to lead or create a first class HR function."

***Howard Cadesky, CA, MBA, VP Finance (fmr), Chocolate Products (Weston Foods)***



# BACARDI CANADA INC.

9/11/2006

Greetings,

We at Bacardi had the pleasure of working with Helen Oosterholt & Associates on a business challenge in the manufacturing side of the business.

We found both Helen and her associate Deanna Stacey to be professional button down business managers who quickly understood the complexities of the issues we were dealing with. Moreover their project management and communication through the engagement was always timely and insightful.

They built a good engagement plan and stuck to it, using our resources as required with minimal disruption staying on budget and on time.

The end result of their work was a product that considered both the functional, technical, and cultural aspects of our work place. Their efforts have resulted in business strategy that we have and continue to act upon.

I would highly recommend both Helen and Deanna, they are intelligent, deliberate and impactful!

Sincerely,

Craig Bradshaw  
Vice President Human Resources





## KOHL & FRISCH LIMITED

WHOLESALE DISTRIBUTORS SINCE 1916

**Ronald I. Frisch, C.A.**  
*President & CEO*

In mid - 2003, we found that our Human Resources function was not operating at a level consistent with the values of the company or the mandate given to the HR team. At its worst, this resulted in a union drive and vote in late fall. Our hourly workers rejected the union, but there was a clear need for action on the part of management.

Within two months of the vote, our two senior HR leaders were unavailable to lead the necessary corrective action- our HR manager left to move to another province, and our Director of HR had to take a personal leave of absence. We were therefore lacking the infrastructure necessary to address the HR matters that I felt needed immediate attention.

Helen's name was brought to our attention, and I hired her on an interim basis while we conducted a search for a new Director. Helen brought immediate analysis, thought and action to the HR function within the company, quickly working to rebuild the trust between management and employee. She was a valuable contributor to senior management meetings and I came to value her opinion greatly. Under her leadership, we began the process of strengthening our bond with our employee population, which at the time numbered over 500 in our three locations across Canada.

The one question that summarizes someone's quality of work, and fit within a company is always "would you hire this person again?" The answer with respect to Helen is definitely yes. She is a solid, responsible professional, capable of quickly understanding the goals of a company, and working with the management team for the company's benefit. And a nice person, as well.

A handwritten signature in black ink, appearing to read 'Ronald Frisch', written in a cursive style.

Ronald Frisch



## KOHL & FRISCH LIMITED

WHOLESALE DISTRIBUTORS SINCE 1916

April 10<sup>th</sup>, 2008

To: Whom It May Concern

### **Re: Recommendation Letter – Helen Oosterholt**

I initially met Helen Oosterholt in my capacity as a recently hired Human Resources Manager for Kohl & Frisch Limited. Helen was brought on board by the CEO of Kohl & Frisch Limited, Ron Frisch, in the capacity of interim head of Human Resources in order to help re-shape the HR Department within the organization. I had the good fortune of reporting directly to Helen in her role. Helen and I worked very closely together for just under a year in re-shaping the existing HR Department and setting HR strategy and direction for the organization as a whole.

Helen's leadership proved invaluable both within the Kohl & Frisch HR Team as well as within the Corporate Executive Team. Her influence and leadership was pivotal in the implementation of critical high priority HR initiatives as well as setting the stage for future strategic changes. Among Helen's key accomplishments were 1) establishing a Corporate HR Vision, Mission, Strategy and the first HR Strategic Action Plan of its kind in the history of K&F; 2) restructuring the existing HR Team and bringing on-board new high caliber members who were a better fit with the HR and Business Strategic Plan; 3) launching a robust Health & Safety Management Program; 4) creating an Employer of Choice strategy and moving quickly to identify and address vulnerabilities; and 5) identifying the required leadership capabilities of the permanent HR Director whom she assisted in hiring (and who was quickly promoted to the more senior role of VP, HR vs. Helen's predecessor who was Director level).

Helen and I have maintained close contact over the years and we have continued to utilize Helen's expertise over the years within Kohl & Frisch to help us with a variety of strategic initiatives.

I have come to know Helen as a consummate leader, strategic thinker and the highest caliber of HR professional. Helen's skills in the area of influencing, high-

level strategy formulation and action-planning set her apart as a business-minded and results-oriented senior level HR leader.

I have a great deal of respect and admiration for Helen's intellect, experience, knowledge and expertise both as a senior business leader and HR professional. Helen is one of the best managers and HR professionals that I have had the privilege to work with. I have absolutely no hesitation in recommending Helen Oosterholt.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Malchiondo". The signature is fluid and cursive, written in a professional style.

Maria T. Malchiondo, *CHRP, CRSP*  
Regional Human Resources Manager, Ontario and Eastern Canada

---

## Helen Oosterholt

Managing Partner, EXP Group  
Management Consultant, Executive Coach  
Outsourced Vice-President, Human Resources



Helen Oosterholt has spent over twenty-five years working in the area of Organization Transformation, Human Resources and Executive Coaching, leading business improvements in diverse industries and blue chip businesses.

As the Managing Partner of *EXP Group*, she heads up an alliance of highly qualified, executive-level consultants providing a full-service set of innovative people-solutions that genuinely enhance individual, team and collective organization performance.

Her past successes as Vice-President in *The George Weston Group* and *Thomson Professional Publishing*, with direct operating accountability in tough, turnaround situations, combined with her Management Consulting experience, have demonstrated her abilities as a pragmatic business coach and hands-on leader.

Helen's approach includes expert organization diagnosis, and the design and delivery of the critical few human capital systems and processes that yield collective business improvements most expediently and effectively. Her use of change management techniques underlies her strong, decisive leadership as a means of involving and coaching senior decision-makers in the creation of customized people solutions.

Her areas of focus include Strategy creation and design of: High Performance Organization Structure, Process, and Culture; Talent Attraction/Retention, Recruitment and Development; Executive Coaching; and Outsourced Vice-President, Human Resources leadership specializing in the development of business-oriented HR functions that add value.

Helen has a Master's degree specializing in Organization Effectiveness, and has also been a guest speaker at the *Human Resource Practitioners Association of Ontario*, the *Ontario Society for Training and Development*, the *National Society for Performance and Instruction*, and the *Canadian Management Centre*. Helen is also an accredited Executive Coach.



---

150 York Street, Suite 1010, Toronto. ON M5H 3S5

Phone: 416-985-2654

Home Office: 905-473-1950

[www.expgoc.com](http://www.expgoc.com)

**Helen Oosterholt | Managing Partner**

[h.oosterholt@expgoc.com](mailto:h.oosterholt@expgoc.com)