

Shana Ring

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Career Summary	Certified Human Resources Professional (CHRP) with 13 years of HR experience achieving progressive levels of responsibilities and accountabilities. Maintains a consistent record of accomplishments and contributions to organizational effectiveness.
Professional HR Experience Summary	<ul style="list-style-type: none">♦ Principal, Insightful Coaching & Consulting ♦ Regina ♦ Oct. 2007 to present♦ Director, Coaching Clinic Programs ♦ Corporate Coach U ♦ 2007 to present♦ Supervisor, Leadership & Learning ♦ SaskPower ♦ Jun. 2006 to Oct. 2007♦ Supervisor, Recruitment & OD ♦ SaskPower ♦ Oct. 2004 to Jun. 2006♦ Leader, Organizational Change ♦ HR ♦ SaskPower ♦ Dec. 2001 to Oct. 2004♦ OD Consultant ♦ HR ♦ SaskPower ♦ Oct. 1997 to Dec. 2001
Related Work Experience	<ul style="list-style-type: none">♦ Instructor ♦ Coaching & Mentoring Employees (Professional Leadership Certificate Program) ♦ University of Regina ♦ 2007 to present♦ Instructor ♦ Training & Development (HR232) ♦ SIAST ♦ Jan. 2008 to Apr. 2008♦ Guest Lecturer ♦ Leadership & EQ ♦ First Nations University ♦ Feb-Mar. 2007
Formal Education	<ul style="list-style-type: none">♦ Master of Arts Degree (Leadership & Training) ♦ Royal Roads University ♦ 2006<ul style="list-style-type: none">♦ Thesis: <i>Developing the Business Case for Executive Coaching for Succession Planning</i>♦ Diploma in Business Administration Program ♦ University of Regina♦ Bachelor of Arts Degree (<i>French major</i>) ♦ University of Regina ♦ 1991♦ French Immersion Program ♦ Laval University (Quebec City) ♦ 1988/89
Professional Certifications	<ul style="list-style-type: none">♦ Certified Executive Coach (CEC) ♦ Graduate ♦ Royal Roads University♦ Core Essentials Coach Training ♦ Graduate ♦ Coach U♦ Accredited Coach (ACC) by International Coach Federation (ICF)♦ Coaching Clinic® & Advanced Coaching Licensed Facilitator ♦ Corporate Coach U♦ Certified ♦ BarOn EQ-i® & EQ-360™ ♦ Emotional Intelligence Tools♦ Qualified ♦ Myers-Briggs Type Indicator® (MBTI®) Step I ♦ Step II♦ Certified ♦ Crucial Conversations® ♦ Vital Smarts♦ Licensed Facilitator ♦ Legacy Leadership® ♦ CoachWorks International♦ Certified ♦ Organizational Culture Inventory® (OCI) Tools ♦ Human Synergistics♦ Certificate in Adult Education ♦ St. Francis Xavier University♦ Certified Human Resource Professional (CHRP)
Speaking Engagements	IQPC's Attraction & Retention for the Energy Sector (Calgary) ♦ Advantage Global's Workforce Planning for the Energy Sector (Houston) ♦ Canadian Institute's Succession Planning (Ottawa) ♦ IQPC's Leadership Development & Succession Planning (Toronto) ♦ Linkages' Succession Management (Washington, DC) ♦ STDA ♦ IPPMA
Advanced Training	Appreciative Inquiry Foundations (4-day) ♦ Six Advisors & Personal Coaching ♦ Six Thinking Hats ♦ Advanced MBTI (Change; Coaching; & Team Building) ♦ Queen's Change Management ♦ Queen's Group Ingenuity (Team) ♦ Think On Your Feet

Summary of Accountabilities & Accomplishments

Principal ♦ Insightful Coaching & Consulting ♦ Regina, SK ♦ October 2007 to present	
Succession Planning	<ul style="list-style-type: none"> ♦ Provide coaching & consulting services to individuals, teams and organizations; ♦ Developed a recommendation for an Approach to Technical/Professional Succession Planning for a Saskatchewan government Ministry. Conducted data review, held stakeholder focus groups/interviews, conducted benchmarking/research, and validated data/recommendations;
Leadership Development	<ul style="list-style-type: none"> ♦ Co-Designed and developed a 6-day Leadership Development Program for client delivered over 12 weeks. The program included self-awareness (MBTI) assessments, 360-degree feedback leadership assessment, leadership vs. management, communication, coaching and feedback, managing change and conflict, high performance teams, managing performance and an action learning team project and presentation;
Emotional Intelligence	<ul style="list-style-type: none"> ♦ Co-Designed an Emotional Intelligence Behaviour-Based Interview Process for a law firm for hiring articling students. Conducted an on-line needs assessment with key identified high performing lawyers, analyzed the data and developed interview guide based on BarOn Emotional Quotient Inventory (EQ-i);
University of Regina	<ul style="list-style-type: none"> ♦ Designed and delivered the 2-day <i>Coaching & Mentoring Employees Workshops</i> in the University of Regina's Centre for Continuing Education;
SIAST	<ul style="list-style-type: none"> ♦ Designed and delivered SIAST's Training & Development (HR 232) Advanced HR Certificate course in the Winter 2008 semester;
Coaching	<ul style="list-style-type: none"> ♦ Provided one-on-one coaching to individuals focused around achieving personal and professional goals, career change, challenges and opportunities to improve leadership effectiveness, etc. including debrief of individual self-assessments (EQ, MBTI, etc.) and various 360-degree feedback assessments;
Training / Workshops	<ul style="list-style-type: none"> ♦ Co-Delivered 4-day Coaching Clinic Licensing Programs the U.S.A. which is the train-the-trainer program that provides participants the license to deliver The Coaching Clinic with their clients/organizations; ♦ Delivered numerous Coaching Clinic Workshops (both public sessions and in-house) in Regina and Calgary; ♦ Designed and facilitated MBTI Team Building Sessions with various clients; ♦ Designed and facilitated Emotional Intelligence Workshop and EQ debriefs;
2008 Volunteer Activities	<ul style="list-style-type: none"> ♦ Designed and facilitated a Development Day for non-profit organization; ♦ Mentor in the University of Saskatchewan's Edwards School of Business Mentorship Program to two (2) Commerce students majoring in HR (4th year); ♦ Mentor in the Adult Learning Centre's Mentoring Program to an at risk youth;
Corporate Coach U	<ul style="list-style-type: none"> ♦ Master Facilitator of the Coaching Clinic; co-facilitate the 4-day Licensing Program in North America; ♦ Account Manager for the Coaching Clinic with various clients; ♦ Design new activities, exercises and processes for Coaching Clinic; ♦ Support and communicate with Coaching Clinic Licensed Facilitators globally; ♦ Lead teleclass calls using bridgeline technology; manage and update web-site; ♦ Identify new business opportunities related to the Coaching Clinic.

Summary of Accountabilities & Accomplishments (cont'd)

Supervisor, Leadership & Learning ♦ Human Resources ♦ SaskPower ♦ June 2006 to October 2007	
Leadership Development & Succession Planning	<ul style="list-style-type: none"> ◆ Accountable for leading a team of HR professionals in the design, development and implementation of SaskPower's current and future leadership and learning needs; ◆ Managed the corporate leadership programs including the Banff Leading for Success I & II, Leaders' Forums, and Leadership Succession Planning; ◆ Managed the on-going development of the new Leadership Succession Planning strategy including assessment, 360-degree feedback, coaching and development; ◆ Managed the design of the annual Managers' Meetings and fall Leaders' Forums;
Learning	<ul style="list-style-type: none"> ◆ Developed strategy for development focused on communication and coaching; trained in-house facilitators in The Coaching Clinic and Crucial Conversations; ◆ Managed development of new strategy for supervisory training based on Employee Engagement results (conducted focus groups, analyzed data, developed recommendation, presentations to executive, RFP process, initial pilot, etc.); ◆ Managed development of new processes/policies: Graduate Studies, Employee Development, On-line New Supervisor Orientation Process, competencies, etc.;
Coaching	<ul style="list-style-type: none"> ◆ Coached, mentored and developed staff. Provided one-on-one coaching to internal managers and supervisors. Facilitated Coaching Clinic and Crucial Conversations;
Assessment	<ul style="list-style-type: none"> ◆ Administered psychometric/assessment tools and provided interpretation debriefs to managers and supervisors for self-awareness and personal development including EQ-i, EQ-360, Leadership Impact 360, MBTI, LSI, etc.; and
Facilitation	<ul style="list-style-type: none"> ◆ Designed, developed and delivered workshops and interventions: culture change, leadership, coaching, conflict, team building, performance improvement, etc.
Supervisor, Recruitment & Organizational Development ♦ Human Resources ♦ SaskPower ♦ October 2004 to June 2006	
Recruitment	<ul style="list-style-type: none"> ◆ Accountable for leading and coaching a team providing recruitment/OD services; ◆ Provided leadership, coaching and team building to a team of Consultants, HR Administrators, Interns (Gradworks), and Co-op Students; ◆ Managed the recruitment function, emphasizing a strong focus on Diversity sourcing, programming and reporting; Implemented the new Recruitment Strategy; ◆ Developed/implemented/managed policies/processes: Criminal Records Checks, Relocation, Diversity Sourcing, Home Sale, GradWorks, Scholarships, Student Hiring, Powerline Technician Apprenticeship Program, etc. ◆ Managed the development of on-line process for Diversity Sourcing and Reporting; and strategy to re-design the career web-site and associated processes;
Coaching	<ul style="list-style-type: none"> ◆ Coached managers/supervisors. Completed research/recommendation on the business case for coaching with Executive/succession planning participants.
Organizational Development	<ul style="list-style-type: none"> ◆ Managed Leadership Development Program(s); Leaders' Forum/ Managers' Meeting; Training Calendar; New Employee Orientation; Recruitment Training; etc.; ◆ Designed and facilitated sessions related to performance improvement, change, culture change, conflict resolution, teambuilding, appreciative inquiry, etc.

Summary of Accountabilities & Accomplishments (cont'd)

Leader, Organizational Change ♦ Human Resources ♦ SaskPower ♦ December 2001 to October 2004	
Organizational Change	<ul style="list-style-type: none"> ♦ Reported to the Vice-President, HR and accountable for providing an effective approach to organizational change, including design/development of a framework, process and tools to support change management and culture change; ♦ Designed <i>Change Management Process</i>. Delivered culture awareness, change planning and Organizational Culture Inventory (OCI) sessions. Conducted a <i>Change Review</i> with 80+ managers/supervisors. Led all components of HR's change initiative including the development/implementation of a new vision;
Culture Change & Assessment	<ul style="list-style-type: none"> ♦ Conducted a Culture/Workplace Assessment at the Grid Control Centre with in-scope shift-workers, supervisors/staff using OCI, interviews, and a culture survey;
Performance Management	<ul style="list-style-type: none"> ♦ Developed an in-scope performance management process focused on relationships, communication, expectations, feedback, development discussions;
Leaders' Forums	<ul style="list-style-type: none"> ♦ Designed and implemented the annual 2-day Leaders' Forum for the Executive, Board, managers, supervisors, and in-scope supervisors (700 people);
Appreciative Inquiry	<ul style="list-style-type: none"> ♦ Facilitated Appreciative Inquiry Sessions "Imagining the Possibilities" focusing on best experiences, personal/core values, shared vision, and wishes for the future;
Facilitation & Dialogue Sessions	<ul style="list-style-type: none"> ♦ Designed/facilitated employee engagement process (and developed white paper with new recommendation), dialogue sessions, focus groups, information sessions: in diversity, safety, Aboriginal employees' network, union/management, etc.; and ♦ Designed/facilitated leadership/strategic planning sessions, teambuilding, change management, post-change review, conflict management sessions, performance management sessions, in-depth culture change initiatives, and internal surveys.
Organizational Development Consultant ♦ Human Resources ♦ SaskPower ♦ October 1997 to December 2001	
Leadership Succession Planning	<ul style="list-style-type: none"> ♦ Provided OD consulting support to the Executive and managers in leadership development, succession planning and performance improvement; ♦ Designed, developed and implemented a comprehensive and multi-dimensional Leadership Succession Planning Program (LSP) in partnership with the Executive focused on developing a pool of well-rounded business leaders for future roles; ♦ Designed participation criteria, assessment and selection, and development; ♦ Phase I (3-year program): 20 manager-level participants identified by Executive nomination. Phase II (2-year program): 35 supervisor-level participants identified by a self-nomination (application) process. Both phases graduated in June 2002;
Succession Planning Development Framework	<ul style="list-style-type: none"> ♦ Designed a development program (with the University of Regina) featuring interactive, team-based discussion and Executive participation: Directed Readings (Year I), Case Studies in Business Strategy (Year II), and a Business Simulation (Year III); ♦ Identified cross-functional development: internal/external presentations/site visits, customer tours, Executive rotations, lateral moves, external board appointments;

Summary of Accountabilities & Accomplishments (cont'd)

Organizational Development Consultant Continued	
Mentoring Program	<ul style="list-style-type: none"> ◆ Designed and developed Mentoring Program (Internal and External), match process and training for Leadership Succession Planning participants;
Measurement & Evaluation	<ul style="list-style-type: none"> ◆ Designed measurement/evaluation process featuring development planning, objective setting, reporting and evaluation. Facilitated semi-annual planning sessions with the Executive and Round-Table Development Review of participants;
Leadership	<ul style="list-style-type: none"> ◆ Managed the Corporate Leadership Development Program “Leading for Success” developed in partnership with the Banff Centre (6-day program) featuring pre-work, 360-degree feedback, MBTI assessment, leadership skill development and planning, action learning (case study), and coaching;
Leaders’ Forums	<ul style="list-style-type: none"> ◆ Designed/managed the two-day semi-annual Managers’ Meetings (Executive, Managers); and Leaders’ Forums (Executive, Managers, out/in-scope Supervisors);
Organizational Development Activities	<ul style="list-style-type: none"> ◆ Conducted workshops: MBTI, career development, performance management, planning sessions, speaking engagements, etc.; ◆ Member of the Employee Satisfaction Survey Advisory Committee. Managed the Internal Customer Satisfaction Survey measuring <i>HR effectiveness</i>; and
HR Change Task Team	<ul style="list-style-type: none"> ◆ Led two (2) of the four (4) <i>HR Task Team Change Project</i> teams (Organizational Change; and Performance Enhancement) resulting in two new business lines.
Past Work Experience	<ul style="list-style-type: none"> ◆ SaskPower Customer Services ◆ HR/Financial Analyst ◆ SaskPower ◆ 1995–97 ◆ SaskPower Internal Audit ◆ Administrative Assistant ◆ 1994–95 ◆ Farm Credit Corporation ◆ Training & Development/Staffing Assistant ◆ 1993–94 ◆ Executive Council ◆ Administration Branch ◆ Clerk III ◆ 1992–93 ◆ Executive Council ◆ Correspondence Unit ◆ Clerk III ◆ Summer 1991 ◆ DirectWest Publishers Ltd. ◆ <i>Summer Student</i> ◆ 1990 ◆ Taylor Motor Sales Ltd. ◆ Receptionist (part-time) ◆ 1889–90 ◆ DirectWest Publishers Ltd. (SaskTel) ◆ <i>Summer Student</i> ◆ 1989 ◆ Saskatchewan Agriculture ◆ <i>Summer Student</i> ◆ 1988 ◆ Executive Council ◆ Correspondence Unit ◆ Clerk I ◆ 1986–87 ◆ Regina Motor Products Ltd. ◆ Receptionist (part-time) ◆ 1986, and 1987–88
Memberships	<p>Saskatchewan Association of Human Resource Professionals (SAHRP) ◆ International Personnel Management Association (IPMA) ◆ International Coach Federation (ICF) ◆ Women Entrepreneurs of Saskatchewan, Inc.</p>
Volunteer	<p>Member Curriculum Committee, Leadership Regina ◆ Mentor, Adult Learning Centre ◆ <i>Past</i> Programming Chair (SAHRP) ◆ <i>Past</i> Coach, Lazars Girls Softball ◆ <i>Past</i> Board Member, Sask Science Centre; ◆ <i>Past</i> Facilitator, Volunteer Regina ◆ <i>Past</i> PR Director, HRMA</p>
References	<p>References will be provided upon request</p>