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www.CrispStrategies.com www.balance-AND-results.com

EDUCATION

Master of Education	Development & Counselling: University of Toronto, 1972.
Bachelor of Arts	Psychology (& Engineering): Carleton University, 1968.
Other Qualifications	Personnel designation (CHRP) and education's senior management qualification for chief executives.
Other Education	Organization behaviour, management, labour relations including Master of Business Administration courses.
Outside Experience	Strategic Capability Network (current Board member and Thought Leader), Toronto Board of Trade, Safety Associations, Canadian Council for Aboriginal Business, HR.com and others.

EMPLOYMENT

CRISP STRATEGIES INC. 2002 to present: President and Chief Executive Officer

- Leadership speaker, writer and effectiveness coach/consultant – specializing in 5 simple principles that create results faster and easier with less stress in all situations.

HUDSON'S BAY COMPANY 1985 –2002

SENIOR VICE PRESIDENT, HUMAN RESOURCES FROM 1997

- Reported directly to the CEO for all policy, corporate, strategic Human Resources.
- Major focus on leadership, systems, succession and accountability improvement.
- Previous two-year extra assignment to start a new business division (1997-99):
 - achieved rapid growth with 2 year payback potential and on-going return of 10%+
 - new programs including Internet, loyalty, catalogues and related activities
 - goals included international development of loyalty management business
- Also responsible for significant public affairs issues.

VICE PRESIDENT, HUMAN RESOURCES FROM 1988

- An Officer, reporting to the CEO (previously Employee Relations 1985 - 1988).
- More than \$7.5 billion sales, Canada's oldest, most complex retail company.
- More than 70,000 employees in approximately 550 locations.
- 50 corporate Human Resources staff and 10 regional/functional offices.
- Responsible for all human resources functions including:
 - employee and labour relations, 34 collective agreements (6% of staff)
 - multiple compensation, incentive, stock and benefit plans
 - recruiting, succession planning, training & development, health and safety
 - systems: employee data base, computer based training, expert systems
- Successfully integrated several large mergers, many re-engineering efforts, progressive computerisation, including elearning, direct reporting to the Board of Directors for social responsibility, compensation and other issues.
- Facilitated progress from loss of \$5.00 per share in 1985 to substantial profits by 1991.

TORONTO GENERAL HOSPITAL

ACTING DIRECTOR, PERSONNEL 1984 – 1985

- 4500 employees, top teaching hospital, began as Manager, Labour Relations.
- Managed all personnel, training, health services & profitable fitness centre.

TORONTO EAST GENERAL HOSPITAL

ACTING VICE PRESIDENT, HUMAN RESOURCES 1982 – 1984

- 2000 employees, busiest emergency hospital, began in Employee Relations.
- Assisted turnaround from net deficit to surplus in two years, with 10 unions.

SCHOOL BOARDS

PROFESSIONAL TEACHING AND LEADERSHIP 1968 – 1982

- From staff teaching, created the most successful association relationships in fifteen years, setting several precedents including communications and relationship improvement workshops.
- Developed from a professional teaching background (including supervision of graduate counsellor-trainees) to senior staff association positions (last responsible for 2500 of total 6000 employees).

SUMMARY OF MAJOR CONTRIBUTIONS AT HUDSON'S BAY COMPANY

- Developed a department recognised as the most customer-friendly in the company, enabling sales, profit & expense control by line managers while positive for people.
- Developed effective leadership training which led to Hudson's Bay twice being voted by employees into top three big "Best Companies to Work for In Canada."
- Successfully started a new Internet/Loyalty business division, with far-reaching financial & operational goals.
- Successfully guided the Company through many mergers and re-organisations.
- Represented the Company in external lobbying & many aspects of public relations.
- Improved absenteeism & WCB management and costs by several million dollars.
- Revamped vendor & employee ethical codes and ensured implementation.

SPEAKING & CONSULTING

- Speeches for the City of Toronto Human Resources Division, Petro Canada, Toronto Board of Trade, Fellows of the Life Management Institute, Canadian Association of Management Consultants, Toronto Association of Business Economists and others.
- Consulting/coaching clients including Retail Council of Canada, University of Toronto, Globe and Mail and others.
- Various coaching, mentoring and strategic problem-solving projects for individuals.