

## LEADERSHIP PROFILE

Ellen Malcolmson is a Certified Executive Coach (CEC) with a truly unique perspective. She has a track record as a senior executive leader with experience leading teams through transformational change and being accountable for the bottom line in the corporate world, and the not for profit sector and public sectors. Her coaching style is grounded in her extensive leadership experience and focused on supporting her clients to achieve exceptional results when they are at the “tipping points” of their careers. Ellen is fluently bilingual in English and French.

## PROFESSIONAL EXPERIENCE

### Principal – EMM Coaching & Consulting

Current

- Independent executive coach providing leadership development coaching to senior leaders in high tech, health care, legal and not for profit sectors.

### St. Joseph’s Health Centre - Interim President & CEO

2012

- Interim leader of a 350 bed acute care hospital with 2500 staff, 350 physicians and a budget of \$300M. Founded in 1921 by the Sisters of St. Joseph, the hospital is home to the busiest Emergency department in the GTA, with over 97,000 visits annually. St. Joe’s provides Medicine, Surgical, Intensive Care, Obstetrics, Paediatric and Mental Health services to the residents of the west end of Toronto
  - Stepped in on an emergency basis to lead the health centre in January 2012
  - Stabilized the executive team, improved relationships with clinicians through frequent, transparent communications & engagement strategies
  - Re-aligned a critical IT project
  - Completed a successful search for a permanent CEO

### TMG International Inc.

2011

- Consultant providing expertise on strategy development and implementation for contact centre operations including training, operational reviews, and collective bargaining.

### Canadian Diabetes Association – President & CEO

2008-2010

- Leader of one of Canada’s largest health charities leading the fight against diabetes in Canada by providing education, services to health care practitioners and people with diabetes, funding health research and advocating on behalf of people with diabetes. Raised \$75M annually via fundraising and by operating the largest NGO-run clothing recycling business in North America.

- Transformed the mission, vision and values of the Canadian Diabetes Association to a clear orientation for action through extensive consultation with employees, stakeholders, health professionals and external partners.
- Increased the volume of diabetes education and prevention programs delivered by 63% year over year while decreasing delivery costs by 5%.
- Increased the profitability of the Canadian Diabetes Association's Business Operations by 2.5% in one year to increase funds available for core mission work.

**Bell Canada - Senior Vice President Customer Experience****2006 – 2008**

- Officer accountable for \$350M + recurring revenue, customer service quality and productivity improvement of the end to end customer experience across all consumer market products including wireline, video, internet and wireless services through 10,000 call centre agents worldwide.
  - Transformed Bell's consumer in-bound call centre from a cost centre to a sales channel, increasing revenue by 30% to over \$350M in 12 months by establishing a clear sales target, revising compensation plans, aligning critical partnerships and implementing daily management rigor.
  - Led a fundamental change in the business structure of Bell's customer care operations by moving to an outsourced labour pool, generating \$70M in cash flow savings, while improving employee satisfaction ratings during the transition.

**Bell Canada – Senior Vice President Operations****2004 – 2006**

- Officer accountable for the planning, network design, \$1B capital investments, ongoing operations, and installation and repair services for Bell Canada's wireline, broadband IP and wireless networks by 14,000 employees across Canada.
  - Created a new business model for Bell's National Network Operations team by merging engineering, maintenance and field operations across Canada and driving a 10% improvement in productivity on a \$900M expense budget in 12 months.
  - Negotiated three complex labour agreements by developing strong, ongoing partnerships with union leaders and orchestrating win/win outcomes.
  - Operated very large shared services organizations (Network Operations and Call Centres) successfully building partnerships with P&L leaders

**Expertech Network Installation- President & CEO****2002 –2004**

- Accountable for the leadership of Expertech Network Installation. (ENI Inc.) Expertech provides installation and engineering of full network infrastructure solutions to telephone companies, utilities, cable companies and other private enterprises in Canada and the US.
  - Built a high performance leadership team who successfully turned around Expertech Network Operations, a \$400M company, by transforming relationships with customers, unionized employees, shareholders and suppliers by setting a clear vision and aligning the entire company to achieve growth in revenue and net income.

**Bell Mobility – Senior Vice President Customer Care****1998 – 2002**

- Executive accountable for the leadership of national customer service, telesales, collections, churn management and billing system development teams for Bell Mobility.

- While in this role, Bell Mobility’s employees were recognized for Customer Service excellence through several international awards; the 2000 Teleperformance Grand Prix Award for customer service, and the 2002 Grand Prix Award for sales excellence.

**Bell Canada – Vice President Operator Services**

**1996 – 1998**

- Accountable for leadership of the Bell Canada Operator Services operations; providing Operator Services to Bell Canada’s 4 million customers in Ontario and Quebec with a team of 3,000 employees in 55 locations with an operating budget of \$150M.

**Bell Canada – Various Leadership Roles**

**1983 – 1996**

- Held a variety of increasingly senior management positions in functional roles including Marketing, Finance, Network Operations and Customer Care.

**EDUCATION AND PROFESSIONAL DEVELOPMENT**

**Certified Executive Coach (CEC)**, Royal Roads University

**Honours Bachelor of Arts**, French & Political Science, McMaster University

**Leadership Development courses** - Wharton, Harvard University, The Judy Project

**Selected for International Women’s Forum Fellowship**

**PROFESSIONAL AFFILIATIONS/COMMUNITY INVOLVMENT**

<b>Director</b> – St. Joseph’s Health Centre	since 2008
<b>Member</b> – Institute of Corporate Directors	since 2009
<b>Chair &amp; Director</b> – Women’s Habitat of Etobicoke	2000 -2011
<b>Member</b> – International Women’s Forum	since 2003
<b>Director</b> – Go Transit	2008 -2010
<b>Governor</b> – McMaster University	2005 -2009
<b>Member</b> – United Way of Greater Toronto Cabinet	2005 -2007
<b>Director</b> – The Shaw Festival	2000 -2004
<b>Director</b> – CTM University of Southern California	2003 -2006

**Keynote Speaker** for “Women of Influence” and “Gift of Wisdom” series.

**Inducted into McMaster University Alumni Gallery** for business and community leadership  
2005