

Dwight Mihalicz

Helping organizations improve manager effectiveness

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PROFILE

Over 40 years of experience at the local, national and international level, with a solid history of managing difficult situations and problem solving in complex organizational settings. Author of: *The Effective CEO: The Balancing Act that Drives Sustainable Performance*.

WORK EXPERIENCE

Effective Managers™, Ottawa, Ontario

President and Founder, 2012 -

Created Effective Managers™, a highly focused management consulting firm specializing in the helping organizations achieve higher performance and better results through improved manager effectiveness. Provides management consulting services to executives and conducts research on manager effectiveness in organizations. Maintains associate status with Capelle Associates to provide organization design services.

Capelle Associates Inc., Toronto

Senior Vice President, 2002 -

As the Senior Vice President, Capelle Associates, carried out the same duties as previously but also had been assigned a general management role accountable for the management of the consulting firm, marketing the firm's products and services, and worked closely with the President on the strategic direction and growth of the firm.

Vice President, 1999 - 2001

As the Vice President, Capelle Associates, worked with senior executives to help them improve organization performance through improved organization design. This required the use of a robust methodology to improve employee satisfaction, customer satisfaction and organization performance. Has worked with all sizes of organizations in the private, not-for-profit and government sectors. Carried out the general management function for the company, and was responsible for a variety of marketing programs. Consulting initiatives included:

- Assessment of the current state of organizations to identify organization design issues;
- Identifying and recommending improvements in organization design including organizational alignment (vertical and functional) accountabilities and authorities alignment (managerial and cross functional), alignment of people to positions, and alignment of deliverables;
- Managing the implementation of recommendations to improve organizational performance through the training and support of Internal Project Teams;
- Designing and implementing business planning and change management programs;
- Carrying out specific organizational assessments such as task alignment.

International Federation of Red Cross and Red Crescent Societies, Geneva Director, Revenue Generation, 1995 - 1998

As the Director, Revenue Generation Department, directed the activities of a newly created department with a mandate to develop and co-ordinate global fundraising activities for the International Federation:

- Worked closely with National Societies on every continent to identify new fundraising opportunities and build alliances to implement them;
- Piloted a global private sector cause-related marketing initiative and assumed the role of General Manager for the company for a two year period;
- Created the Global Alliance Program to build ongoing and committed relationships between multinational corporations and the Federation;
- Established a variety of policies and procedures that were sensitive to the Federation's multicultural nature and that would enable global fundraising in a federated environment;
- Established and served as founding Secretary of an international foundation to create and support fundraising mechanisms for the Federation.

Special Adviser to the Secretary General, 1994 - 1995

As Special Adviser to the Secretary General, carried out a review of Secretariat operating systems in order to identify and implement efficiencies. Collaborated with an external consultant on a restructuring of the Secretariat, served as secretary to the project team in charge of the change process, and chaired a Task Force to develop and implement a new business planning process.

The Canadian Red Cross Society

Project Director, Operations Review, Ottawa, 1992 - 1993

Directed a review of the Society to streamline its operations, improve production and enhance service delivery by reducing infrastructure and process. This required designing the project, leading a project team, working with professional consultants, negotiating implementation strategies, and representing results throughout the Society.

National Director, Field Services, Ottawa, 1988 - 1992

Responsible for national domestic programs. Major accomplishments included:

- Implemented new nation-wide services to support divisional fundraising efforts;
- Developed, negotiated and implemented service plans for the Society's services, resulting in agreed upon roles for each jurisdiction.

Commissioner, Saskatchewan Division, 1985 - 1988

As chief operating officer for Saskatchewan Division, was responsible for services, fundraising and administration of the division. Major accomplishments included significant enhancements to the Division's fundraising, and designing and implementing a regional and district structure which resulted in increased service delivery and enhanced revenue each year.

Various line and staff support functions in the Canadian Red Cross, 1973 – 1980

RELATED EXPERIENCE

- Director, Integrated Talent Management Board, Institute for Human Resources 2015 -16
- Director, Canadian Masters in HR Strategy & Execution Advisory Board, HR.com 2014- 15
- Treasurer, CMC-Global (ICMCI) 2013 -
- Chair, CMC - Global Institute and related volunteer positions with ICMCI 2011 -
- Director of the Dean's Advisory Committee at the University of Ottawa's Telfer School of Management 2011 - 2014
- Director of the University of Ottawa's Advisory Board for the Centre for Global and Community Engagement. 2011 - 2014
- Chairperson of the Board, UNICEF Canada, and various other volunteer positions 2001 - 2010
- Director General, The International Foundation for the Millennium Fund, Switzerland 1997 - 2004
- Director, HelpAd Limited, London 1995 - 2001
- Chairman, Canadian National Voluntary Health Agencies, Canada 1992
- Canadian Centre for Philanthropy 1983 - 1985

EDUCATION / AFFILIATIONS

- Honorary Member, Beta Gamma Sigma, International Business School Honor Society
- CMC, Certified Management Consultant
- M.B.A., University of Ottawa
- Former Member, National Society of Fundraising Executives
- Former Member, International Society for Third-Sector Research
- Former Member, Association for Research on Nonprofit Organisations and Voluntary Action