

BILAL IQBAL

MBA, B. Eng & Mgmt, PMP, PMI-ACP, LSSBB, CSM, Prosci CCP
☎ (647)876-6584 ✉ bilal@bilal-iqbal.com 🌐 <http://www.bilal-iqbal.com>

PROFILE

An extroverted, customer-focused leader with 10+ years of project management, continuous improvement and organizational change experience, preceded by several years of IT engagements. Proven success record in leading multi-disciplinary teams; exceptional leadership and management skills. Key accomplishments include:

- Led TELUS process improvement function (35 team members) as Interim Director, and defined strategy, vision and targets for 2017; supported delivery of 2016 annual cost savings target of \$12.5M
- Led a process excellence team of 11 analysts and project managers at TELUS; exceeded performance targets in 2015 and 2016, and delivered over \$4M in annualized savings while maintaining 100% team engagement
- Led Interac PMO team to drive adoption of Lean and Agile practices across 150+ employees and worked with executives to foster a change-friendly environment, resulting in improved collaboration and transparency
- Deployed Lean-Agile project delivery model at WSIB and provided hands-on coaching to over 25 project managers and business analysts, resulting in consistent software delivery and increased customer satisfaction
- Delivered improvement programs using Lean Six Sigma, Kanban, Rummier-Brache, Kaizen and Agile methodologies in various organizations that led to annual cost savings of over \$15M
- Completed over 50 projects, including the largest BlackBerry enterprise beta program with 2000+ global participants that delivered major usability and functionality enhancements
- Established project management processes (for Agile and Waterfall implementations) across 200 employees of the Software Quality group at BlackBerry that led to the acquisition of CMMI Level 2
- Involvement in IT as an entrepreneur, system and network admin, and technical trainer since 1998

WORK EXPERIENCE

TELUS, Toronto, Ontario

May 2014 to Present

Interim Director, BCX and BSW Process Improvement (Sep 2016 – Present)

- Led 35 process consultants, project managers and analysts supporting four teams; Lean Six Sigma, Process Excellence (Own.it), Quick Wins and Project Management Office
- Spearheaded 2017 strategic planning and target setting exercise; identified and substantiated improvement programs across seven supported VP areas
- Provided transitional support to the team in realizing 2016 collective improvement targets; \$12.5M in annual cost savings, 25000+ reduction in customer effort hours and over 90% satisfaction score

Manager, Quick Wins Program Office, BCX Process Improvement

- Led a team of 11 analysts and project managers towards supporting three portfolios; Xperience Improvement Program (XIP), Application Development and Transformational Programs
- Developed a high performance team that exceeded annual targets by a multiplier of 1.72 and 1.27 in 2015 and 2016 respectively; maintained 100% team engagement in both years, as assessed by Aon Hewitt
- Strengthened the Xperience Improvement Program (XIP), a platform dedicated towards soliciting and implementing continuous improvement ideas across 4000+ BCX team members
- Delivered phenomenal annual results on the XIP program; increased idea submission and completion by 150%, achieved 90-day SLA across 90% of all ideas, and generated over \$2M in cost savings (i.e., 300% ROI)
- Delivered complex multimillion dollar process improvement programs with cascading impact across the supply chain; over \$1.2M in annual cost savings delivered through optimization of the engineering quotation process
- Developed and evolved the team framework for process improvement, including tailored deployment of methodologies such as Lean Six Sigma, Prosci Change Management and Kaizen as appropriate
- Mentored and coached team members across various improvement projects and programs

Interac Association, Toronto, Ontario

Apr 2013 to Apr 2014

Acting PMO Lead / Change and Process Improvement Coach (Consultant)

- Led and coached the PMO team consisting of six seasoned project managers
- Participated as a core team member of the People and Culture initiative, working alongside the CEO and Head of External Affairs, to evolve the organizational culture in alignment with the new strategic direction
- Led adoption of the new Lean-Agile delivery model, resulting in improved planning and execution
- Developed Agile Portfolio Planning and Management Framework that provided executives with simple yet practical means to gauge existing capacity and calibrate demand

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- Delivered light-weight Risk Management Framework that increased risk capture rates by 100% and significantly decreased risk-to-issue conversion across the project portfolio
- Performed assessment of the overall business delivery model to identify and implement improvement initiatives across various business groups including PMO, Business Analysis, Product Management and Operations
- Coached project teams and leadership on the new delivery process, and specific practices such as story mapping and planning poker to collaboratively and predictably deliver business value
- Established retrospectives at project and functional levels, resulting in regular delivery of 1 to 2 improvements

Workplace Safety and Insurance Board, Toronto, Ontario

May 2012 to Apr 2013

Senior Quality Management Analyst (Agile Change Coach)

- Planned and supported organizational changes across 250 IT employees, as part of business transformation
- Led over 25 project managers and business analysts to adopt Lean and Agile practices, resulting in consistent software delivery and increased customer satisfaction
- Introduced shared team workspaces and the concept of stable teams leading to better collaboration, predictable throughput and increased productivity
- Deployed cross-functional Kanban boards to visualize work, and to extract useful metrics for capacity planning
- Led several campaigns to assess organizational problems and introduced minimum viable changes to instill and measure desired behavioural shifts among employees
- Coached teams on Agile practices such as story mapping, planning poker, and behaviour driven development

SAP Canada, Toronto, Ontario

Sep 2011 to Apr 2012

MBA Student Consultant (Strategy Field Study)

- Led team of seven MBA students to perform a complete strategic assessment of SAP Canada
- Identified and proposed three strategic growth opportunities (with 5-year financial projections) to the panel of 12 senior executives; acquired unanimous agreement on the viability of these recommendations

BlackBerry, Waterloo, Ontario

May 2006 to Aug 2011

Process Improvement Manager, Supply Chain

- Delivered process improvement programs to streamline operations with annual cost savings of over \$1M each; these programs were aimed at making the organization more responsive, flexible, and customer-centric
- Improved BlackBerry shipment process to reduce rework and shipment delays across 500+ carriers and distributors, resulting in 20% efficiency increase and improved customer experience
- Documented 70+ fulfillment processes, and supported selection and prioritization of improvement initiatives
- Designed the buyer's remorse return process for BlackBerry PlayBook through collaborative workshops
- Evaluated and implemented Microsoft EPM solution to manage improvement programs across the team

Project Manager, Enterprise Programs

- Managed global beta programs for various products including Enterprise Social Networking Solutions and BlackBerry Mobile Voice System (MVS) that introduced significant usability and functionality improvements
- Supported deployment of global IT infrastructure and expanded beta program enrollment to over 2000 testers
- Led communications for BlackBerry Enterprise Server beta, and improved participation and feedback quality
- Overhauled software release and deployment process that reduced the turnaround time by 5 business days
- Contributed to the successful launch of BlackBerry's first public beta portal, BlackBerry Beta Zone

Team Coordinator, Handheld Project Management Office

- Reduced \$150K in annual training and rework costs by redesigning defect triaging and tracking processes
- Established defect prioritization metric and knowledge management system to ensure timely resolution of issues, consistency and shorter learning curve

Project Coordinator, Software Quality Project Management Office

- Managed rollout of Microsoft EPM that improved collaboration and enabled enterprise resource sharing
- Deployed extensive collateral for Agile Scrum implementation and supported the first pilot at the organization
- Introduced project management processes that raised the organization's CMMI capability level to 'Managed'

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COACHING AND TRAINING EXPERIENCE

Sheridan College, Toronto, Ontario
Instructor, Business Analysis Program

Apr 2013 to Present

- Taught multiple courses in the Business Analysis stream to over 250 students; course portfolio includes Agile Methodologies, Business Communication and Requirements Development
- Aligned course delivery with the standards defined by the BABOK and the CBAP certification
- Deployed various learning techniques including real world cases, experiential discussions, simulation exercises and traditional lectures

LeanSense Solutions Inc., Toronto, Ontario
Principal, Management Consultant

Apr 2013 to Apr 2014

- Provided freelance coaching services, and led business transformation and change management initiatives
- Developed and delivered training courses for professional certifications and business management studies in the areas of Project Management, Process Improvement and Change Management

EDUCATION

Masters of Business Administration, Strategic Management
Schulich School of Business, York University, Toronto, Ontario

- Dean's Honour List, Graduated with Distinction

Bachelor of Engineering & Management, Electrical
McMaster University, Hamilton, Ontario

- Dean's Honour List, Multiple Years

CERTIFICATIONS

Change Management

Prosci Certified Change Practitioner (CCP)

Project Management

Project Management Professional (PMP), PMI Agile Certified Practitioner (PMI-ACP), Certified ScrumMaster (CSM)

Process Improvement Technical

Lean Six Sigma Black Belt (LSSBB), Rummler-Brache, KT Resolve
Microsoft Certified Systems Engineer (MCSE), CIW Certified Instructor, BlackBerry
MVS Certified Integration Specialist, A+, Linux+, Network+

SKILLS

Project Management



Process Improvement



Communication



Coaching



Consulting



Change Management



Leadership and Team Building



Facilitation and Business Training



Vendor Management



Business Strategy



PROFESSIONAL MEMBERSHIPS

- Project Management Institute (PMI), Scrum Alliance, Mensa Canada

INTERESTS

- Active involvement in fundraising events for United Way, Heart & Stroke Foundation and Prostate Cancer Canada
- Martial arts enthusiast with a black belt in Krav Maga, an Israeli self-defense system