

GLOBAL LEADERSHIP DEVELOPMENT THOUGHT-LEADER & EXECUTIVE COACH: TRANSFORMING BUSINESS & PEOPLE-PRACTICES

Trusted advisor to executives and partner to front-line staff in change transformation. Respected leader and mentor of diverse teams. Thought-leader and speaker with Board-level experience. Inspires operational excellence to align people, process, culture with business. Leverages commercial acumen, relationships and technology to engage teams to deliver company goals. Agile, values-driven, solution-oriented leadership to define and deliver success at work and in community.

EXECUTIVE APPOINTMENTS

- Board Director: Professional Development portfolio, HR Association of Calgary
- Board Director: Finance and Marketing Committee, Islamic Chamber of Commerce, Canada
- Governance Committee: i) Calgary Business Diversity Group ii) Workforce Planning Consortium
- Founding Board Director: Leadership Development, 21st Century Women's Economic Forum

LEADERSHIP IMPACT & EXPERTISE

BSG Advisory, Canada & MENAP [linkedin/Balkhi-Strategy-Group](#) **2019 to present**
Director, Global Talent Management

Partner and consult with clients in different geographies to deliver Succession Planning, Leadership Development, program design, organizational design, change management and facilitate certified and highly-rated trainings.

- Clients for Executive Coaching include senior leaders and high-potential emerging leaders in blue-chip companies including Amazon US and leaders of large organizations and private enterprise in MENAP and Canada
- Enable clients to successfully navigate change – interpersonal, team, or transformational org and industry change
- Partner with leaders to simplify complexity, connect with stakeholders with a laser-focus on creative, practical action that readily translates into visible business value and enriching a personal legacy
- Partner with Boards on Board Assessments and Board development to design and deliver new strategic imperatives
- Deliver certified training programs (including GE Crotonville program) for mid-to-senior-level leaders

Mubadala Investment Company, UAE **2014 to 2019**
Vice President, Talent Management

Partner closely with the business and the Human Capital team to design and lead execution of Talent Management across the organization, with a focus on leveraging culture and values to deliver Mubadala's agenda to diversify the UAE's economy and build long-term leadership capability.

- Design and deliver first formal Succession Development program: Take into account current governance model with assets, and enhance successor development acceleration, mobility and synergies of talent pool approach
- Launch Retention Management approach, toolkit and mindset shift to address attrition pre-and post-merger
- Rollout Talent Mapping to better understand high potential/ performers; embed in people and business decisions
- Intense execution of Leadership Benchstrength, senior leader assessments, to enable prudent people decisions
- Design Leadership Development and Team Effectiveness custom program and High Potential optimization
- Nominated as representative on org-wide Engagement Network committee and Awards Selection Committee

AGRIUM Inc., Canada (Nutrien) (NYSE:AGU/ NTR) **2008 to 2014**
Global Director, Organizational Development & Corporate HR (\$16B, 18,000-employee, 3,000+ locations, multi-national matrix)

Hired by EVP to lead organizational change and HR programs to support growth of 5,000 to 18,000 employees over 5-year span. From Mine, to Plant site to Retail store, leveraged profitability drivers to address business and global leadership challenges. Led executive development to deliver operational excellence. Rebuilt Employment Brand & Succession

GLOBAL HR/ OD DIRECTOR DELIVERING TALENT STRATEGY, OPERATIONS AND LEADERSHIP DEVELOPMENT

AGRIUM Inc., Canada (Nutrien) continued 2008 to 2014

Global Director, Organizational Development & Corporate HR

Rebuilt Employment Brand & Succession Program to attract and retain top talent. Managed multi-million dollar budget and streamlined 5 HR processes to release 13% cross-functional cost savings. Sought-after HR Business Partner to C-Suite.

- **Leadership Development:** Delivered Annual Forum for Top 150 that enhanced global collaboration. Aligned diverse leaders to values. Design communication to enhance joint venture success & continue robust growth in soft market
- **Culture Change:** Took CEO's vision and partnered with his team to transform culture: *Increase Synergies* and *Taking Risk*. \$2.5M savings in Shared Services synergies; and high employee adoption with no increased attrition
- **Certified Coaching:** Most sought-after Coach for senior leadership. Partnered with executives to advise on business and leadership changes, acquisitions, and team effectiveness. 80+% coaching goal met in all coaching engagements
- **Diversity-Inclusion:** Led CEO-sponsored Women's Leadership Group: Grew women leaders; reduced attrition by 9%. Award-winning program to promote respect of differences at work improved 4 D-I KPIs by 11%. Best-rated training
- **Insights© Team Effectiveness:** Master Trainer. Measurable progress in: Relationships, TAT, costs, customers
- **Succession:** Strategic decision dashboard: Higher retention, lower search costs. Resounding Board recognition

References: Available from current Group CEO and former Group CEO

UFA COOPERATIVE, Canada 2007 to 2008

Resourcing Specialist

(one of Canada's largest co-operatives)

Hired by COO to build strategic staffing. Recruitment transformed to streamlined platform with time-to-hire reduced by ~40%. Introduced assessments to evaluate fit for creating shareholder value, contributing to 10% higher retention.

- **Vendor Transformation:** Consolidated and tracked relationships to yield ~30% cost savings from external hiring
- **Strategic Workforce Planning:** Uncovered 40% at-risk workforce in 2 critical roles. 50% faster acquisition integration
- **Values in Action Cause for Applause Award:** "Ongoing Demonstration of Progressive Thinking, Collaboration, Agility"

ENGRO CHEMICAL, Formerly Exxon Esso/ Imperial Oil (Bloomberg:ENGRO PA) 2003 to 2007

OD and Six Sigma Advisor

(Manufacturing assets include largest single-train ammonia production facility globally)

Hired by CFO to lead Corporate Finance team. Nominated by CEO to lead cross-functional Op-Excellence team and then cross-country Six Sigma deployment. Won Board approval, new budget and ROI in Year 1. Ulrich model of HR Business Partnership led to higher engagement ratings and superior management of org re-design. HR reputation transformed.

- **Six Sigma Results:** Achieved defect reduction rates and cost savings between 40-60%. Change management resulted in sustained culture improvements in work practices and behaviour ownership. 100+ successful projects
- **Employee Engagement:** Disciplined action planning from Leadership survey: Year-on-year rating increase of 15%
- **President's Award of Excellence:** Highest corporate honor for business improvement. First woman, youngest recipient
- **Youngest leader selected:** Executive Development program, INSEAD Business School, France

DATASOFTMAKERS, USA 2001 to 2003

Human Resources and Client Relationship Manager

Hired by CEO to lead Finance and articulate value proposition throughout Oracle-based solutions delivery. Managed training, recruitment and vision generation for multiple departments that supported double-digit business growth.

- Facilitated successful **HR strategy** and **business planning** for clients to secure ambitious business growth targets
- **Balanced Scorecard:** Streamlined business/HR planning to grow employee retention (20%) and market share (5%)
- **Leading Woman of the Year Award:** Contribution to building successful professional lives and empowering women

GLOBAL HR/ OD DIRECTOR DELIVERING TALENT STRATEGY, OPERATIONS AND LEADERSHIP DEVELOPMENT

J.P. MORGAN CHASE & CO, USA (NYSE:JPM)

1998 to 2001

Investment Banking Analyst, M&A Group and Associate, Private Banking

(Global bank, \$225B market cap)

Hired into JPM's competitive annual global IB program where 120-hour work-weeks were the norm. Ranked high in the Mini-MBA on Wall Street training program. Fast-tracked to Associate in 1 year versus 3 years, based on performance on live deals. Made time for employment branding, mentoring and recruiting efforts as member of *Women on Wall Street*

- Developed debt-capacity model for Cox Communications' \$650 million convertible debt offering (NYSE: CXR)
- Created Bloomberg roadshow and executed \$150 million debut bond offering, The Earthgrains Co. (NYSE: EGR)
- Built model to determine feasibility and debt capacity of FMC-Solutia's phosphorus joint venture (NYSE: FMC)
- Coordinated with JPM capital markets to develop financing strategies. Organized due diligence process

NATIONAL LEADERSHIP FOUNDATION, USA

1998

Teaching Assistant, Residential Counselor, George Washington University

MERRILL LYNCH & CO.

1997

Intern, Private Banking

COUNCIL ON ECONOMIC PRIORITIES, NY USA

1996

Intern, Research Assistant

CERTIFICATIONS & EDUCATIONAL ACCOMPLISHMENTS

- PDI Ninth House **PROFILOR® Leadership Coach** Certification: **360** feedback, debrief, coaching and development
- **SHRM** Pioneer Certification program: Strategic Diversity-Inclusion Management Certification
- **ProSci** Change Management Certification (ADKAR) and **Six Sigma** Certification
- **Other certifications:**
 - Internal Consulting
 - Resiliency Coaching Certification
 - Insights© Discovery Team Effectiveness

MOUNT HOLYOKE, Massachusetts, USA,

May 1998

Ranked among US Top 20 Liberal Arts Universities

Cum Laude, Double major, Bachelor, Economics and International Relations.

Honors, Awards and Community Service

- International Relations Honor Society, **Sigma Iota Rho**. Annual Helen E. Patch Prize for **Excellence in French**
- **Student Leadership and Service Award**: Most outstanding contributions to the institution, in and out of classroom
- **Woman of the Week**: Outstanding academics, co-curricular activities by institution paper, *Mount Holyoke News*
- **Honorable Model UN Delegate Award**: UPENN International Thirtieth Model United Nations Conference
- **Model UN**: Founding Board Member. Managed largest SGA budget. Senior Delegate: Harvard, Yale, UPENN
- Selected from 5-University Consortium: Honor student, **Peace and World Security program**, UN, NY
- **Student Conference Committee**: Assembled student opinion, presented empirical evidence to **Trustee Board**
- **Appointing Committee**: Managed hiring/attraction process for 18 Student Govt. Assoc. (SGA) committees



“Naveen has solid business acumen, a winning smile, impressive people toolkits, and an uncanny ability to read a room. We count on her to prevent or resolve our people challenges. She’s widely-respected as both strategist and creative operational leader: Target- & People-focused.”

Group CEO, global US publicly traded company

Recipient of industry and leadership awards, a top female leaders at her last four organizations, Naveen is a seasoned, truly global thought leader. She inspires leadership and employees to invest in their own and their company’s growth. Engaging teams in change initiatives, she re-sparks loyalty and excitement; and has partnered on complex acquisitions & growth mandates.

Educated at a top US university and with multiple certifications, Naveen’s 24+ years of leadership spans Oil & Gas, Financial Services, Chemicals, Mining, Retail & Manufacturing. Her expertise has been deployed at niche players and large global players such as Agrium (NYSE:AGU), J.P. Morgan (NYSE:JPM) and Engro/ Exxon (Bloomberg:ENGRO PA). Naveen has led successful Six Sigma implementation with projects achieving defect and cost reduction rates of 40-60%.

A Canadian who’s lived and worked in 7 countries, Naveen’s cultural dexterity and access to best practices help execute sustainable, award-winning, people-programs transnationally with integrity. Global OD & Corporate HR expertise includes:

Leadership Development	Succession Development	Strategy & Vision	Team Effectiveness
Performance Management	Employee Engagement/Relations	Talent Management	Personal Branding
Women’s Leadership Group	Metrics Driven Reporting	Diversity-Inclusion	Process Improvement

A strong advocate of making every global community a home – Naveen gives back to the communities she lives in. She’s appointed to Boards of not-for-profit organizations and professional HR Associations. She mentors at-risk women, young professionals and new immigrants – and leverages her global network to create meaningful connections.

Audience: Ranging from 5-10 C-Suite leaders, to plenary sessions of 1,000 delegates. Highly interactive, gamified, simulated and include tools. Sample People Leadership areas for workshops, retreats, panel discussions, and masterclasses:

LEARNING AND ORGANIZATIONAL DEVELOPMENT

1. Building a Successful Mentoring Program ©
2. Sustaining and Securing Employee Engagement ©
3. Designing Successful Leadership Assessment Centers ©

TALENT MANAGEMENT

4. Performance Management for a Productive Workforce ©
5. Building an Internal Women’s Leadership Group ©
6. Succession Development that Works ©

PERSONAL & PROFESSIONAL DEVELOPMENT

7. The Strategic People Business Partner ©
8. Wowing your Audience as a Presenter ©
9. Women of Influence in Leadership Positions ©
10. Hot and Bothered: How NOT to Manage Conflict ©

CERTIFICATIONS: PDI Ninth House **PROFILOR® Leadership Coach**, 360 feedback, psychometrics debrief, executive coaching and development, **SHRM** Pioneer Strategic Diversity-Inclusion Management, **ProSci** Change Management (ADKAR), **Six Sigma**, GE Crotonville: Influencing Skills, Internal Consulting, Resiliency Coaching, *Insights©* Discovery Team Effectiveness & psychometrics, Managing Top Performers, Managing Poor Performance, Top Talent Assessment & Selection, Interviewing Skills.

FACILITATION & WORKSHOP DESIGN

- Design engaging, productive and solution-oriented team offsites/ retreats
- MC corporate events with design support
- Team-building experiences
- Partner with internal teams to deliver effective team meetings, townhalls and change communication strategies

STRATEGIC CONSULTING & INFRASTRUCTURE DESIGN

Deliver strategic mandates – partner with internal teams to design initiatives and develop human capital infrastructure

- ERP implementation strategy and support | Transformative change
- Succession development & leadership assessment centres | Retention strategy. Flight risk assessments
- Design and implement scorecards and dashboards | Culture & Values re-alignment. M&A support

Highly-Rated Training Programs; Facilitation; & Consulting for Program Design

ORGANIZATIONAL DEVELOPMENT

1. Building a Successful Mentoring Program
2. Sustaining and Securing Employee Engagement
3. Designing Successful Leadership Assessment Centers
4. Source, Attract and Select Top Talent: Top Talent Assessment & Selection (a rated assessment post-classroom)
5. Retain Key Talent: 'Stickiness' & retention hot buttons

TALENT MANAGEMENT

6. Business leaders' demystification of Talent Management
7. Developing top performers & high potentials
8. Performance Management for a Productive Workforce
9. Succession Development that Works
10. Manage Up: Diagnose & relieve poor performance
11. Interviewing Skills

PERSONAL & PROFESSIONAL DEVELOPMENT

12. The Strategic People Business Partner
13. Wow-Factor: Presentation effectiveness skills
14. PowerPoint on Fire: Build slides like a pro & key delivery strategies
15. Women of Influence in Leadership Positions
16. Hot and Bothered: How NOT to Manage Conflict
17. Influencing Skills
18. Personal Branding

PRODUCTIVITY & TEAM EFFECTIVENESS

19. Process Streamlining & Lean Principles
20. Team-Turnaround: Diagnosing, motivating & upskilling teams to optimize delivery
21. Metrics Driven Reporting & Team Management
22. Write-Wrong: Effective business writing skills
23. Integration Intelligence: Strategies for accelerated onboarding of new employees (hires or moves)
24. Cross-Functional Aptitude: Work effectively across a matrix and diverse business priorities

NICHE SOLUTIONS

25. Leadership Presence
26. Sustaining a Women's Leadership Group
27. Diversity-Inclusion in a g-local context
28. Professional Networker: Relationship-building inside your organization & externally
29. Professional Protocol: Assimilation support for Fresh Graduates entering the corporate world
30. Peer-to-Peer Courage: Peer coaching, feedback & peer ownership to build effective company culture
31. Kindly-Fierce: Leadership Agility, Style-Switching and Situational Leadership