

Michelle McCune

I'm a creative professional who loves making sense of messy, ambiguous problems and building inspired-yet-practical solutions to improve people's lives. I believe that design is more than a department; it's a strategy and collaborative 'way-of-working' that helps organizations unlock real stakeholder value. I'm seeking new opportunities to deliver world-class customer experiences and nurture the cross-functional teams who build high-impact product and service solutions.

CONTACT

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PORTFOLIO

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SKILLS

Being relentlessly useful
Navigating ambiguity
Problem-solving
Flexibility
Applying creativity for impact
Translating insight and data into design decisions
Designing for constraints
Connecting critical details to the big picture
Facilitating collaboration
Coaching growth and excellence
Leading by example
Communicating clearly in written, verbal, and visual formats

WORK EXPERIENCE

Bridgeable, 2005–2020 | Toronto

- **Vice President** (February 2018 – December 2020)
- **Managing Associate** (June 2015 – February 2018)
- **Senior Associate** (December 2012 – May 2015)
- **Design Associate** (December 2005 – December 2012)

I joined Bridgeable shortly after its founding and, over 15 years, took on progressively more senior roles. As an Associate, I contributed directly to project work, responsible for execution across all stages of the design process from discovery and design research to ideation, specification, and implementation. As a Senior Associate, I managed projects independently, overseeing the work of cross-functional teams. As Managing Associate, I led a healthcare business vertical, overseeing multiple project teams and client accounts with P&L accountability. In my most recent role as VP and member of the senior leadership team, I helped define organizational goals and collaborated on strategies for continuously improving client satisfaction, business performance, quality of work, and team effectiveness.

Bridgeable is a ~50-person consulting firm that applies human-centred design to deliver compelling, omnichannel customer experiences. Bridgeable's work spans in-depth customer research, the design of new services and customer touchpoints, and the organizational transformation required to help employees sustainably deliver new experiences. Bridgeable's client roster spans healthcare, financial service, consumer, and public sectors and includes Fortune 500 companies, including 4/5 of Canada's 'big banks,' and over ten multinational pharmaceutical organizations.

Organizational Leadership

- **Championed change across all levels of the organization**, crystallizing our vision for an organizational transformation to improve cross-functional collaboration and accountability using narrative and visual storytelling techniques.
- **Mobilized a performance-driven culture across the Bridgeable team**, articulating our business priorities and highlighting the relationship between individual growth and client success across career pathways, new ways of working, goal-setting, incentives, and manager coaching.
- **Built a culture of accountability for project profitability outcomes among managers and directors**, establishing new governance, standards, process, metrics, and coaching support around business development, project delivery, and operations.
- **Cultivated a community of learning, communication, and collaboration within the senior leadership team**, building trust and credibility, and creating a regular, safe forum for leaders to explore and troubleshoot project, team, and client challenges, together.
- **Acted as thought-partner to the CEO and COO**, measuring and reporting on key business metrics and providing insights and creative solutions for improving business and team performance.

EDUCATION

BID Industrial Design, with High Distinction, Carleton University (2001 – 2005)

Executive Leadership Certificate University of Toronto, Rotman School of Management (2017)

TECHNICAL SKILLS AND DESIGN CRAFT

Adobe Creative Suite; InDesign, Illustrator, Photoshop

Concept development and prototyping (using a wide range of paper and digital tools)

Design research, journey and experience mapping

Facilitation in live and remote settings

Project management (methods, tools, and software)

French/English bilingual

INTERESTS

Adventure travel; have driven a 7hp, 3-wheeled vehicle across two countries

Cycling

Snowboarding

Drawing, painting; watercolour, mixed media, digital

Cooking and artistic pie-making

Currently collaborating on a book that explores organizational logic, service design, and customer centricity

Work samples and references provided upon request

Delivery Excellence

- **Enhanced project financial performance**, implementing standards and governance to support consistent scoping, pricing, and management practices, resulting in improved project margins and reduced effort and schedule variance.
- **Championed project quality and client success**, aligning design methods and capabilities to address client needs, providing feedback on deliverables, coaching teams to appropriately balance time, effort and customer value, and synthesizing client feedback to enhance the customer experience.
- **Streamlined the creation of high-impact proposals**, coaching new ways of working and strategic thinking, introducing feedback and review processes, and building and socializing support tools to enhance decision-making.
- **Ensured business continuity amidst the COVID-19 lockdown**, acting quickly to establish new remote ways of working to engage clients and customers in our highly collaborative, hands-on design process.

People Management

- **Elevated key capabilities across all seniority levels**, providing feedback and direction in areas relating to design craft, client engagement, business storytelling, and project delivery.
- **Nurtured key consulting capabilities of managers and directors**, providing career development support, regular feedback to improve work plans, risk and issue management support, and selling strategy thought partnership through reporting relationships and informal influence and coaching.
- **Balanced skill-building and employee engagement with project profitability and client success**, assigning people to projects based on individual capabilities and project needs, across all Bridgeable initiatives.
- **Supported workforce growth and evolution**, assessing organizational needs, identifying talent requirements, interviewing key candidates, finalizing hiring decisions, supporting onboarding, and participating in regular performance assessment and promotion decisions.

Client Engagement

- **Generated buy-in for design-based innovation and transformation**, collaborating with cross-functional stakeholders across all levels of an organization to build solutions that balance business value, end-user needs, and feasibility.
- **Cultivated senior-level client relationships** at the Director, AVP, and VP-levels within North American Fortune 500 financial service and pharmaceutical organizations.
- **Helped clients break down complex challenges** by developing a deep understanding of their goals, barriers, organizational structure and stakeholder landscapes, and crafting innovative approaches to yield tangible impact.
- **Designed, facilitated, and coached others to deliver amazing workshops to senior audiences**, both in-person and virtually, for groups of over 100 executives.

Select Design Strategy Projects

- Developed an omnichannel support program strategy for cancer patients and healthcare professionals to help them confidently start and adhere to a new therapy. The solution addressed patients' and caregivers' emotional and educational needs, complimented the clinic's existing suite of patient management tools, and relieved significant workload burden among physicians and their nursing staff to enable efficient remote side effects and adverse event monitoring.
 - Helped a national NGO transform their service delivery model in response to the COVID-19 pandemic, balancing cost, timeliness and resources to effectively refer clients to the most appropriate services using phone and digital channels. This initiative addressed the unique needs of partners and clients in three Canadian markets and included recommendations for customizing long term service model sustainability and scalability.
 - Co-created a behaviour change digital toolkit with payers, employers, pharmacists, and healthcare practitioners to help them deliver coordinated support to people with obesity. The solution leveraged both physical and online channels, integrating touchpoints across pharmacy retail, workplaces and payers.
 - Supported the development of a new platform for chronic disease self-care in Ontario. Collaborated with policy leads, healthcare executives, patients and advocates, physicians, and allied healthcare providers to understand needs and barriers. Refined a model for using digital apps to augment primary care services, empower and engage patients, enhance healthcare accessibility, and ultimately improve health outcomes for people with chronic diseases.
 - Helped a cross-industry consortium align to a 5-year strategic roadmap for digital customer experience transformation. Aligned 27 pharmaceutical organizations to a shared vision to deliver a common, shared experience to their customers and prepared a roadmap for developing and refining the digital platform over near and midterm horizons.
 - Created and delivered an interactive, virtual workshop on remote work and management to over 120 senior leaders within a financial institution's global team. The workshop featured practical, ready-to-apply strategies for facilitating more effective team brainstorming sessions, deriving value from project retrospectives, engaging senior leadership for feedback, and coordinating work and decision-making within teams.
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GoodLife Fitness, July 2019 – Present

Group Fitness Instructor (certified BodyPump, Les Mills International)

- I lead GoodLife Members through fun and challenging studio workouts that build strength, endurance, and confidence. In this role, I aim to build a supportive and inspiring atmosphere where all Members can accomplish really hard things, together.

Noom Inc., 2010 – 2011

Visual Designer (Freelance)

- Provided design expertise to the development of Noom's earliest nutrition and fitness mobile apps, with a core focus on creating a fun and inviting visual language while driving usability through a streamlined, intuitive user interface.
 - Provided additional design consultation to the organization's leadership, helping them to define the roles, skills and capabilities for bringing user-centred design into an engineering-led startup.
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