



Subject: References for DJ Thibodeau & Associates
From: Amanda O'Sullivan, Director Health, Safety & Training - Moosehead Breweries Limited
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Moosehead Breweries engaged Dale Thibodeau of DJ Thibodeau Associates to facilitate three major initiatives: 1) the development of the Fiscal 14 (F14) Annual Operating Plan for the Operations & Human Resources Department (December 2012); 2) re-vamping the Joint Health & Safety Committee (April 2013); and 3) the development of the 5-Year Strategic Operations Plan and Fiscal 15 (F15) Annual Operating Plan for the Operations & Human Resource Department (November 2013).

For the development of the F14 Operating Plan Dale designed a process that started with the Operations Leadership team confronting the brutal truths about the business. Dale provided great insight, challenging the team to get to the root cause of the current business situation, weeding out excuses and misconceptions to reveal the truth. He then facilitated the team through the development of the future state & vision from which the critical initiatives for the upcoming fiscal year were indentified. Over 40 initiatives were identified, all seemingly important and vital. Dale then challenged the team to get to the critical few. The outcome was crisp and focused Strategies and Tactics for F14 which were shared with all employees and tied to their personal performance objectives. Subsequently, monthly updates were provided to all Operation's employees creating engagement and celebration of the successes along the way. Dale bought to the table relevant and senior business experience having led and redesigned complex businesses similar to Moosehead. He shared many lessons learned, engaged all of the participants and ensured that we were not on the *Road to Abilene*, a relevant paradox that many of us have travelled.

In November 2013, Dale re-joined the leadership team to develop the 5-Year vision and F15 Operating Plan Strategic Initiatives. Dale took us through an insightful exercise where the leadership team applied the GE Way's Lessons Learned to Moosehead. Building upon these insights, and Moosehead's journey to become the Best 2 million hectolitre returnable glass Brewery in North America, the leadership team developed the 5-Year Vision and Strategic Themes for Safety, Customer, Profitability, Productivity and People. From the defined vision, the F15 strategic initiatives were defined for each category. Again, Dale's business experience and facilitation skills ensured that the leadership team stretched their boundaries, focused on creating a cohesive vision, and developed the strategic initiatives that will drive our collective success.

With the redesign of the Joint Health & Safety Committee Dale bought together both union and management employees and facilitated an honest conversation about how the JHSC was contributing, or not, to safety at Moosehead. The union members responded exceptionally well to Dale's insights and guidance. After two days all of the JHSC members felt connected, focused and committed to making a difference. A key measurement of this work was effusive and unsolicited positive feedback at the April 2013 Labour – Management meeting where one of the union Vice-Presidents spoke about the report

back to the monthly membership meeting where the JHSC reps spoke so highly about the outcomes of this workshop. He highlighted the positive attitude and demonstrated commitment to improving safety, a difference that he says is more visible each day. Fair to say positive feedback is a rare occurrence at these meetings! Simply put, other than getting the JHSC together for 2 uninterrupted days, the very best thing we did was to have Dale lead us through this workshop.

If you have any questions please contact me at aosullivan@moosehead.ca.

W.G. Sullivan