RAVINDER TULSIANI

ENTERPRISE CAPABILITY EXECUTIVE

Turning enterprise capability into measurable business performance.

Workforce Transformation | Organizational Effectiveness | Enterprise Learning
AI & Workforce Readiness | Performance Enablement | Technology-Enabled Capability

EXECUTIVE PROPOSITION

Ravinder helps organizations translate strategy and transformation into the workforce capability, operating systems, technology adoption, governance and measurable performance required to execute them. His experience spans national healthcare, financial services, insurance, consulting, public-sector initiatives and technology-enabled workforce transformation.

400%	60,000+	~65%	~$390K
Corporate University capacity growth	Learner ecosystem modernization	Platform cost reduction	Recurring annual savings

EXECUTIVE SCALE

- ~14-person multidisciplinary SE Health team
- ~$2M annual L&D operating budget
- Two-year CareChannel initiative with ~$2M annual Ministry project funding
- Cross-sector transformation delivery across Canada, India, China and the UAE
- Former Chief Compliance Officer in regulated Canadian financial services

Where Ravinder Creates the Most Value

Ravinder's strongest mandates sit at the intersection of strategy, workforce performance, technology, organizational change and capability. He is most valuable where the organization needs more than training — it needs the operating model, workforce readiness, governance and systems required to execute change at scale.

ENTERPRISE LEARNING & CAPABILITY

ORGANIZATIONAL NEED Scale or modernize enterprise learning and Corporate University models.

RELEVANT EVIDENCE 400% Corporate University capacity growth; 60,000+ learner ecosystem; platform modernization; governance and analytics.

OPERATIONAL LEARNING & PERFORMANCE

ORGANIZATIONAL NEED Connect capability investment to workforce readiness, application and measurable performance.

RELEVANT EVIDENCE Adaptive learning with ~25% higher engagement in the relevant program; analytics spanning adoption, compliance, MAU and effectiveness.

WORKFORCE TRANSFORMATION & OE

ORGANIZATIONAL NEED Prepare people, workflows and operating systems for strategic or organizational change.

RELEVANT EVIDENCE National healthcare transformation; cross-sector consulting; technology adoption; leadership and capability planning.

AI & WORKFORCE READINESS

ORGANIZATIONAL NEED Move beyond AI literacy toward work redesign, human judgment, governance and responsible adoption.

RELEVANT EVIDENCE Applied AI/adaptive learning plus Human-AI Work Design and Human Responsibility frameworks.

TECHNOLOGY-ENABLED CAPABILITY

ORGANIZATIONAL NEED Ensure enterprise technology change translates into workforce adoption and sustained performance.

RELEVANT EVIDENCE Learning-platform modernization plus PeopleSoft-to-Workday workforce readiness, role readiness, communications, learning and sustainment.

REGULATED WORKFORCE CAPABILITY

ORGANIZATIONAL NEED Build capability where conduct, ethics, auditability, risk and regulation are part of the operating environment.

RELEVANT EVIDENCE Chief Compliance Officer accountability; financial-services compliance, investigations, governance, audit readiness and workforce training.

How Ravinder Approaches Enterprise Mandates

Ravinder starts with the business outcome and the work required to achieve it — not with a course, platform or technology. The aim is to diagnose the real constraint, choose the least complex effective intervention, establish governance and measure whether performance changes.

1
BUSINESS OUTCOME
What result needs to change?

2
CONSTRAINT
What is preventing that result — capability, process, workflow, technology, information, management, incentives or governance?

3
WORK
What must people understand, decide, perform, verify or do differently?

4
INTERVENTION
What is the least complex response reasonably expected to improve performance?

5
GOVERNANCE
Who owns the decision, risk, standard, accountability and sustainment?

6
EVIDENCE
What evidence would tell us to scale, modify or stop?

SELECTED TRANSFORMATION EVIDENCE

- **Corporate University** — Expanded delivery capacity ~400% by redesigning the operating model, governance and alignment to enterprise priorities.
- **Learning Ecosystem** — Modernized a 60,000+ learner ecosystem, reducing recurring platform cost ~65% and generating ~$390K annual savings.
- **CareChannel** — Led a two-year Ontario Ministry-funded caregiver initiative end-to-end with ~$2M annual project funding; reached ~1.7M Ontarians within five months against a 1M target.
- **Workday Readiness** — Led workforce-readiness and adoption activities for PeopleSoft-to-Workday change; did not own technical Workday configuration.
- **Regulated Capability** — Held Chief Compliance Officer accountability spanning conduct, ethics, investigations, audit readiness, policy and workforce training.

OPERATING PRINCIPLE

A training request is not a diagnosis. Better training cannot compensate for the wrong intervention.

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Executive Experience, Perspective & Contact

CAREER CONTEXT

Principal | Interim Enterprise Capability & L&D Advisor | Catalyst Learning & Strategy | 2025–Present

Advises organizations on enterprise capability, workforce readiness, learning strategy, AI adoption, operating models, governance and measurable performance.

Director, Learning & Development | SE Health | 2017–2025

Enterprise learning, Corporate University, digital transformation, workforce capability, analytics, AI/VR learning, major program leadership and technology adoption in a national healthcare environment.

Head of People & Learning Strategy | Training EDGE | 2006–2016

External consulting across financial services, insurance, healthcare, education, government, technology and professional associations; delivery across Canada, India, China and the UAE.

Chief Compliance Officer | Keybase Financial Group / Argosy Securities | 2004–2006

Compliance, conduct, ethics, investigations, audit readiness, regulatory accountability and workforce training in Canadian financial services.

Quality Assurance Specialist / Trainer | E*TRADE Canada / Versus Technologies | 2000–2004

Quality assurance, systems and regulatory training in online brokerage and electronic trading.

Financial Advisor | CIBC | 1997–2000

Retail banking, investments, lending, financial planning and relationship management.

EXECUTIVE PERSPECTIVE

Ravinder treats enterprise capability as the system through which strategy becomes sustained performance. His work connects people, work design, technology, information, learning, management systems and governance. In AI-enabled environments, his focus is not tool adoption alone but the redesign of work, preservation of human judgment and accountability, and the capability required for responsible execution.

EDUCATION & CREDENTIALS

Doctor of Business Administration, Human Resource Management — Swiss School of Business and Management | Master Certificate in Adult Training & Development — Schulich School of Business, York University | CTDP | PMP | Six Sigma Black Belt | CIM | FCSI

EXECUTIVE CONVERSATIONS

Considering Ravinder for an executive mandate involving enterprise capability, workforce transformation, organizational effectiveness, enterprise learning, AI/workforce readiness or technology-enabled change?

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