

CAREER SUMMARY

Senior change manager with expertise in helping businesses improve management effectiveness and aligning people and business strategy. Drawing on 15+ years of experience in a diverse range of strategic consulting and management roles in Europe and Australia.

Proven ability in applying a systemic approach to business transition and driving high momentum execution.

Particularly successful at effectively engaging stakeholders in the design and implementation of sustainable solutions that are embedded in the organisation and its culture.

Currently, as Organisational Development Manager for the Environmental Protection Authority VIC drawing on SixSigma and 'Investor in People' frameworks to re-engineer EPA Management Systems, Corporate Risk and Performance Measurements.

KEY COMPETENCIES & ACHIEVEMENTS

- Post-Merger Integration manager with REA Group, ASX listed multinational online corporation with leading real-estate portals in many countries (e.g.: realestate.com.au) I designed and managed the integration process following the \$10mio acquisition of a European online portal group resulting in successful completion in record time across language, country and cultural barriers.
- Change manager for a major transformation of the research strategy and processes in the Monash Department of Pharmacology with 100+ top level multinational research and teaching staff
- Designed and executed strategies for a business turnaround of a distribution company in Scotland
- Designed and implemented electronic data interchange processes (EDI) in Europe's leading holiday airline group TUI (automatic invoice receipt and checking system with 30 major international suppliers)
- Customised and implemented ISO14000 environmental and ISO9000 quality management systems in a number of SME's
- Implemented strategies for a management and staff development system in a 100+ staff sales and distribution organisation; which achieved certification for the Investor In People UK standard.
- Co-founder and director of a successful internet start-up in Germany (www.Ticcon.de) which delivers web based technology solutions for clients such as Motorola (redesign structure of their European intranet)

TRAINING & EDUCATION

- Bachelor's Degree of Business Administration and Economics (Flensburg University, Germany)
- SixSigma Black Belt (Drake International)
- Investor in People Assessor (IIP NZ)
- ISO 9000 Quality System Auditor Qualification (GlobalCert)
- Foreign languages: German (native), French

PROFESSIONAL EXPERIENCE

ORGANISATIONAL DEVELOPMENT MANAGER

AUG 2008 – current**Environmental Protection Authority VIC**, Melbourne

The EPA has offices throughout Victoria (500 Staff) and conducts Environmental Scientific Studies and Investigations, and emissions auditing to identify key environmental issues. EPA translates strategic information into innovative environmental legislation and helps industry; land managers and agriculturists find sustainable solutions. EPA partners with other government bodies and community groups and provides assistance to other countries to achieve environment protection and improvement.

Major responsibilities:

- Managing the functions of organisational improvement (including policies and procedures), business reporting, Corporate Risk Management and Internal Audit (incl. launch of a new Business Continuity Plan)
- Leading, managing and developing the capability of the organisational development unit, with two direct reports
- Managing, monitoring and controlling expenditure and budgets of the OD unit
- Leading, facilitating and supporting organisational improvement
- Establishing and maintaining tools and systems for measuring and indicators of organisational performance.
- Evaluating and providing recommendations on current organisational impact and performance in key areas.
- Challenging existing practices, and identifying required shifts in culture and ethos, to ensure continuous improvement with a focus on driving business efficiency and performance.
- Providing advice or frameworks for leading management practice to Directors, Managers and Staff.
- As part of the Leadership Team, actively promoting the creative application of new approaches and ideas.
- Investigating and providing expert advice and reports to Directors & Managers on Organisational Improvement.

Key achievements (in one month):

- Developed an effective new format and framework for internal Policies and Procedures
- Streamlined 14 fragmented OHS procedures into one well structured document with 70% less pages
- Identified management system silos and successfully promoted integrated change initiatives

INTEGRATION MANAGER

Jan 2007 – Jan 2008**REA-Group**, Melbourne

Multi national ASX listed, online real estate advertising company with operations in 12 countries; 18 portal websites; eight print publications and real estate agent back office tools (500+ staff). Their websites attract more than 8.8 million unique visitors each month (incl. www.realestate.com.au).

Major responsibilities:

- Mapping and analysing integration relevant processes
- Leading an internal project team of 12 functional managers / stakeholders
- Analysing risks and developing mitigation strategies for integration
- Designing an integration roadmap for products, processes, people and technology
- Effective stakeholder management and establishing proactive cross company staff networks
- Project managing post merger integrations including resource planning
- Building a communications plan incl. creation and publishing group-wide integration newsletters
- Preparing an online survey for stakeholders and publishing a report of a Post Integration Review (PIR)
- Facilitation of workshops and trainings (kick-off, strategy meetings, milestone presentations and updates)

Key achievements:

- Successfully managed the integration of a \$10mio European business acquisition in record time across country, language and cultural barriers.
- Introduced accelerated 24h integration methodology by exploiting European and Australian time zones.
- Reduced estimated 12 month integration project time by >6 months (50% reduction!).
- Further reduced project costs by minimising travel through effective relationship management.
- Created comprehensive integration process framework linked in with due diligence for future acquisitions.
- Developed and improved analytical tools that significantly reduce time and resources for due diligence.

CHANGE MANAGEMENT CONSULTANT (contract)**Feb – Dec 2006****Dept of Pharmacology Monash University**, Melbourne

The Department of 100+ multi national research and teaching staff delivers cutting edge medical science in pharmacology, toxicology and neuroscience. Staff and students (Honours / PhD) are actively involved in Medicine, Science, Biomedical Science, Neuroscience and Radiography; in projects ranging from fundamental basic science; investigating drug targets and mechanism of drug action; disease-focussed clinical investigations; as well as the pharmacology and toxicology of venoms.

Major responsibilities:

- Creating a structured interview format for stakeholder focus group
- Diagnosis of staff engagement and strategic alignment (conducting interviews and facilitating workshops)
- Mapping and analysis of processes for shared laboratory space and equipment
- Developing a roadmap for process re-engineering and an effective departmental transition to “future state”
- Project management of implementation and strategic transition to an aligned Cardio Vascular Research Centre
- Stakeholder management with 8 key staff

Key achievements:

- Created new processes for effective sharing of facilities and grant allocation by strategic Key Performance indicators (KPI's).
- Successful formulation and implementation of a new departmental vision improving alignment of staff with the new research strategy.
- Successful coaching of the head of Department through critical staff and line management issues resulted in improved staff morale and improved communications during the transition.
- Prepared professional post transition newsletter promoting a progressive departmental image in the University.

MANAGEMENT CONSULTANT**Sept 2004 – Feb 2006****INPACS** Head office, Berlin, Germany

INPACS is an alliance of seven leading European wholesaler groups supplying a range of 12,000 cleaning and hygiene products. 5,755 employees service 470,000 customers with advice and solutions for more than 400 application fields such as medical, mechanical, hospitality, catering. They deliver Europe-wide from 172 Depots and generate a turnover of 1.2 bill. €. The head office in Berlin coordinates strategy, marketing and projects as well as multi-national negotiations with major customers and suppliers.

Major responsibilities:

- Strategic consulting for the implementation of a German ERP system in international markets
- Facilitation of successful relationships with overseas stakeholders
- Preparation of the system for application in an associated UK group
- Translation of General User Interface (GUI), Software Help functions and documentation (German>English)
- Project management of the IT development and implementation program

Key achievements:

- Created a successful project roadmap for the introduction of the system in the associated UK group.
- Defined effective translation maintenance procedures for 8 language versions.
- Identified a large number of hidden bugs in the system and helped design of improved admin functionality.

RENOVATION PROJECT MANAGER**Sept 2003 – Sept 2004****Sabbatical**, Pyrenees, France

- Assignment for gutting and renovation of a remote 13-century mansion with 8 bedrooms and over 500m².
- Project management of German, French and Spanish subcontractors.
- Decision-making regarding local styles and cost effective solutions to fit owners brief.
- 14 months project resulted in on-time and on-budget execution of all project milestones.

MANAGEMENT CONSULTANT**Apr 2001 – May 2003****Prologis AG**, Hamburg, Germany

Prologis is a group of expert management consultants operating worldwide with expertise in the airline industry. In the last 15 years they have conducted projects with more than 20 regional and international airlines in key areas such as revenue management, business optimisation, financial control and data warehousing.

Major responsibilities:

- Contracted mainly to TUI (the worlds leading commercial holiday airline group including brands Hapag Lloyd, Britannia).
- Introduction of Electronic Data Interchange (EDI) with international suppliers.
- Mapping and analysis of invoice checking processes.
- Developing a project roadmap and checklists for structured approach with suppliers.
- Negotiation of EDI terms with international suppliers.
- Facilitation and project managing EDI application sub-contractors and testing of software releases.
- Stakeholder management and project management with team of 8 key contributors internationally

Key achievements:

- Implemented automated supplier invoice processing with 30 international suppliers in record time.
- Successful implementation resulted in significant productivity gains and reduction of errors.
- New solution completely replaced arduous paper-based invoice checking processes.

FOUNDING MEMBER, DIRECTOR OF THE BOARD**Sept 1999 – Feb 2001****Ticcon AG**, Flensburg, Germany

Internet start-up delivering consulting services and web based marketing and sales solutions. With 20 staff Ticcon has a track record of helping businesses and institutions using Internet technology for marketing, communication and business processes.

Major responsibilities:

- Defining business strategy and company vision as a Director of the Board.
- Definition and management of staff and quality processes in the fast growing start-up business.
- Designing and executing a strategic marketing plan and management of associated campaigns.
- Supporting strategic business development through networking and sales lead generation.
- Converting leads to successful quotations and sales contracts.
- Managing client projects building online shop applications and marketing portals.

Key achievements:

- Managed growth period with staff increase of 400%+ in less than 2 years and provided business guidance.
- Managed a successful project with Motorola building a unified European intranet solution resulting in reduced maintenance costs and increased usability of their international knowledge repository.
- Succeeded to attract and recruit key staff who promoted the image and growth of the business.

QUALITY MANAGER (contract)**Jan – Dec 1998****Hildebrandt&Bartsch GmbH**, Berlin, Germany

H&B is the head office branch of Germany's largest independent hygiene and chemical products distribution group (Kruse-Group) with 10 depots and 600+ staff. It combines strategy and some central business functions for the group as well as the national association with other distributors (igefa).

Major responsibilities:

- Analysis of existing processes and documentation against customer requirements and ISO9001.
- Diagnosis and mapping of incoherent service levels in the group and defining an action plan.
- Consolidation of legacy process documentation into one uniform quality management syst. across all divisions.
- Project management of the transition program and facilitation of group wide quality teams.
- Implementation of an environmental management system covering all chemicals warehousing and delivery processes in the largest warehouse.
- Facilitation of field reorganisation with 30 sales reps in greater Berlin area.

Key achievements:

- Facilitated standardisation of service processes within the group resulting in significant timesavings for Quality Management System maintenance.
- Rationalisation and improvement of process documents resulted in 65% reduction of overall QM documentation.
- Negotiated with a sample audit approach with certifying body resulting in 50% reduction of ISO9001 auditing costs.
- Mentoring of head office QM systems manager resulted in better liaison with branch process team leaders and dynamic best practice documentation process.
- Successful ISO14000 certification of environmental management system resulted in significant reduction of insurance premiums.
- Developed a database driven (MS Access) fault correction & prevention procedure for the complete value chain resulting in better processes, reduced errors (<2%) and higher customer satisfaction.

TURNAROUND MANAGER**Feb 1996 – Dec 1997****A&J Beveridge Ltd.**, Edinburgh, Scotland

Janitorial chemicals and wholesale consumables distributor with branches in Edinburgh, Glasgow and Newcastle (100 staff).

Major responsibilities:

- Mapping key business processes and diagnosis of issues and improvement opportunities.
- Scoping and execution of a high momentum turnaround project.
- Developing strategies and processes for a transition of the underperforming business.
- Leading and managing 12 direct reports (Sales Mgr, Purchasing Mgr, Customer Service, Warehouse, Distribution, Marketing, Credit Control, Accounts).
- Implementing a leadership and development framework based on 'Investor in People'.
- Coaching and mentoring of managers and team leaders in a period of high change and structural ambiguity.
- Reengineering and documentation of all value chain processes according to ISO 9002.
- Developing and implementing a strategic marketing plan and setting new company goals.

Key achievements:

- Comprehensive turnaround of the business resulted in 50%+ increase in profits.
- Developed new business goals and KPI's for all departments incl. performance appraisal system for all staff.
- Optimised the product range resulting in 20% less suppliers while maintaining the range.
- Significantly improved cash flow by lifting stock turns from 10 to 25 per annum.
- Developed new credit control methods & incentives resulting in reduction of av. debtor age from 60 to 45 days.
- New marketing strategy resulted in increased market share through co-operation with key manufacturers.
- Introduced active telesales with the customer service team allowing sales reps to do 25% more new business calls and increased cross range sales.
- Successful certifications with 'Investor in people' standard and ISO 9002 (best example of 'living' QM System).

QUALITY MANAGEMENT CONSULTANT**May 1994 – Feb 1996****Glücksburger Konzepte GmbH**, Flensburg, Germany*Innovative provider of business and marketing consulting services for regional clients and entrepreneurs (10 staff).*Major responsibilities:

- Researching requirements for ISO 9000 quality management.
- Defining delivery processes and setting up new consulting services.
- Business development for new service offerings through networking.
- Facilitation of productive relationship network with major ISO9000 certifying bodies.
- Developing a strategic marketing plan and execution of sales lead generating initiatives.
- Project management and provision of ISO 9000 consulting service to clients.

Key achievements:

- Established and launched new and profitable ISO 9000 based consulting service offerings for the agency.
- First client and successful implementation was with a 3500+ staff security provider.
- Created a high security consulting process for iso9000 documentation of confidential armoured cash transport.
- Customised and implemented iso9000 quality frameworks and documentation in 10 different SMEs incl. certification by accredited body (covering: manufacturing, distribution, services, food manufacturing).

MANAGEMENT TRAINEE**Feb 1993 – Apr 1994****Kruse Group**, Berlin, Germany*Family business and Germany's largest independent janitorial distribution group with 10 depots and 600+ staff.***EDUCATION & TRAINING**

- Bachelor's degree of Business Administration and Economics (1993) - University Flensburg, Germany
- Investor in People Assessor (2008) - IIP New Zealand
- SixSigma Black Belt (2008) - Drake International
- ISO 9000 Quality System Auditor Qualification (1996) - GlobalCert Academy, Gosheim, Germany
- Industrial Trainer Qualification (1993) - Chamber of Commerce and Industry, Flensburg

FURTHER TRAINING AND DEVELOPMENT

- Change Management (Tom Peters)
- Quality Management in times of change (ISO 9000) - GlobalCERT
- Neuro Linguistic Programming (NLP)
- NLP Conflict Management (Advanced)
- Controlling for Sales and Marketing
- Reporting with Management Information Systems (MIS)
- Teambuilding and Appraisals – Kimberly Clark
- Advanced Health&Safety at Work and HAZCHEM

LANGUAGES

- German native speaker
- English excellent vocational and written
- French proficient

Nationality: German (Permanent Resident, Work Visa sub class 100)