

Bob Cavanagh

CV

For business-related experience only

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See also website: www.bobcavanagh.co.nz

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Career summary

Nov 2000 – present	Consultant, coach, trainer, facilitator and counsellor	Self-employed
Sep 1995-2000	Principal consultant (first 9 mths 60% part time)	KPMG Consulting
Jul 1995 - Jun 1996	Contracted trainer (part-time) - workshops on stress, coping with change, and job loss	Self-employed
Nov 1993 - Jun 1995	Information Systems and Technology Manager	Internal Affairs
Nov 1990 - Nov 1993	Computer Services Manager	Reserve Bank
Oct 1988 - Oct 1990	Information Systems and Technology Manager	ICI New Zealand
Dec 1987 - Sep 1988	Recruitment consultant	Opal Consulting Group
Jun 1985 - Nov 1987	Systems manager (Chemicals Group)	ICI New Zealand
Sep 1986 - Nov 1987	Quality improvement coordinator, Deming methods, companywide (part-time role)	ICI
Feb 1984 – Jun 1985	Training and consulting group leader - (Management Services)	ICI
Nov 1982 - Feb 1984	Training and communications officer (Management Services)	ICI
<p>1967-82</p> <ul style="list-style-type: none"> ▫ 7 years full-time training for the Catholic priesthood (philosophy, theology, sociology, psychology etc) ▫ 8 more years in the Church: 3 years secondary school teaching, 2 years post-graduate study in Rome (LTh), and 2 years in Paris (Masters in Theology). ▫ During these years maintained involvement in church-related pastoral and counselling work. ▫ On return to New Zealand lectured in theology and did parish work, before leaving the church and joining ICI. 		

Facilitation – strategic focus

- Work and Income (MSD)
 - strategic planning with executive team – 1 day
- Vcomms
 - strategic planning with directors and management team – 2 days
- Electra
 - strategic planning with Board and senior managers – 1 day
- Parliamentary Service
 - leadership and strategic direction with senior management team – 1 day
- Gemtech
 - strategic planning with directors and management team - 1.5 days
- Leadership Development Centre
 - facilitator of executive action learning group (from April 07)
- ACC - Consumer Outlook Group
 - 1 day every two months – strategic focus (2004-07)
- Commerce Commission
 - senior management team workshop on leadership competencies – 2 x ½ days
- Identity Services (Department of Internal Affairs)
 - senior management team strategic and business planning (2007) - 2 days
- Headway Systems (property information company)
 - strategic planning with Board - 1 day
- Seed (formerly Workplace Support)
 - strategic planning with CEO and Board (2007) - 1 day
- Identity Services (Department of Internal Affairs)
 - senior management review of strategic issues - 1 day
- Open Polytechnic –
 - workshop for 50+ managers and team leaders on strategic issues - 1 day
- Basketball New Zealand
 - senior management retreat - 2 days
- Intent Consulting
 - development of strategic sales strategy - 1 day
- NZ Health IT
 - strategy for joint initiative with Microsoft - 1 day
- Open Polytechnic
 - extended management and strategic direction conference, 35 managers - 2 days
- Seed
 - strategic planning with CEO and Board (2006) - 1 day

- the Sysdoc Group
 - senior manager exploration of strategic issues
- Identity Services
 - senior management team strategic planning (2006) - 2 days
- NZ Trade and Enterprise, IT Sector staff from NZ and overseas
 - business planning 14 participants - 2 days
- NZ Trade and Enterprise, with representatives of 7 IT industry associations
 - meeting to set up an umbrella body for the NZ IT industry - ½ day
- Office of Ethnic Affairs
 - strategic planning with all 12 staff - 2 days
- Department of Internal Affairs
 - senior management team strategic planning (2005) - 1 day
- Identity Services
 - senior management team strategic and business planning (2005) - 2 days
- Ministry of Justice – Youth Justice
 - cross-government agency review of strategy implementation, 10 participants - 1 day
- Education New Zealand with representatives from across the NZ education sector
 - development of an industry-wide strategic plan for international education, more than 20 participants - 3 days
- NZ Trade and Enterprise
 - with combined team of 8 senior people from Industry NZ and Trade New Zealand to develop future business model, high-level process and organisation structure for the new merged entity – 11 days
- Industry New Zealand
 - sessions with the three regional managers and their teams to align their business plans to strategic objectives – 2 days
- Investment New Zealand
 - strategic discussion with a small group exploring issues of merging the investments arms of Trade New Zealand and Industry New Zealand – 2 days
- Ministry of Justice, Policy unit
 - team and strategic planning - 1 day
- Industry New Zealand
 - strategic planning and team-building sessions with the executive management team - 3 days, then 2 days and 1 day
- Ministry of Justice - Crime Prevention Unit
 - strategic and business planning - 2 days

Facilitation – other

The following is a list of ‘other’ facilitation work including hui, conferences and meetings with a tactical planning and team-building focus, team- building, and workshops dealing with general or specific operational issues.

- Leadership Development Centre
 - co-design and co-facilitation of 5-day residential workshop for Advanced Leadership Programme – 5 days
- Commerce Commission
 - meeting with teleco providers to discuss broadband measurement – ½ day
- Land Transport NZ
 - change management planning with Regulatory Services – 1 day
- Work and Income MSD (Youth Transition Service)
 - national hui for providers - 1 day
- Work and Income
 - planning workshop with executive and MSD regional commissioners - 1 day
- Pharmac - Schedule and Contracts Management team
 - off-site strategic and tactical planning - 2 days.
- Refugee and Migrant Service
 - Board and management review of current issues - 1/2 day
- Open Polytechnic
 - wider management team, tactical planning - 2 days
- Commerce Commission
 - review of internal processes and project management supporting the development of ‘Standard Term Determinations’ for the telecommunications industry – ½ day
- Te Puni Kokiri
 - annual hui for 35 support staff – 2 days
- Pharmac – Maori and Demand side teams
 - team building and planning, 12 members – 2 days
- Parliamentary Service
 - national network convenors' meeting, 20 participants - 1 day
- Dept of Labour, ICT Services
 - process improvement and key provider relationship meetings - ½ days
- Dept of Labour, ICT Services
 - team building and planning - 1 day
- Dept of Labour, Information Services
 - team building and relationship management - 1 day
- Ministry of Education, National Operations, Schools’ Performance team
 - review and planning, follow-up - ½ day
- Ministry of Justice – Evidence Recording Technology (ERT) project
 - project review - 1 day
- Ministry of Education, National Operations, Schools’ Performance team
 - review and planning - 1 day
- Ministry of Justice – ERT project,
 - partnership development with external solution provider - 1 day

- Placemakers Frame and Truss
- 3 workshops covering 50 staff developing options for new remuneration scheme - 2 days
- Open Polytechnic – Design and Delivery team
- planning and team building workshop for 40 people - 1 day
- Ministry of Education – National Operations
- team leaders’ forum on leadership - 1 day
- Ministry of Economic Development – Digital Strategy
- first meeting of the Advisory Group - 1 day
- Land Transport New Zealand –
- facilitating change management meeting for new regional office managers - 1 day
- Ministry of Education, National Operations
- conflict resolution meetings with two education stakeholders
- Greenchip
- two customer focus groups for a start-up property venture - 1 day
- Ministry of Education – National Operations Student Support
- national hui, 30+ attendees - 2 days
- Victoria University
- re-organising the administrative functions across multiple campuses - 2 days
- Massey University English Language Centre
- team building, co-facilitated, 20 staff - ½ day
- Volunteering NZ
- planning workshop for NZ wide representatives, 30+ participants - ½ day
- Wairarapa District Health Board
- nine health consumer focus groups for community feedback on local needs and perception of service delivery - 3 days
- Quotable Value
- identification of new product opportunities with group of eight staff - 1 day
- Ministry of Justice, Crime Prevention Unit
- business planning - 1 day
- Industry New Zealand/Trade New Zealand
- business model for the new merged entity (Trade and Enterprise NZ), with structure, process and people impacts - 10 days
- Kapiti English English Language Academy
- team building, joint workshop with another facilitator - 2 days
- State Services Commission, E-government unit
- facilitation of 10 representatives from different agencies on e-government Authentication processes - 2 days
- Industry New Zealand
- team building with three new regional managers - 1 day

- Rockgas
 - annual sales and management conference for 28 managers and sale staff - 3 days
- KPMG – major project
 - team building day for a IT project team of 30 people, mixed KPMG and client staff - 1 day

Customer service and support

- Far North District Council
 - joint project with another consultant, customer service and call centre review - 20 days.
- Parliamentary Counsel Office
 - reviewed requirements for IT support during and after implementation of a new on-line system - 15 days.
- Land Information New Zealand (LINZ)
 - reviewed the First-Point-of-Contact centre structure and operation - 20 days.
- Christchurch City Council
 - interviews with 12 organisations to establish conclusions about some NZ approaches to IT outsourcing - 6 days.
- TelstraSaturn
 - review of options for providing SAP system support in-house or outsourced - 5 days.
- Land Information New Zealand
 - project managed review of end-to-end support for LINZ Land-on-line system, including 40 interviews with stakeholders and service providers - 20 days.
- Eftpos New Zealand
 - assisted management team to focus on and successfully resolve issues affecting fundamental call centre performance - 20 days.
- Christchurch City Council
 - six internal customer workshops with a local KPMG director and CCC IT management to identify key customer service issues.
- NZ Defence Force
 - assisted consultant on an SAP outsourcing project with workshop facilitation, interviews and analysis of existing arrangements.
- Budget Rent-a-Car
 - reviewed resources against the programme of future projects and existing sourcing contracts.
- Land Information New Zealand
 - worked alongside members of the Geodetic Survey unit to design a robust outsourcing process, and developed the RFP document.
- KPMG Asia Pacific
 - coordinated a project aimed at establishing a consistent professional services image for KPMG in the Asia Pacific Region - included an office image survey, using the services of an

external image consultant, a telephone service survey covering eight countries, and the development of region-wide frontline service standards.

- Inland Revenue
 - team member in large IT service delivery project.
 - worked on a second phase project for the outsourcing of IT support services, including RFI and RFP.
 - involved in liaison with employee representatives and contributed to the development of an appropriate HR strategy for affected staff. (This project was about 75% of my time for 17 months).

Organisational change

- Australian Graduate School of Management
 - from 1999-2001 completed three of four papers towards a Graduate Certificate in Change Management from the Australian Graduate School of Management (University of NSW and Sydney).
 - papers were Approaches to Change, Redesigning the Organisation, and Change Skills.
- Crown Health Funding Authority
 - advising on change management issues - 2 days.
- Statistics New Zealand
 - assessed change support and development needs of senior Census staff affected by restructuring - 2 days.
- Ministry of Education
 - reviewed job design, effectiveness and efficiency of support staff in National Operations section - 6 days.
- Industry New Zealand
 - interview panel member for selection of new GM Marketing
- Department of Internal Affairs - Births Deaths and Marriages
 - interview panel member for selection of a number of senior managers over several years.
- Housing New Zealand
 - assisted with development of User Guide and Training Workbook to support the training and change management rollout of new processes and systems for housing allocation.
- NZ Police
 - played a leading role in developing change workshops to support organisational change and ran two change workshops in provincial centres.
- Department of Corrections
 - worked individually with twelve middle and senior managers affected by major organisational change. Assisted them explore personal and career options.
- ANZ
 - provided change management support for three provincial centres for major ANZ restructuring projects, including branch visits and one-one support counselling and career guidance to managers, team leaders and staff over a period of several months.

- Other organisations (public and private sectors) - during time at KPMG
 - one-one support counselling and career guidance to both management level and for other staff at a range of organisations over several years.
- KPMG New Zealand (internal project)
 - team member on a project to develop a comprehensive HR strategy for KPMG New Zealand, including assessment of current situation against best international practice.
- Reserve Bank
 - as KPMG consultant, advised and assisted in a programme to support organisation change and team development in Reserve Bank Registry.
- Unisys New Zealand Limited
 - with another consultant carried out a Leadership Capability Study to support practical HR strategies to develop potential leaders and to manage those in management positions who were not capable of leading change.
- Workplace Support (now Seed)
 - developed and ran workshops particularly for those affected by redundancy and organisation change. Consulting with management on managing change issues. (part-time 40% for one year).

Strategic projects and planning

(See also Facilitation – strategic focus)

- SPARC
 - developed core material for a strategic and business planning guideline manual for NZ sports organisations - 5 days
- SPARC
 - in a team of two researched and reported on events, products and sponsorship commercialisation opportunities for Gymnastics NZ - 18 days.
- Identity Services
 - developed the core of the business case for fees review for national identity documents - 15 days.
- Historic Places Trust
 - advice on designing of an effectiveness and efficiency review - 2 days.
- State Services Commission
 - designed the crown entity monitoring process for SSC in regard to the Leadership Development Centre (formerly MDC) - 2 days.
- Inland Revenue
 - assisting the IR enterprise technical architecture project team prepare their final report - 10 days.
- Management Development Centre
 - developed scenarios and rationale for allocation of levies and user pays services across government departments for new Leadership Development Centre - 2 days.
- Ministry of Education
 - review of how multiple government agencies worked together to resolve a high-profile critical incident, and develop a draft framework for future cooperation - 5 days.

- ACC
 - high-level feasibility study into development of a new service based on direct employer subsidy - 3 days.
- Quotable Value New Zealand
 - data integrity review including high-level process maps, key requirements of different divisions of QV and root cause analysis of problems - 10 days.
- Quotable Value New Zealand
 - project management of the QV end of bringing ANZ from a terminal to web-based access to QV systems - 5 days.
- Management Development Centre
 - wrote draft business plan for a revamped MDC as part of new government senior leadership and management development strategies - 8 days.
- Phae Group (on behalf of a university and a major polytechnic)
 - assisted with interviews and analysis in a feasibility study into collaborative e-learning initiatives among NZ tertiary institutions - 2 days.
- Quotable Value New Zealand
 - developed high-level process maps, identified key requirements of different divisions of QV and identified main causes of data integrity problems together with their impact - 10 days.
- Woodnet Works Ltd
 - two months with the directors of a new internet-based venture including the development of a business plan and the selection of joint venture partners.
- AXA New Zealand
 - worked closely with the new GM Sales to design and implement a reporting framework for a weekly and monthly performance management balanced scorecard.
- Tranz Rail Limited
 - strategic purchasing project - worked for six months in team of two to rationalise supplier agreements across a range of service areas particularly those that are purchased by multiple business groups and locations.
 - contracts were agreed and processes reviewed to support their implementation, providing on-going savings of many millions of dollars.
- AMP
 - co-developed and ran a quality improvement training programme to support a new initiative involving a new team of 30 staff.
- ICI
 - Worked across all divisions of ICI as the part-time role Quality Improvement Coordinator, trained in approaches of W. Edwards Deming.

Client relationship management

- Beca
 - facilitation of strategic workshop on Beca's relationship with Transit – ½ day
- Crown Health Funding Authority
 - investigating options for simple client relationship management solution - 5 days.
- AJ Park
 - research into practices around direct filing of trademark applications - 2 days.
- Computerland
 - one-day training workshop on relationship management for 14 service delivery managers.
- University of Auckland - Executive Programmes
 - workshop on strategic client management, for a university law firm client - 1/2 day.
- MSI (IT solutions company)
 - developing strategies to successfully sell major customer relationship management consulting services to Telecom - 3 days.
- The Correspondence School
 - applications of corporate relationship management frameworks to particular stakeholder relationship issues - 2 days.
- d-cypha (Electricity sector)
 - developed a framework and high level content for a set of marketing collateral - 4 days.
- KPMG Singapore and Malaysia
 - co-delivered workshops for KPMG partners and directors focusing on strategic clients.
- Various KPMG associate offices (NZ)
 - four one-day workshops on professional services marketing and selling.
- AVS Services (Media services)
 - opportunity management and strategies for a major business opportunity.
- KPMG Wellington (internal project)
 - project managed the KPMG Wellington client management programme, including strategic client interview projects, and rolling out methodologies for opportunity planning and client relationship planning.

Strategic client research experience

Clients for whom Bob has carried out relationship and partnership reviews include:

- HP (Hewlett Packard)
- Beca
- KPMG in New Zealand, Asia Pacific, Africa and Brisbane
- Auckland City Council

- Crown Health Financing Agency
- Infinity Solutions
- Park Road Post
- Techtonics Group
- Information Power
- Public Trust Corporate
- **Their** strategic clients interviewed have included (NZ only):
 - Fonterra
 - Telecom, Telstra Clear and Vodafone
 - Fletcher Building
 - NZ Post
 - Vector and Trust Power
 - Sky City
 - TVNZ
 - Auckland, Wellington and Christchurch City Councils
 - Six District Health Boards
 - ING
 - National Bank, ASB and BNZ
 - Tower and Vero
 - EDS
 - Ministry of Social Development

Information technology and systems management

- Department of Internal Affairs - IT Manager (1993-95)
 - senior IT role in DIA.
 - in ten months built an almost totally new IT services team with 26 new staff out of a full complement of 36
 - ensured cohesion and best use of resources between two sites, previously characterised by mutual suspicion, mistrust and duplication of effort.
 - significantly improved business processes and overall effectiveness.

- achieved a major turn-around in the customer satisfaction of five Parliamentary agency clients (600 users), and established a base for on-going business arrangements and more rigorous performance management systems.
- Reserve Bank of New Zealand - Computer Services Manager (1990-1993)
 - the senior IT role in the Bank and involved on steering committee of main business projects.
 - combined into one section the staff from two previous teams, with strong perception of technical skill difference, into a single, cohesive unit at the Reserve Bank.
 - applied a more frequent review process and peer appraisal to improve individual and team performance and significantly improved the customer orientation of the group.
 - coordinated a programme for customer service development in other corporate services units and was part of the management team responsible for introducing a quality programme to Corporate Services.
 - negotiated individual employment contracts in a climate strongly resistant to the Bank's policies.
 - comment in performance appraisal by the deputy governor: 'From being a section about which I received much negative feedback, over the last year I have heard nothing but praise for Computer Services.' (April 93)
- ICI New Zealand Limited (now Orica) - Information Systems Manager (1987-90)
 - senior IT and systems role in ICI.
 - refocused a department of computer specialists on business goals and subsequently maintained morale through major organisational change and downsizing.
 - steering committee member for major restructure of ICI NZ and alignment of systems and business processes of various ICI NZ businesses with Australian counterparts, including the relocation of all NZ businesses from a corporate HO.
 - managed a complete computing environment change (Wang to IBM) and was co-designer and project director from the NZ-end of a trans-Tasman project, phasing out all 30 IT staff over a period of 15 months.
 - Managed sale of some major assets and equipment, and involved in negotiations for termination of major contracts.