

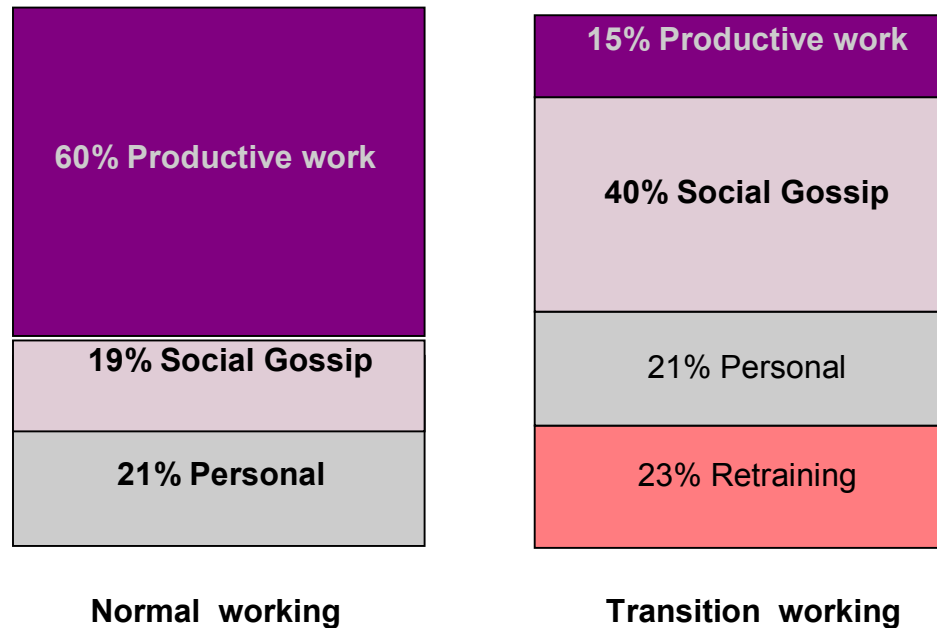


Nextera

**Managing change in
complex
environments**



Managing change well brings benefits



Source: Bureau of Labour Statistics Study, 1990

There are significant benefits of managing the change process efficiently and effectively. During periods of high change, if not managed successfully, productive work can decline significantly. Managing the change process properly generates benefits.

At Nextera we have established processes, tools and techniques to support successful change.

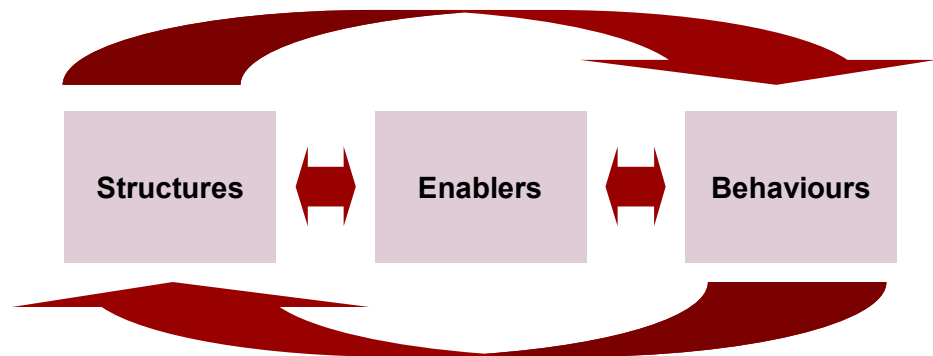
More importantly we have a team of experienced managers, from Government and private sectors who have successfully led change.

For more information contact either Gerry Cryer or Graham Vaughan-Jones at Nextera to see how Change Works for you.



ChangeWorks@nextera-global.com
Graham Vaughan-Jones 050 823 9283
Gerry Cryer 050 661 4045

Aligning structure and behaviours

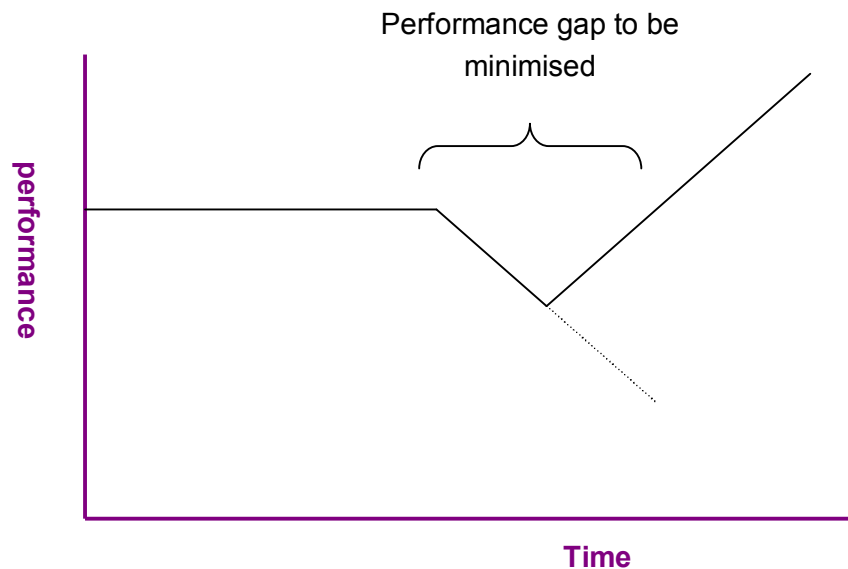


Change is not just about structures and organisation but also about people and their behaviours. The key to the alignment of people and their organisation is that there are enablers which support desired structures and behaviours...

The following is an extract from a real case study

Structures	Enablers	Behaviours
Service focus	Balanced performance management goals	Sell bigger deals
New engagement model	Team vs. individual emphasis (Team Organisation)	Passion and evangelism about services (the value of Services)
On strategy Customer focus	Employee value proposition understood	Discipline in managing projects
Shared services to support delivery	Opportunity qualification and management process followed	Craft and sell repeatable solutions
	Leadership development program	Skills/ market demand alignment
	Partnerships	Walk the talk, lead change positively
	Competency model and career path	





By evaluating the organisation's readiness to change and using a comprehensive transition management method, a change management work-stream will surface barriers to change and plan remedial actions

Benefits of change management method and planning include:

- an increase in the speed of change
- changes are implemented in the way in which they have been planned
- the disruptive nature of changes to the organisation are minimized
- the financial and people cost of the changes are reduced

In all cases the driver for change management should be:

- Make the change last—it is no use if it reverts back after leaving
- Drive sustainability of the change by getting involvement
- Ensure there are real and lasting benefits

All of this requires a structured approach to change



The success factors for change

Within the change work stream there are a number of areas of focus

Research has show that these critical success factors for transforming an organisation.

The plan must address all these issues



Change in an organisation is complex and requires a structured change management to support transition:

- Change History – identify potential areas of resistance and plan to address
- Change Readiness – prepare the organisation for the change
- Stakeholder assessment and management plan – get the right buy in from the right people
- Communications including:
 - Vision – what is the end point?
 - Case for Change – why do we need to do this now and in this way?
 - Event driven communications to support programme activities – primarily to inform and listen to stakeholders
 - Specific activities to drive and establish buy in eg focus groups, executive Q&A sessions etc
 - Reporting programme progress against objectives
- Quick Win Programme – if timeframe requires – to maintain momentum and support
- Sponsor effectiveness assessment and plan – ensure executive support maintained
- Programme targets/measures – long term/short term – ensure they are set and communicated
- Change Leadership evaluation and support – ensure executive have ability to lead change in consistent manner
- Change Capacity assessment and plan -including resource levels, reality of time-frames, organisation and key stakeholder 'attention spans'
- Establishing chain of Champions to cascade and embed changes to 'grass-roots' level



Core skills

Business Transformation, Change Management, Business Intelligence, Organisational Design, Strategy & Implementation, Talent Development, Financial, IT/IS Infrastructure, Market Strategies

Expertise

Gerry's core capability is identifying, architecting, developing and harnessing organisational and individual strengths to deliver a business and operational strategy efficiently and effectively.

He has over 30 years of organisation effectiveness, business performance innovation, talent development, policy and process definition, strategy and implementation, change management, governance, financial, and consultancy experience.

He has worked with both Governments and private sector international companies in the United Kingdom, Europe, USA, Middle East and Africa. He is an expert in the development and effective implementation of focused performance management systems built around accountabilities to deliver agreed outputs.

Sectors

Gerry has a strong background in the Government (both national and municipal) Financial Services, IS Services, Telecommunications, Professional Services and Manufacturing sectors.

Key

Experiences

Gerry has been: the senior Performance Improvement advisor to the Board within the Middle East firm of PricewaterhouseCoopers; Director Finance & Infrastructure and a Director Corporate Advisory and Consulting Services, in a major professional service firm, based in Dubai; Director of a niche strategy implementation consultancy with 10 years as an independent advisor to Boards of Directors and senior management teams; Director at Compaq Global Services (40,000 people) responsible for a Global change programme and previously Director at Coopers Lybrand Management Consultants.

He was also Visiting Research Fellow, Cranfield University School of Management, Centre for Business Performance and Visiting Lecturer at Southampton and Bradford Universities on Investment Appraisal



Executive Director, Nextera-Global, a new generation consulting firm delivering strategy, governance and performance innovation advice for governments and private sector businesses

Bachelor of Commerce, Master of Public Policy, Fellow of the NZ Institute of Chartered Accountants, Member of the NZ Institute of Chartered Secretaries, Member of the NZ Computer Society, Foundation Life Member of the Association for Local Government Information Management.

A very skilled and experienced public sector modernisation and management specialist, Graham has led many successful reform programmes worldwide and is considered to be an authority on the design and application of modern public management concepts and associated public finance approaches. He works alongside clients at senior levels to design and coordinate major modernisation initiatives. He has supported many public sector policy support agencies and associated reform initiatives.

Graham is an expert facilitator who has prepared and presented numerous development seminars and workshops. A distinguished government career preceded over 15 years in senior consulting roles, during which time he influenced a number of leading innovations in public sector management. Recent work includes:

- 2007-2008 Emirate of Abu Dhabi Executive Council, design and publication of Whole of Government Strategic Plan, encompassing 26 entities

- 2007-2008 Abu Dhabi Ministry of Justice transformation

- 2008 Advised Abu Dhabi Executive Council Members' Protocol design

- 2007-2008 Advising various Abu Dhabi agencies

- 2004-2007 Overseeing completion of the Qatar Government Public Service Development programme design

- 2007 Advised and managed strategic planning, human resources development for Qatar Public Works Authority and other clients

- 2008 Advised on proposed projects for government of Libya.

Other International Assignments 1993-2003

- Government reform projects in the former Soviet Republic of Tajikistan and the Kyrgyz Republic

- Advisory projects for the governments of Malawi and Ghana

- Assisted Applied Fiscal Research Centre, Graduate School, University of Cape Town, South Africa

- Advisory project for the government of Sri Lanka

- DFID-funded project for the government of Bangladesh

- Advisory project for the government of Hong Kong

- Designed and directed reform projects in Federated States of Micronesia

- Advisory assignments in Australia.



In addition, Graham has assisted the additional Pacific Island nations of Samoa, Tonga, Cook Islands, Tuvalu, Solomon Islands, Fiji, Kiribati and Marshall Islands to plan and implement government reform, including the design and implementation of inaugural regional seminars for the Pacific Financial Technical Assistance Centre, based in Fiji.

Designed, directed and assisted with presentation of seminars for international agencies such as the Commonwealth Secretariat, plus assisted Asian Development Bank, World Bank etc

Positions held:

Middle East Regional Public Sector Advisor, PricewaterhouseCoopers

Senior Partner, Change Consulting

Head of Financial Management Assurance Division, New Zealand Treasury

Senior Assistant Auditor-General, NZ Office of the Auditor-General

Over the last 5 years has been servicing clients mainly in the Arabian Gulf area.

Professional Bodies:

Chairperson and Keynote Speaker at various Public Sector Reform Conventions in New Zealand and internationally

Chair Wellington Branch NZ Institute of Chartered Accountants

Chair NZ Institute of Chartered Accountants National Public Sector Committee

Member NZ Institute of Chartered Accountants Public Sector Accounting Committee

Presenter for NZ Institute of Chartered Accountants Final Qualifying Examinations

Presenter for Massey University Graduate Diploma in Accountancy programme

Numerous university invitation lectures



Nextera is a new generation consulting firm which delivers performance innovation for both governments and private sector businesses



Sharing wisdom, building relationships, delivering value

We value innovation and wisdom

Committed to providing internationally renowned experts

People who have the deep experience

Bring wisdom to our solutions

We develop strong professional relationships

The most important drivers of the way we want to conduct business

Understand what is important to you

Take care to remember those important things

Build trust in the relationship

We deliver value

Results that are clear and easy to understand

Effective and practical solutions

The Nextera team that works for you will be

An experienced partner

Share your journey to excellence

Provide sound and informed advice along the way

But more important is the attitude Nextera brings. We expect to:

Innovate and challenge

Cause a fundamental shift in perceptions, attitudes, methods of work and performance

Bring you 'head and shoulders' out of the pack

Turn you in to a performance leader and not just above average



ChangeWorks@nextera-global.com
Graham Vaughan-Jones 050 823 9283
Gerry Cryer 050 661 4045