

STEPHEN BILLING

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Skills

Organisation design and operating models	Restructuring - bullet-proof consultation for change
Leading and managing change in complex multi-disciplinary change projects, including technology	Innovative organisation development and troubleshooting / audit of change implementations
Development of business cases, Ministerial briefing	Design and facilitation of management development
TMI Team Management Profile Accredited	Internal communication strategy and execution
Assessment of business impacts and people implications of change	Development of implementation and project plans for complex change

Recent Projects

- Organisation design, consultation, change, programme management, Wellink Trust (current).
- Organisation design, operating model, change management, Executive Team and Ministerial briefing, internal communications for restructure of Māori Land Court, (2007 – current).
- Organisation design, workload analysis for Tribunals Reform Project, Ministry of Justice (2008).
- Organisation design, Ministerial briefings, internal communications for establishment of Lawyers and Conveyancers Disciplinary Tribunal, Ministry of Justice (2007 – 2008).
- Programme management - Leadership Development, Inland Revenue (2007 – 2008).
- Organisation design, operating model, change implementation for integration of Chief Judge's Chambers for Waitangi Tribunal and Māori Land Court (2008)
- Design, facilitation of advanced communication skills training for case managers, ACC (2008).
- Organisation design, consultation, change, for foreshore and seabed, Maori Land Court (2007).
- Organisation design for establishment of Coronial Support Unit, Ministry of Justice (2006).
- Organisation design, operating model, change management, service standards, communications, training strategy for new National Transcription Service (Ministry of Justice) (2005-2006).
- Organisation design, change management, advising General Manager and Board on all matters related to structural change, facilitating group and individual consultation (Forest & Bird) (2006).

Qualifications and Recent Papers

- **Doctor of Management**, Organisational Change - Hertfordshire University, UK, 2007.
- BBS Bachelor of Business Studies, Human Resources Management, Massey University, 2003.
- “The role of propaganda in managing organizational change: ethics, conflict and compromise in consulting”, in *Complexity and the experience of values, conflict and compromise in organizations*, Ralph Stacey and Douglas Griffin, editors, 2008.
- “*Gossip, Power, Ambiguity and Ideology: Organisational Processes of Revealing and Concealing*” (with Margaret Miller) Paper for EGOS: Upsetting Organisations Conference, Amsterdam, 2008.
- “*Inside the Client / Consultant Relationship: Consulting as Complex Processes of Relating*” Paper for Academy of Management 3rd International Conference on Management Consulting, Copenhagen, May 2007.
- “*The contribution of small group sessions to organisational change and the implications for facilitators*” Paper for LIKE seminar, Copenhagen Business School, Denmark, Oct 2006.

Professional History Summary

Aug 2004 Exponential Consulting Director

Clients include:

ACC
AMP Financial Services
Auckland City Council
Fisher and Paykel Finance
Inland Revenue
Infinity Solutions
Maori Land Court
Ministry of Justice
Royal Forest and Bird Society of New Zealand
Vodafone New Zealand
Wellink Trust

Advanced communication skills training design
Review of Learning and Development
Change management for technology project
Change management
Programme Management - Leadership Development
Facilitation of planning for 3 government departments
Org Design, Restructuring and Consultation Process
Org Design, Operating models, Change, HR, Training
Org Design, Restructuring and Consultation Process

Facilitation of change management events
Org Design and Change Management

2000 –2004 Omega Performance

Clients included:

ASB
Auckland City Council
BNZ
Department for Courts
Livestock Improvement
MARAC Finance
ANZ / National Bank
Southland Building Society
Tourism Holdings Ltd
Westpac

Vice President / Senior Relationship Manager

Omega Performance is a US-based specialist consulting and training company helping financial services organisations build capability in the areas of interpersonal skills, service, sales management and lending performance.

Stephen was invited to establish Omega's NZ branch and was responsible for revenue and profit (circa \$1M), building relationships, scoping and implementing projects with NZ's financial institutions.

Managed local and international resources to deliver consulting and training to clients with a team of 5 NZ-based facilitators.

1997 - 1999 Billing & Co

Clients included:

The Training Line

Inland Revenue

Westpac

NZ Fish and Game Council

Director

On contract, Stephen established and managed the Wellington Branch of The Training Line, an HR outsourcing company.

Led project to design and deliver training (Budget \$1M) for 160 CSRs for start up Contact Centre – 16 facilitators. The online learning component won a TUANZ Interactive Training award.

Executive lease leading team of 8 advisors responsible for staff training for a merger. Developed L&D Framework. Researched online learning. Produced Sales and Service training strategy, Induction strategy. Product Knowledge, Project Management training.

Two year culture change management project.

1996-1997 **Innovus Consulting**

Principal Consultant

Clients included:

Direct Marketing Association
Ministry for the Environment
Land Transport Safety Authority
Telecom
Tranz Rail
Ministry of Fisheries

Stephen developed a Human Resources practice for Innovus Consulting, an IT consulting company.

Redesigned Certificate in Telemarketing Management
Induction training programme
Performance Management
Needs Assessment
Mentoring Training Manager
Research on Knowledge Management.

1993-1996 **Telecom NZ**

Manager Business Markets Training

Stephen led a team of internal consultant trainers providing advice on the impacts of changes planned by other parts of the business that would affect sales teams and implementing performance improvement solutions where appropriate.

Responsibilities included:

Supporting Change Initiatives: Stephen and his team worked on over 50 initiatives of varying complexity, assessing needs and recommending change and learning strategies in a very busy environment. He managed or project directed many of these projects. Due to the diversity of initiatives and dispersed nature of the target groups, he planned and implemented a range of mechanisms for briefing and training staff, including resources for managers to brief their teams, a network of “champions” in business units, coaching and supporting guest presenters, designing and producing materials, online learning.

Managing Providers: Scoping projects and developing Terms of Reference, putting jobs out to tender, selecting providers and either managing the project or acting as project director.

1989-1993 **ANZ Banking Group NZ** **Training and Development Officer**

Responsibilities included:

Sales Training: Conducted needs analysis, instructional design, trained facilitators for sales training for all retail bank sales officers. 190 two day Selling Skills workshops were conducted for over 2000 staff.

Service Management Training: Conducted needs analysis, designed simulation and workshop activities, developed a financial case study and produced merchandising artwork for service management simulation for approx 200 branch supervisors and managers. Facilitated programmes.

Management Development: Redesign existing Supervision programme and facilitate for new managers.