

Personality & Priorities



My core strength currently is Interim Executive Management & Business Program Direction due to my varied experience. I'm foremost a business person with a focus on Leadership, People Mentoring, Strategic Analysis and Transformation but am equally good at Information Technology, Business Excellence and Project Management. I demonstrate high personal integrity, well-developed emotional intelligence, responsibility, accountability and I am a lateral thinker with a sense of humour who mentors and empowers staff via knowledge sharing. I look to add value, create opportunities, address root causes and deliver commercially acceptable win/win solutions.

I have a personal future dream to fund (**Latin Orphanage**) that motivates me and keeps me determined. Considering I left school at 15 due to poverty, didn't start in the corporate world till 28 or gain a degree until 42, I have made a success of my life, turned around several ups and downs, after taking chances, whilst remaining positive and learning from each new experience. www.chimdingo.com (5-10 year dream plan).

Value Statement - What Do I Bring

- Modern Leadership, Ideas & Ability to Mentor & Motivate Staff
- Demonstrable Ability to Handle High Stress Environment - 2.5 years in Iraq
- International Cross-Cultural Experience & Interesting Personality
- Self-Funded MBA & Personal Development Training
- 20 years of Business, IT, Consulting & Management Experience / Post Merger Integration

What I Can Do For Your Company

- Contribute Positively & Creatively to Executive Management
- Proactively Spot Talent, Mentor & Motivate Junior Staff to Reach Their Full Potential
- Ensure Your New Programs / Projects Are Delivered Professionally & Successfully
- Recover Existing Off-Track Programs/Projects
- Improve Current Operations & Ensure Success of Other Departments

Transferable Assets

- Core Competencies in Strategic & Operational Management & Analysis
- Soft People Skills, Conflict Resolution & Ability to Transcend Technical & Business
- Self-Managed & Empowered Team Mentoring // Change & Transformation Mindset
- International Viewpoint & Varied Industry Sector Experience
- Transcend Business & Technical Domains to Achieve Customer Focus

Why Your Company Should Employ Me

- Focused, Determined, Will Accept Any Challenge & **Excellent Value for Money**
- Flexible to Changing Business & Market Priorities & Show Initiative
- Can Hit the Ground Running, Attention to Detail, Deadlines Met & Professional Documentation
- Am Totally Organised & Committed to Working Internationally

Note: Programme/Project Management

I hold a 1996 Project certificate, was personally mentored by KPMG Consultants while IT Director at ECNZ, have 10 years experience based on PMBOK / PMI, am familiar with Prince II and mentored junior staff continuously. I gained a business degree MBA instead. People management, communication, negotiation, conflict resolution and decision making make up 50% of any successful project, 20% is a good understanding of technical issues and 30% is a sound business case, scope and a project methodology.

"A successful global manager will have to possess a complex amalgamation of technical, political, social, organisational and cultural competencies beyond those found in many of the expatriates of the past." (Barlett, 1986; Bartlett & Ghosal, 1994/97)¹. I possess these global competencies and have been working strategically for a number of years towards my dream of continuing my career in an international capacity.

¹ Selecting Expatriates for Increasingly Complex Global Assignments (Michael Harvey & Milorad M. Novicevic, Career Development International Vol 6 Number 2 2001 pp. 69-87 MCB University Press ISSN 1362-0436)

Brian R Heath MBA Macq - International Resume Nov 2008

Key Skills & Career Achievements

INTERIM EXECUTIVE MANAGEMENT & BUSINESS PROGRAM DIRECTION

- Leadership & Mentoring - Self Direction / Change
- Organisational & Cultural Transformation / M&A
- Strategic Business Consulting & Re-Engineering
- Business & Financial Analysis / Startups
- Information Technology & Knowledge Mgmt
- Portfolio Program & Project (PMBOK) Mgmt

- ⇒ Business Improvement Projects Delivered On Time, Budget & Quality
- ⇒ People Development via Talent Recognition, Succession Planning, Mentoring & Empowerment
- ⇒ Commercial Negotiation, Contract, SLA & 3rd Party Relationship Mgmt & Benefits Realisation
- ⇒ Enhanced Service Delivery & Operations Mgmt / Cultural Transformation Achieved
- ⇒ Business Process Improvement, Acquisition Integration, Steering Committee Level
- ⇒ Profit & Loss Responsibility, Line & Financial Mgmt Contributing to Organisational EBIT & Savings

Attributes, Industry Sector & Technical Experience

- Attributes**
- ⇒ Practicing Modern Intl & Cross Cultural Leadership & Mgmt / Positive HR Mentor
 - ⇒ Increasing Velocity of Decision Making / Can Do Attitude / Teamwork / Outcome Focused
 - ⇒ Facilitating Project Recovery, Crisis & Stakeholder Mgmt / Exception Reporting / Lessons Learned
 - ⇒ Investigating Special Programs, Business Cases, Costing Analysis & Process Redesign

I have a good generalist experience of other business functional areas & 10 years hands on IT experience.

Program / Project & Portfolio Management – 10 years hands on practical experience at senior level.

Personal Statement

Industry Sector Experience

- | | | | |
|--|-------|---------------------------|-------|
| • Telco / ISP (Mobile, Satellite B/Band) | 6 yrs | • Consulting & Vendors | 4 yrs |
| • Hydro Electricity Generation | 5 yrs | • Legal | 1 yr |
| • Container Shipping | 3 yrs | • Trade (Mining / Marine) | 4 yrs |

I possess key leadership core competencies of a strategic approach, soft people skills, understanding the business implications of programs, flexibility & an international viewpoint working in diverse companies & environments. I demonstrate high personal integrity, well-developed emotional intelligence, responsibility, accountability & I am a lateral thinker with a sense of humour who mentors & empowers staff via knowledge sharing. I am a positive decision maker who shows initiative, looks to add value, create opportunities, address root causes & deliver commercially acceptable win/win solutions. A challenge, the right culture & delivering results drive me. I am culturally aware. I Deliver!

Employment Summary

- | | |
|---------------------|---|
| Sep 2005 - Apr 2008 | Telco – Director Business Programs PMO, Zain (ex Iraqna), Baghdad, Iraq . <i>F/T I-Mgt</i> |
| Apr 2005 - May 2005 | Legal - SAP Data Migration - Linklaters, CRM – Hailsham, London, UK . <i>(Temp)</i> |
| Feb 2004 - Mar 2005 | Legal Immigration - Comm Mngr, Mexico (Panama, Colombia, Venezuela) <i>Cons</i> |
| Jan 2002 - Oct 2003 | MBA - Macquarie University Graduate School of Mgmt, Sydney, Australia . <i>F/T</i> |
| Feb 2001 - Oct 2001 | Telco – Special Projects Mngr, Crown Castle Australia Ltd, Sydney, Australia . <i>Ctrct</i> |
| Mar 2000 - Dec 2000 | ISP - Service Delivery / Ops Mngr Aust / NZ, chello broadband, Sydney, Australia . <i>Ctrct</i> |
| Apr 1999 - Dec 1999 | Telco - Service Delivery / Org Change Mngr, Nortel Networks, London UK/France . <i>Ctrct</i> |
| Nov 1994 - Feb 1999 | Energy – IT Director (CIO equiv) / Knowledge Mgmt PD, Electricity Corp of NZ . <i>F/T</i> |
| Apr 1987 – Oct 1994 | Consultant – LAN's, Support & IT Tutor, New Zealand / UK . <i>Self Emp Cons</i> |

Education & Professional Qualifications / Awards / Memberships

- **2003 Master of Business Admin (GPAv 3.0)**
 - **2002 Master of Management, Aust.**
 - **1997 Residential Mgmt Forum 21 NZCM**
 - **1996 Cert in Project Planning & Control**
 - **1986 Cert in Information Proc (Dist), NZ.**
 - **1984 Trade Fitter / Marine Outboards, Aust.**
(Bauxite Mining , Marine Slipway 5 Years)
 - 2002 Manly LSC Ray Leighton Inspirational Shield (Inspires Others by Deeds, Actions & Conduct)
 - Volunteer Surf Lifesaver / Patrol Captain / Rescue Boat Driver & Instructor
- Australian & British Citizen (Passports) D.O.B. 12/09/1959
US DoD MNFI Pass Iraq Wide Biometric (expired)

Detailed Employment History & Achievements

Sept 2005 - Apr 2008 Director Business Program Mgmt, Zain (ex Orascom / Iraqna), Baghdad, Iraq
PMO (Program Office & Culture) / TQM (Process, Reporting, Quality, Knowledge)

Responsibilities: Iraqna became Zain Iraq on Jan 6, 2008 www.zain.com (*Expatriate - Interim Mgmt*)

- **Merger & Acquisition Integration Team (Target Operating Model) – 100 day plan Dec-Apr 2008**
- Executive Management Team & CEO Troubleshooter (Behind the Scenes Person) / Business Review
- Running Portfolio Program, Quality & Process Mapping Office for GSM Telco / Project Financial Analysis
- Executive Dashboards & Reporting [Internal & External Regulatory (Orascom & Iraqi Ministry)]
- 14 Iraqi Direct Reports / Direct Report to CEO / Special Focus Groups – Unique Iraq Issues (e.g. Security)
- Occasional CEO Speech Writing / Native English Speaker Translations / Executive Minutes

Achievements: Staying Alive! Last Western Expat Standing on Exec [Backdrop >50% Local Staff Turnover!]

- **Assisting to Rebuild Iraq / Providing Alternative Leadership Style, Hope & Boosting Morale**
- Strategic Management Input (Organisational) Resulting in Significant Cost Savings & Reduced Risk
- Strategic Withdrawal of Business/Accom Premises to One Main Area Despite Vigorous Opposition
- Ensuring Business Focus / Drive Cultural Change / Someone CEO & CFO Could Rely On
- **Successfully Setup Only Self Managed Team in Iraqna** / Restructure & Expand Department (4-14)
- Create Opportunities for Iraqi Staff via Empowerment, Mentoring & Self Directed Work Teams
- Recovery of E-Business (Oracle Fin 11.i) Twice Failed Project & Cross Functional Virtual Project Impl
- Implement Project Based Culture, Enhance Process Centric Approach, Improve Quality Framework
- Leading by Example & Earning Respect – I Deliver / Walk the Talk / Mentored My Successor
- My BPM Model Retained & Adopted as Best Practice / Custom Training Material for Team

Apr-May 2005 Legal - SAP Data Migration - Linklaters, CRM - Hailsham Chambers, London, UK. (*Temp*)

Feb 2004 - May 2005 Commercial Manager (Intl), VisAustralia (*Consultant*) (*Pro Bono*)
Legal (Immigration Practice Startup) - Mexico [Panama, Colombia, Venezuela].

Responsibilities: (Language Skills – Passable Spanish to Business Level, Mexican FM3 Work Permit)

- Strategic Expansion, Financial Modeling, Brand & Product Mgmt, Pre/Post Sales & Marketing, Processes
- Cross Cultural Negotiations in Spanish/English, Tax Minimisation Strategies, Joint Venture Talks

Achievements:

- Agency & Distribution Agreements / Re-Branding / Panama Corporation Set-up / Revenue Increase

Jan 2002 - Oct 2003 MBA, Macquarie University Graduate School of Mgmt, Sydney, Australia. (*Self-Funded*)

- (FT Top 40 BS) Course Work & Extensive Analysis of Real Businesses Both Strategically & Operationally [results below]

Feb 2001 - Oct 2001 Special Projects Manager (*Contract*) (*Sept 11*)
Crown Castle Australia Ltd (Telco Startup, US / UK Parent Company), Sydney, Australia.

Responsibilities:

- Acquisition Target Due Diligence (Asset & Personnel, Cost & Revenue) with Andersen, KPMG, Rothschild
- Business Analysis & Change Impact for Bespoke Oracle Application Development (Cell Tower Co-Location)
- Strategic Electronic Content Mgmt Review for Paperless Office, Competitive Advantage & Risk Compliance

Achievements:

- Delivered IT & Staffing Due Diligence Report incl New Organisational Charts
- Delivered Change, Business & Budget Proposal for Global Electronic Content Mgmt Work Program
- Prototype Oracle Application Delivered by Programmers incl Integration to ERP & JDE

Mar 2000 - Dec 2000 Aust / NZ Service Delivery / Operations / Project Manager *(Contract) (dot.gone)*
chello broadband australia ltd (ISP Startup, Dutch Parent Company), Sydney, Australia.

- Business Service Delivery / Operations for Orbital Satellite & Terrestrial Microwave Broadband

Apr 1999 - Dec 1999 Service Delivery Manager (Onsite PM at One2One) *(Contract) (Restructure to Cogent)*
Nortel Networks (Telco), London - United Kingdom, Sophie Antipolies - France.

- Mobile Telco NOC Business Outsourcing – Cultural Change & Process (Prince II)

Nov 1994 - Feb 1999 *(Permanent) (Govt Restructure – Vol Redun)*
IT Director SGN (CIO equiv) / Knowledge Mgmt Program / Project Director NZ Wide
Electricity Corporation of New Zealand, Southern Generation, New Zealand.

- Senior Management Team & P&L Responsibilities / Strategic & Operational Information Technology
- Organisational Knowledge Mgmt Change Initiative Across Whole Corporation [\[detail on page 5\]](#)

Apr 1987 – Oct 1994 Consultant - IT & LAN, Support Technician, Tutor - NZ / UK *(Self Employed)*

Container Shipping, Apparel & IT Vendors - NW LAN Design / RF, PC Support & Helpdesk Technician, IT Tutor

1986 Certificate in Information Proc (Distinction), 1 Year Fulltime, Christchurch, New Zealand.

1980 – 1985 Trade Apprenticeship – Fitter & Turner & Outboard Marine Mechanic

South Sea Enterprises, Thursday Island, Torres Strait / Comalco Bauxite, Weipa, Cape York Far Nth Qld, Aust.

Interests

Interests: Sport & Outdoor Activities, Volunteering, Movies, Cooking, Guitar. www.chimdingo.com

MBA Units (Grade Point Average 3.0, Av 68%)		Result	Mark
MGSM884	Negotiation Theory & Practice	D	79
ICHM854	Properties & Facilities Management	D	78
MGSM860	Strategic Management	D	76
ICHM853	Financial Management (Tourism)	CR	74
MGSM870	Strategic Behaviour	CR	74
MGSM893	Logistics Management	CR	72
MGSM845	Economic Context of Management	CR	71
MGSM890	Operations Management	CR	69
MGSM800	Human Resource Management	CR	67
MGSM835	Financial Management	CR	67
MGSM880	Foundations of Management Thought	CR	65
MGSM840	Accounting for Management	P	61
MGSM820	Marketing Management	P	60
MGSM877	Public Performance for Managers	P	60
MGSM876	Leadership & Motivation	P	59
MGSM960	Information & Decision Analysis	P	58

Languages

Spanish – Get by in Business & Social. Attended 1 Term at Universidad la Salle, Ciudad de Mexico. Worked a year in Mexico. Travel regularly to Panama & Acapulco.

French – Basic. Attended 1 Term at Alliance Francais in Sydney. Also briefly worked in Southern France & also did French at high school.

Arabic – Basic after 2.5 years in Iraq. **Pacific Pidgin** – Spent 4 years in Torres Strait near Papua New Guinea.

Detail on IT Director & Knowledge Management PM Role

Nov 1994 - Feb 1999

(Permanent) (Govt Restructure – Vol Redun)

IT Director (SMT) / Knowledge Mgmt Programme / Project Director

Electricity Corporation of New Zealand, Southern Generation, New Zealand.

New Zealand's 4th Largest Company, \$4.5 billion assets, 4 Group Offices, (SOE) State Owned Enterprise.

Knowledge Mgmt Responsibilities: (Key Focus – Culture, Environ Resource Consents, Risk, \$)

- Direct Report to GM Generation HQ Wellington (2IC Executive Mgmt)
- Cultural Change Management & Designed Public Relations & Communication Programme
- Profit & Loss Budget Responsibility \$3M (\$100k signing authority)
- Designing Strategy, Programme & Framework, Promoting Concepts, Business Champion
- Justifying Business Case & Selling Concept to Executive Management & Sponsor
- Managing External Consultants, Steering Committee, Reporting & Ensuring Quality Control
- Conducting Workshops & Identifying & Implementing Pilot Initiatives
- External Speaking Engagements, National Business Review Articles, Overseas Travel

Knowledge Mgmt Achievements:

- Instigated Knowledge Generation & Retention Strategies & KM Communication Intranet
- Delivered Project Objectives & Received 118% of @Risk Bonus
- Delivered Comprehensive Early “Learning Organisation” Framework for Cultural Change
- Extensive Consultation with HR in Developing Cultural Reform / Competencies
- Delivered Two Environmental Resource Consent Process Knowledge Pilot Initiatives
- Implemented Electronic Document Management & Workflow Technology Pilot

IT Responsibilities: (Wholesale Electricity Market Set-Up in NZ @ this time)

- Member of Senior Management Team / Earthquake Response Team
- Change Agent Role in Championing Initiatives Nationally & Regionally
- Profit & Loss Budget Responsibility \$2M (\$50k signing authority)
- ERP Enterprise Implementations (Maximo, Oracle, Notes, FileNet) - Steering Comm & Line Mgmt
- Direct Reports 10, Also Vendors & Cross Functional Business Reports
- Strategic Role in Line Management, Restructuring (Downsizing) & Process Improvement
- Developing Strategic Partnerships to Gain Economies of Scale TCO / Bespoke Development
- Helpdesk & Support Outsourcing to Manage Risk & Driving a One-Company Approach
- Bringing a SOE into the Commercial Realities of a Competitive Wholesale Market
- Operational IT Role Managing Group's 500km Geographic Spread of Hydro Power Stations

IT Achievements:

- Substantial Cost Reductions (\$1M) & Efficiency Gains by Thinking Laterally & Into the Future
- Integrating Acquired Business Units (Manapouri / Cobb Hydro Stations) After Government Split of Corporation & Member of Business Restructuring Planning Team
- Paradigm Shift from “Doing the Do” to “Managing the Do” / Enhanced Business Focused IT Systems
- Outsourced Key Risk Areas & Negotiated Innovative Performance Based Contract & SLA Agreements
- Actively Recruited Women into IT Roles Based on Core Competencies to Address Gender Imbalance
- Improved Internal & External Service Delivery & Customer Satisfaction
- Instigating Project Based Culture (**PMBOK, KPMG** based) to All Activities
- Mentoring, Developing & Empowering Staff to Realise Their Full Potential
- Significant Contribution to Health, Safety & Security Through Adoption of New Digital Technology, Consolidating Databases & Linking CARDAX to HR Training & Compliance

Additional Notes:

- Technical: 10 years PC/LAN Front & Back office operating systems, (SQL, Oracle, Maximo), Exchange Email, Imaging, SDLC, Telecoms, EDMS (FileNet, Livelink, Lotus Notes), Custom Apps, Helpdesk Outsourcing & Business Analysis. MS Office, Visio, Project, Adobe. Some Dbase programming.
- Documentation: Various times writing Procedures, Training Documentation, Technical Writing using (Tactics[®]) Info Mapping Techniques and Class Material for Students.

Referees On Request