

**Tom White**  
**Program & Project Advisor**  
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**PROFILE**

*“A uniquely qualified project advisor focused on organisational change professional with extensive cross-industry experience in successful Australian and off-shore mergers, acquisitions, restructures, office moves, cultural shifts and shifts in corporate/business direction for small, medium and global corporations”*

**Bottom Line:** Successfully completed or led completion of over 200 projects, i.e. on time, under budget and according specs.

**PROJECT/PROJECT DIRECTOR COMPETITIVE ADVANTAGE**

*Powerful combination of project leadership, change management, and communication expertise, underpinned by superb relationship skills, all of which enhances project speed, likelihood of success and the opportunity for learning transfer to client teams.*

- **Program and Project Leadership:** Strong track record implementing successful change management programs (multiple projects) to **achieve specifications, within or under budget and ahead of schedule.**
- **Large scale organisational change-design/implementation:** Excellent measurable results as a designer and implementer of large-scale change, i.e. restructures, mergers, acquisitions, downsizing, culture shifts, relocations and growth. Mastery Level Competency: Internal and external communication.

**Negotiation:** Outstanding ability to negotiate win-win outcomes, i.e. contracts, client critical issues, and the resolution of any conflict

**Program/Project Change Management Snap Shot**  
**Type Clients**

Business Perf Crisis	Digital Equipment Corporation*, Sydney Symphony Orchestra**
Transformation	Westpac*, Digital Equipment*, Compaq**
Specific Bus Issue	Optus, CBA, Westpac*, Compaq**, RailCorp, Zurich
Communication	Westpac*, Digital Equipment*, Compaq**, Sydney Symphony**
Merger & Acquisition	Westpac*, Compaq**, Zurich, RailCorp, ABN AMRO, News Ltd
Office Move/Design	Digital Equipment, Compaq, Woods Bagot, Westpac
Culture Shift	Hutchison, Westpac*, Digital*, Sydney Symphony**, Zurich
Organisation Design	Westpac*, Digital Equipment*, Sydney Symphony**, STC
Restructure	Westpac*, Digital Equipment*, Sydney Symphony**, ABN AMRO
Process Improvement	Digital Equipment*, Compaq**, Sydney Symphony**, STC
System Upgrade	HCF ABC System using Prodacapo, Northern Territory Health
T & D	AGSM, Next Step, KPMG, Vivente

**\*\* Change program with multiple projects**

**2009-2012 UNSW, QUT, ANU Project Director, Faculty of Medicine.**  
 Successfully, completed over 30 DCRC projects.

## **Formal Project Leadership Qualifications**

- Westpac Consulting (internal consulting group focused on internal project management): In-depth formal project management training and application to specific Westpac Bank projects.
- SmartForce, completed on-line training in project management.
- MS Project Software, Compaq Computers.
- Digital Equipment and Compaq knowledge and application of PMBOK, e.g. project life cycle management, and Alexander Scott & Associates Project Mgt Methodology.
- 5 yrs--Responsible for Project Management Training at Compaq Computers.
- Knowledge and Practise in Prince2.

## **PROGRAM & PROJECT DIRECTOR & MANAGEMENT EXPERIENCE SNAPSHOT**

### **2009-2012 UNSW, QUT, ANU Project Director, Faculty of Medicine.**

**AMC-UTAS NCMCRS Merger**, Launceston, Tasmania, Project Director. Successfully managed a very challenging integration repair as measured by survey and focus groups.

**BT Financial Group** (Westpac) Change Management Manager  
Re-configuration of office design and subsequent move of 1000 staff.

**HCF. ABC Project Director** drove a system implementation project 200 and led project team with project managers to milestone outcome in six weeks. Reported to Director of Finance.

**News Ltd Community Newspaper and FPC Community Media M&A, Project Director.** Designed and put into project management templates the integration plan that includes NSW and Queensland in preparation for sale date announcement.

**Zurich Financial Services, Project management.** Helped project manage three projects, i.e. strategic resourcing, business planning, and culture shift.

**RailCorp Asset Management (5000 employees). Project Manager. Strategic Initiative Project.** Purpose to assess seven strategic initiatives for the Group General Manager of Asset Management for viability, commitment, PMO design, project strategy and structure. **Achievements:** Project completed ahead of schedule and within budget. Was **selected to be the Strategic Initiative Project Director (program director role)** with a responsibility for the management and delivery of the seven projects across business units run by GMs. (Due to internal RailCorp issues the program did not eventuate.)

**ABN AMRO, Trustee Business . Project advisor and coach. Divestiture Project.** The business director was the project manager. **Achievements:** The divestiture project was delivered on time with maximum dollar return, while maintaining the Trustee team's focus on the day-to-day business, as well as managing the internal offshore interests, strategies, and relationships.

**Zurich Financial Services. Project Manager. Culture Assessment Project.** Short-term project to assess Zurich culture including 40 interviews with executive and senior managers. **Achievements:** Report delivered on time and within budget, successful debrief of hard-hitting data with the Managing Director.

**ABN AMRO, Change Management Consultant, Asia Pacific People Soft Project.** Trained and coached the HR team with regard to the Australian

implementation and supported the Asia Pacific HR Director regarding a change management assignment in Singapore. **Achievement:** Asia Pacific HR Director's was successful in increasing the awareness of change management and in providing a model for managing change across the region.

**Zurich Financial Services, Adviser Services Products & Platforms, Project Manager, Business Planning & Development Project.** Short term project to support business planning and development. Included meetings with the executive team, leading and facilitating a two day off-site business planning meeting, culture assessment and 360 degree feedback with the executive team. **Achievements:** I received very positive feedback from the client with regard to achieving the project outcomes, business plan in place, executive development plans amplified based on feedback, and executive team communication and development improved.

**Hutchison Telecommunications. Change Management Advisor, Consultant and Coach (quasi project manager). Culture Program.** This program is a business initiative to improve productivity, decision making, accountability, customer focus, business processes/practices, performance, and attitude. Worked closely with the Director HR and team to guide and direct the establishment of Hutchison's culture program (multiple projects). This was an extended effort involving many meetings, i.e. MD, Executive Team, etc. It also involved establishing a survey feedback methodology with many workshops and coaching sessions to debrief the data at Executive, GM, and state levels. In addition, it involved the design of major events and influencing the strategy, planning, and ultimately the hiring of a project manager. **Achievements:** Clarification of Hutchison's vision and strategy, hiring of project manager, increased confidence of the MD and Director HR, selection and putting in place the appropriate firm to consult and coach upon my departure (project growth conflicted with other commitments) all set the stage for the first measured indication of a positive shift in culture.

**Sydney Symphony Orchestra, Program Director, Program Led Recovery.** Reported directly to the Managing Director and worked closely with the Executive Team, e.g. Director of Strategy, to create the right strategy for business performance turnaround. Multiple projects were delivered using self, one internal project manager and one external project manager, i.e. organisation design, business process and practice alignment, systems redesign, and shift in culture. **Achievements:** Used a very innovative approach to organisation design based on core business processes derived from BPR. Significant changes were successfully implemented in a very industrialised environment, positive measured shift in attitude, with a significant financial turnaround. (See MD testimonial on website.) This work became a case study for the AGSM's MBA program for two years running.

**Compaq/Digital Equipment/HP, Program Director, Cultural Integration Program ( Compaq's Acquisition of Digital Equipment).** - Program managed the cultural integration of Compaq's acquisition of Digital Equipment for the South Pacific Region. Led a team of six project managers with the successful delivery of over 15 projects. **Achievements:** Successful program management (over 15 projects delivered on or ahead of schedule within budget, contributing to business objectives), significant measurable financial and culture integration results. (PowerPoint presentation available and see website testimonials)

**Digital Equipment/Compaq/hp: Project Manager .** Over 15 major projects associated with organisational change, i.e. strategy-structure alignments, sales executive role shift/development, infrastructure/property, telecommunications customer satisfaction, IT, business performance, SAP, BPR, etc. **Achievements:** All projects delivered on time, within budget, and aligned with business objectives. For example, Project Manager reporting directly to the Managing Director—The project

called for an immediate turnaround in telecommunication business performance with \$200 million dollars at risk. Completed a business audit within a week, debriefed it with the director, and then directed and coached the director and team to recovery in six weeks.

**Westpac: Program Director and Project Manager** Trained in Westpac's Project Management Methodology. Managed over 30 major projects and my last two years led a team of ten project managers engaged in organisational change.

**Achievements:** Led project teams to deliver on time and within budget projects, i.e. retail bank customer service, retail bank branch security, infrastructure/property, senior management leadership shifts, dealing room/fx tactics, and strategy/structure alignments.

## TERTIARY QUALIFICATIONS

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| 1985  | Ph.D., University of South Florida, USA<br>Degree: Organisational Psychology (Organisational change, design, communication, cultural change, recruitment/selection, performance management, learning/training/development, etc.). The program is among the top 7 in the US, and number one in publication productivity. |
| 1983  | MA, University of South Florida, USA<br>Degree: Organisational Psychology                                                                                                                                                                                                                                               |
| Other | BA Psychology, Florida International Univ, USA<br>BA Business & Accounting, Baldwin-Wallace University, USA                                                                                                                                                                                                             |