

A sample of Pamela Young's major projects

(Other project summaries available on request) - Updated January 2014

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| Company | growthcurv Pty Ltd |
| Location | Asia-Pacific |
| Sector | Consulting: leadership research into Asian Century issues impacting growth |
| Circa | 2011-2014 |
| Client | Self |
| Role | Research Australia-Asia business opportunities and write a book for CEOs and executives of Australian and Asian companies |
| Objectives | To write a book to assist leaders of business, politics and society to build Asia-capability and global competitiveness by identifying and removing obstacles to growth that arise from poor productivity, limited cross-cultural experience and narrow diversity of thought in the decision making ranks of these sectors. |
| Milestones | In 2013 I published a 400 page book called <i>Stepping Up: Lead culture change for diversity and growth in the Asian century</i> reporting the views of 100 leaders interviewed from 16 cities and 26 industries across Australia and Asia. It identifies the issues; assesses changes required; summarises key findings; and outlines recommendations and solutions to shifting assumptions and attitudes that create the behaviours we see that limit our economic progress and social development, i.e. solutions that would help our leaders to build sustainable diversity and improve our performance across the Asia region. |
| Company | Coffey International |
| Location | Sydney-based global ASX listed company |
| Sector | Engineering, infrastructure, mining, environments, project management |
| Circa | 2008-2009 |
| Client | Roger Olds, CEO and MD |
| Role | Initially: Consulting assignment provided through Cording Young Pty Subsequently: appointed Director of Transformation, reporting to CEO (on contract) |
| Objectives | To conduct a major strategic review, identify growth blockages and support the CEO and executive to remove duplication and realise synergies from their 33 acquisition over the previous 5 years: to complete the M&A integration work, discover new global growth opportunities during the process and lead the transformation |
| Milestones | Major strategic review with the CEO, board and top 15 executives over 5 months; design and facilitate a global leadership conference comprising 120 leaders from all levels/ages/tenure/disciplines/countries/businesses; implementation of the new strategy and branded change program including: - restructuring and centralising the |

functions for all 9 global businesses; rationalisation of duplication across the 9 businesses; establishing 7 global change programs (improving leadership, culture, marketing, value, systems, people, global footprint); each program involved employees from 80 countries to form a single global culture; up skilling leadership team; service delivery process improvement; support the development of a global sales and marketing function including establishing key client management programs.

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| Company | Australian Graduate School of Management, UNSW |
| Location | Sydney, Australia |
| Sector | Executive Education |
| Circa | 2004-2005 |
| Client | AGSM Dean and Director, Rob McLean |
| Role | Consulting assignment provided through Cording Young Pty Ltd |
| Objectives | To assess the quality and value of Executive Education offered by AGSM to the Australian corporate sector and support the Executive Director, John Urbano to improve competitiveness and meet stakeholder expectations |
| Milestones | Research the corporate client market, examine offerings relative to competition, identify global best practise, assess and reengineer service deliver processes, innovate and set-up new program designs, provide professional development for program presenters, and support sales and enhance client management practices. |

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| Company | Macquarie Bank, for AGSM |
| Location | Sydney, Australia |
| Sector | Banking |
| Circa | 2005 |
| Client | AGSM Dean and Director, Rob McLean |
| Role | Consulting assignment provided through Cording Young Pty Ltd |
| Objectives | To design, develop and deliver a week-long residential executive development program combining academic instruction with workshop-style experiential learning to support 35 senior associates in their succession to executive director level. |
| Milestones | Interviewed Bank executives to identify operational issues and learning objectives; design a week-long program in consultation with leading UNSW Professors; develop materials and cases for daily workshops; briefing Professors about linking teaching sessions with workshops; MC the 5 day event; run workshops and conclude with post-program briefings and report. |

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| Company | Barclays Bank |
| Location | London-based global business |
| Sector | Banking, Wealth Management |
| Circa | 2003-2004 |
| Client | Ray Greenshields, MD, Investment Management Private Clients & MD, Barclays Wealth Management |
| Role | Consulting assignment provided through Cording Young Pty Ltd |
| Objective | Post-merger integration of Gerrard Wealth Management |
| Milestones | Advise the MD and his top team on integration challenges arising from the acquisition of a nimble privately owned National wealth management business and its impact on an old, bureaucratic, established global bank (and vice versa); lead the design and implementation of the integration programs including rationalisation of product and services lines, organisation restructuring, management alignment, cultural assimilation, employee engagement and stakeholder communication programs. |

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| Company | Freshfield Bruckhaus Derringer |
| Location | London-based global partnership |
| Sector | Legal |
| Circa | 2002-2003 |
| Client | Ian Terry, World-wide CEO and Managing Partner |
| Role | Consulting assignment provided through Cording Young Pty Ltd |
| Objective | To advise on global firm strategy and position, partnership/firm lifecycle issues, and growth issues relating to organisation design and culture |
| Milestones | Conducted a divisional review involving extensive partner interviews and content analysis to identify growth blockages and current issues; coach partners; report findings to partnership meetings; support and facilitate internal discussions and workshops to help drive changes that would support growth, client development, sales and partner/lawyer progression. |

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| Company | Barclays Bank |
| Location | London-based global business |
| Sector | Banking |
| Circa | 2000-2001 |
| Client | Matt Barrett, Global CEO |

Role Principal Consultant and Strategy Director, Kinsley Lord Towers Perrin

Objective To roll out the newly prepared McKinsey & Co strategy for Barclays Bank to its top 65 executives and help them understand the implementation challenges and identify options and pathways

Milestones A series of workshops and consultation meetings with the top 65; achieve leadership comprehension and planned implementation of the Strategy document requirements for each function and operating division; identifying cross-function and cross-division synergies and efficiencies; coach executives to prepare for implementing the 3-year plan, design and support the cascade of the new Strategy and implementation plans to the top 500 managers of the bank; support various programs for the duration.

Company **Lloyds Bank**

Location London-based global business

Sector Banking

Circa 2000-2001

Client Global Head of Strategy and Change

Role Principal Consultant and Strategy Director, Kinsley Lord Towers Perrin

Objective To investigate organisational growth challenges present by current market conditions and generate options for driving change through the business

Milestones Interviews of senior leadership to identify issues; preparation and presentation of report; work with the Bank's change leaders to filter the feedback and design 'sea change' programs that would work effectively across divisions to address the broad ranging issues; deliver leadership development workshops to build internal capability.

Company **Zurich Financial Services**

Location London-based global life company

Sector Life Assurance

Circa 2000-2001

Client Ray Greenshields, CEO

Role Principal Consultant and Strategy Director, Kinsley Lord Towers Perrin

Objective To merge and integrate three global businesses: Allied Dunbar, Eagle Star and Zurich Assurance

Milestones I worked with the finance sector strategists from Towers Perrin Tillinghast to design a new global structure to integrate these three businesses into one; combined markets, customer groups and service lines; facilitate cross-cultural relations; support newly merged executive team members to transition into their new roles; lead vision, mission and values conversations; guide the re-establishment and set-up of new operational processes to ensure the formation of the desired culture.

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| Company | Shook Lin & Bok |
| Location | Singapore, South East Asia |
| Sector | Legal |
| Circa | 1996-1999 |
| Client | Philip Pillai, Chairman |
| Role | Executive Director, Shook Lin & Bok |
| Objective | To 'Westernise' and 'corporatise' the firm: to equip it to compete more effectively against the 67 foreign firms (1996) from UK, Europe and USA that had made Singapore the entry point for the South East Asian region (there are now 130 foreign firms). |
| Milestones | Creation of the inaugural role of Executive Director; establishment of a fully functional executive team; transition responsibility of all functions from partners to the newly hired, qualified and experienced managers from industry; manage the Y2K technology threat; overhaul the financial management systems to improve billings and collections; review and automation of all legal service delivery systems and processes; upgrade file management processes to significantly reduce the costs of file storage and improve file/data retrieval; provide professional development for partners; lead sales and marketing initiative's to develop business from foreign banks and MNEs; build capability in all functional areas to sustain future growth; lead culture change to progress the firm from being locally oriented to globally prepared; hire and hand-over to an experienced local manager to before my 3-year term was up. |

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| Company | Arthur D Little |
| Location | Singapore/South East Asia |
| Sector | Global consulting firm |
| Circa | 1992-1993 |
| Client | Managing Partner |
| Role | Contract assignments |
| Objective | Provide support to Singapore-based clients with SE Asian strategy and change projects |
| Milestones | Completion of a number of strategic change projects including one for Shook Lin & Bok (who I later joined in-house, see above) |

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| Company | Chapman Tripp |
| Location | Auckland, New Zealand |
| Sector | Legal |
| Circa | 1990 - 1993 |
| Client | Managing Partner and Senior Partner, Arthur Young |
| Role | Managing Director, Cording Young NZ Ltd (owner-operated consultancy) |
| Objective | Lead the firm's partners to conduct a strategic review, organisation restructure and leadership development |
| Milestones | Complete a 6 month strategy review process; restructured national network (closing non performing branches); reposition firm in national market; adjust internal structures and market-facing operations to meet shifting client demands (including rebranding lead partners); complete integration of a previous acquisition which had not been fully combined causing sub-culture clashes. |

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| Company | PriceWaterhouse |
| Location | Auckland, New Zealand |
| Sector | Business advisory – audit, accounting, tax, management consulting |
| Circa | 1986-1989 |
| Client | George Green, Managing Partner, Management Consulting Services |
| Role | Managing Director, Cording Young NZ Ltd (owner-operated consultancy) |
| Objective | Build firm capability (systems, processes and skills) in strategy, business development and marketing |
| Milestones | Develop and implement firm market strategies; provide partner BD development; establish and deliver BD, marketing and communications programs to support the provision of legal services |