

Professional PMO / Program Director / Interim Manager in GSM Telco & ICT (Oil, Energy) with international cross cultural contracting / consulting experience & 9 yrs Senior Management Team level with core competencies for complex technical and commercial roles. I demonstrate integrity, emotional intelligence, accountability & am a lateral thinker with a sense of humour who mentors & empowers staff, adds value, creates opportunities, addresses root causes & delivers commercial win/win solutions. Left school at 15 due to poverty; self made success through hard work, self improvement, persistence and belief. My life is a Change Mgmt study. Forgotten Australian Survivor.

**I Possess These Key Skills & Competencies: [ Knowledge Worker / Integrity / Can Do Go to Person ]**

- Leadership - Modern Approach [[Top Quartile World 1998 – Boston Consulting Group](#)] & General Mgmt
- Cross Functional PMO Portfolio Program & Project Mgmt (PMBOK) & Recovery / Merger Integration
- Technical & Business Program Management Including Quality & Process Elements / TOM
- Information Technology / Service Delivery (Strategic, Operational & Hands On) -12yrs
- Strategic Financial Analysis, Business Cases, Investigations & Commercial Negotiation
- Lessons Learned & Organisational Knowledge Mgmt / Conflict Resolution & Negotiation
- Ability to Mentor, Spot Talent, Develop It & Set-up Empowered Self Managed & Virtual Teams
- Good Knowledge Health & Safety, Environmental Consents, Asset Mgt, RCM – Electricity / Oil & Gas

**I Have Applied These Skills Across Diverse Industry Sectors in Several Countries:**

Corporate Employment			Countries
Telco / ISP / ICT	(GSM Mobile, WiMax16e, Satellite B/band, CoLo, Ericsson, Oil Basra Iraq – Exxon, BP, Shell, Lukoil)	8 yrs	Iraq (Baghdad & Basra) Kurdistan / U.A.E. Haiti, Caribbean Ghana, West Africa Mexico Panama France United Kingdom New Zealand Australia
Energy	(Hydro Electricity Gen / Upstream Oil)	6 yrs	
Consulting & IT Vendors	(Apparel, PC/LAN, Outsourcing, Tutor)	4 yrs	
Shipping / Logistics	(Container Port NZ / Integrated Logistics Ghana)	4 yrs	
Legal / Property / Security	(Immigration / Development / Private Security)	2 yr	
MBA		1 yr	
<b>Early &amp; Blue Collar, Study Employment</b>			
Trade Apprenticeship	(Bauxite Mining / Marine Outboards / Meatworks)	4 yrs	
Sport, Leisure & Hospitality	(Aust Navy Dive School Gym, VIP Corporate)	2 yrs	
Banking	(Retail)	4 yrs	

**I Can Add Value to Your Company by:**

- [Being the Bridge Between Business & Technical Domains to Achieve Customer Focus](#)
- Ensuring New Programs / Projects Are Delivered Professionally & Successfully
- Recovering Off-Track Projects, Improving Current Operations & Ensure Success of Other Depts / KPI's
- Proactively Assisting Junior Staff to Reach Their Full Potential / Training & Knowledge Transfer

**Why Your Company Should Employ Me:**

- Can See & Join the Dots, Flexible to Changing Business & Market Priorities & Accept Any Challenge
- Demonstrable Ability to Handle High Stress / Hardship Environments
- Bring Structure to All Aspects, Outcome Focused, Pay Attention to Detail & Meet Deadlines
- Have the Educational & Real Life Experience to Approach Problems & Find Solutions

In summary I possess the strategic, technical, organisational, social, political & cultural competencies required to be a successful leader in any role or country, switch between strategic & operational modes & mentor local successors.

**Education & Professional Qualifications / Awards / Clearances / Languages**

- 2003 Master of Business Administration, Aust.
- 2002 Master of Management, Aust.
- 1997 Residential Mgmt Forum 21, NZCM.
- 1996 Cert in Project Plan & Ctrl (PMBOK), NZ.
- 1986 Cert in Information Proc (Dist), NZ.
- 1984 Trade Fitter / Marine Outboards, Aust.
- 1976 Cert in Business & Comm Law (Dist), Aust.
- 2002 Manly LSC Ray Leighton Inspirational Shield (Inspires Others by Deeds, Actions & Conduct)
- Manly LSC - Volunteer Surf Lifesaver / Patrol Captain / Rescue Boat Driver & Instructor

Australian & British Citizen (Passports) D.O.B. 12/09/1959  
US DoD MNFI Iraq Wide Biometric (expired) / FM3 Mexico  
Australian Federal Police Character Clearance 2011 (curr)

Spanish - Intermediate Business & Social.

Arabic / French / Pacific Pidgin – Basic [Panama Residency](#)

## Employment Summary [ \* Senior Mgmt Team ]

Jan 2012 - May 2013	<b>Consultant ICT (Oil) SAA / ChimDingo Inc - 2 mth Ghana / Research / Bids – Panama / U.A.E.</b>
Apr 2011 to Mar 2012	<b>Consultant GM ICT (Oil) * - Sama al Azdhar (Startup), Basra Oilfields, Iraq <u>Ctrct / I-Mgt.</u></b>
Jan 2011 - Mar 2011	<b>Vendor GSM - RAN CPM, Ericsson, Haiti. <u>Ctrct (resigned due to NZ earthquake) Ctrct / I-PMgt.</u></b>
Jun 2010 - Dec 2010	<b>Telco GSM * - Head of PMO Senior Manager, Technical. Korek, Kurdistan, Iraq. <u>Ctrct I-Mgt</u></b>
Jul 2008 - May 2010	<b>Consultant Telco WiMax/Logistics/Security- Proj Dir Discoverytel, Ghana, Africa <u>F/T I-PMgt</u></b>
Sep 2005 - Apr 2008	<b>Telco GSM * - Director Business Program PMO, Zain (Iraqna), Baghdad, Iraq. <u>F/T I-Mgt</u></b>
Feb 2004 - Mar 2005	<b>Consultant Legal Immigration - Comml Mngr, VisAustralia, Mexico (Panama, Colombia) <u>Cons</u></b>
Jan 2002 - Oct 2003	<b>MBA - Macquarie University Graduate School of Mgmt, Sydney, Australia. <u>F/Time</u></b>
Feb 2001 - Oct 2001	<b>Telco CoLo - Special Projects Manager, Crown Castle Australia, Sydney, Australia. <u>Ctrct</u></b>
Mar 2000 - Dec 2000	<b>ISP - Service Delivery / Ops Mngr Aust / NZ, chello broadband, Sydney, Australia. <u>Ctrct</u></b>
Apr 1999 - Dec 1999	<b>Telco GSM- Service Delivery / Project Manager, Nortel Networks, London UK/France. <u>Ctrct</u></b>
Nov 1994 - Feb 1999	<b>Energy * - IT Director (CIO equiv) / Knowledge Mgmt PD, Electricity Corp of NZ. <u>F/Time</u></b>
Apr 1987 - Oct 1994	<b>Shipping/IT - Project Mngr/Consultant, LAN's, Support/IT Tutor, NZ/UK. <u>Self Emp Cons</u></b>

## Recent Achievements 2005-2013

### 2012 - 2013 ICT - Consultant ChimDingo Inc/SAA - 2m Ghana /Research Mobius Wireless / Bids Panama/U.A.E.

- Winning Bid \$1.7m ENI Saipem EPC Telecoms Mar 2013 Greenfield ExxonMobil Water Treatment Plant
- Winning Bid \$4m BP (ROO) May 2013 Mobile Field & HQ ICT Support Bid (2 year contract)
- Entire Tender Response (Documentation, Technical Research, Business Narrative, Costing & Margins)
- **Achieved Long-Term Business Sustainability for Startup Business with these Winning Bids.**

### 2011 Apr to Mar 2012 Consultant GM - Sama al Azdhar (Startup), Basra Oilfields, Iraq. Upstream Oil Clients.

**\*\* 6 months fulltime Iraq, then working remotely part-time from worldwide for SAA. .**

Operational Management, Strategic Growth, Bids & Bus Develop, Branding, SLA. HSSE. [www.samaalazdhar.com](http://www.samaalazdhar.com)

Contributed to Revenue Increase & Corporate Image & Profile by:-

- Lukoil – Winning Bid Team Apr 2012 \$4.5mill 3 Year Microwave Bid
- Exxon Mobil – Bus Dev Team 5 Year Master Sourcing Procurement in Iraq
- Shell - Winning Bid P2P Microwave incl Tower Repair / Safe to Climb
- HSSE Compliance Corrective Action Audit / HSSE Info & Branding Material for HSSE Visibility
- Recruitment – Assisted MD Interview & Recruit Correct Technically Profiled Staff
- Website – Wrote All Content for Website, Design Guidance to Graphic Designer
- Branding – Refreshed Brand, Actioned Range of Initial Promotional Designs and Printed Material
- Customer Interaction – Flexibility & Can Do Attitude to Strengthen Relationships
- SLA, Process & Procedural Improvements / Bid Pricing Review & Modelling / Strategic Planning
- Partner Certification Program Responsibility - Dell, Cisco, Microsoft, HP

### 2011 – Jan to Mar 2011 RAN CPM, Ericsson, Haiti. Radio Access Network Upgrade for Digicel. (Seachange)

- Obtained Confidence of Customer on the RAN Side – Problems Before I Arrived.
- Project Managing Technical Rollout & Business Issues. [**Resigned due to NZ Earthquake – help family**].

### 2010 – Jun to Dec 2010 Head of PMO Senior Manager, Korek Telecom, Pirmam, Kurdistan.

Heading up GSM Technical & IT PMO reporting to CTO. Major E/// Rollout Iraq Expansion (Containerised Switches, RBS, MSC, GPRS, VAS, 1600 new towers, 4 new Switch sites) & Assisting Procurement. **US\$50 million program.**

- Running PMO Singlehandedly for 4 months Initially
- Designing Site Layouts for New Multi-Million Dollar Ericsson Containerised MSC (Switch Sites)
- Project Management Refit of one Korek Building into NOC & Training Centre
- Bid & Project Management of IBM Tivoli Trouble Ticketing & Service Request Manager Software
- Bid & Project Management of PMO MS Enterprise Project Server Implementation
- Working on Training Curriculum With HR & Vendors / Recruiting Locals for Mentoring into PMO

- Mentoring Procurement & Improving Evaluation, Selection, Logistics & Warehouse Processes
- Working with Vendors (Ericsson / NSN / Huawei) to Deliver Rollouts & Projects
- Mitigating Project Issues at High Level to Source Equipment (Emergency Orders e.g. 700 antennas from Unpicked Order in Brazil to Save Baghdad Launch when Original Order Late.)
- High Level Strategic Planning Roadmaps & Reporting Statistics for Iraq Wide Rollout, Expansion & Remedial Fixes

**2008/10 Consultant - DiscoveryTel, Ghana Project Director & Acting General Manager** (favour helping in Ghana while riding out financial crisis)

WiMax16e (4G) Bid & Rollout Project Management including Budgetary Responsibility & Financing

- Conducted Commercial Bid, Evaluation & Selection Process [Intracom / Sistema Winner (technically good & best financing option) over Huawei / ZTE / Alvarion]
- Impl Project Manager – Technical, Commercial, Back Office & Vendor Mgt / Possible Merger Targets

Responsible for cross-functional project plan and implementation of all aspects of WiMax 16d upgrade to 16e including new rollout, transition, training, commercial & marketing plan. [www.discoverytelgh.net](http://www.discoverytelgh.net)

**Consultant CEO, ChimDingo, Panama** - Strategic Consulting on Security & Logistics Projects in West Africa for [www.afwestinternational.com](http://www.afwestinternational.com) , [www.mcdanshipping.com](http://www.mcdanshipping.com) . Personal work & some time out after Iraq stint.

- Winning Bid – United Nations Logistics to Ivory Coast
- Winning Bid – Takoradi Air Force Base Concession for Logistics, Facilities Management & Class A Office Building Construction for Rental to Oil Industry Customers
- Two General Managers Removed After Forensic Accounting
- AFWest Security Kept & Not Sold [I prepared business & market strategic analysis documents]
- Project Managed Construction of 3,000sqm Bonded Warehouse (sold in Mar 2012 for large profit)

**2005/8 - Iraq GSM Telco, PMO Director, Iraqna (Zain), Baghdad.** (//Mgmt) (*Hostile Takeover Casualty*)

Iraqna was a private commercial company run under the most extreme circumstances I've ever encountered by a brave, dedicated & resilient international & local team; not without risk. A unique bond is created when people are prepared to risk their life for you = Assisting to Rebuild Iraq / Providing Alternative Leadership Style, Hope & Morale.

- **PMO/TQM**

- Ensured Cross Functional Delivery of Large Portfolio of Diverse Technical & Business Projects
  - GPRS Commercial Side, Dummy Subscribers Govt Directive Correction, IVR for Customer Care, Various IT Back Office & VAS Support Projects, Bespoke System Develop, Business Continuity, Premises Relocation, Impl Team CDR Billing & Rating
  - Recovered Oracle Fin 11.i E-Business Project 1<sup>st</sup> 4 Modules Live (GL,AP,CM,PO)
- PMO Role **Post Zain Merger Integration 100 Day Target Operating Model Last 4 Months**
  - Involved in Planning Workshops for Technical & Commercial Activities
- Delivered Several Sensitive Root Cause Analysis i.e. Dummy Subs, Fueling, Premises, Security & Implemented Recommendations, Instilled Project Based Culture & Process Centric Approach

- **\$**

- \$500k-\$1m Direct Savings on Security, Fuel, Result of Premises Centralisation + Intangible Productivity & Morale / Tangible Fuel Savings / Large Fines Avoided From Iraq CMC

- **People** (14 Direct Reports)

- Mentored My Local Successor & Team Allowing Them to Grow Professionally, Several Who Have Since Taken Positions of More Responsibility in Other Departments

- **Security**

- Strategic Withdrawal of Premises to Main Compound Despite Vigorous Opposition = Better Employee & Expatriate Safety, Reduced Risk, Productivity Benefits, Costs & Travel Time

- **SMT, Regulatory & KPI Reporting**

- All Preparation & Consolidated KPI's, Executive Dashboards & Reporting [Internal & External Regulatory (Orascom & Iraqi Ministry)] Delivered to Executive Management. SMT Mtg Agenda.

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**\*\* added a few relevant section extracts from fuller employment history older than 5 years.**

**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
- SDLC 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
- Service Delivery Reporting & Root Cause Analysis

**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.**

New Zealand's 4<sup>th</sup> Largest Company, \$4.5 billion assets, 4 Group Offices, (SOE) State Owned Enterprise. **2000 staff.**

- Senior Management Team & P&L Responsibilities / Strategic & Operational Information Technology
- Organisational Knowledge Mgmt Change Initiative Across Whole Corporation
- Assessed by Boston Consulting Group as in Top Quartile World Wide in Leadership 360 Feedback

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

- Direct Report to GM Generation HQ Wellington (2IC Executive Mgmt / Board of Directors)
- Cultural Change Management & Designed Public Relations & Communication Programme
- Profit & Loss Budget Responsibility \$3M (\$100k signing authority)
- Designing Strategy, Program & Framework, Promoting Concepts, Business Champion
- Justifying Business Case & Selling Concept to Executive Management & Sponsor
- Managing & Working With External Consultants (EY, KPMG), 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

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

### 1<sup>st</sup> Senior Mgmt Appointment [Top Quartile World – Boston CG 360 Peer & Team Mgt Feedback]

- 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<sup>®</sup>) Info Mapping Techniques and Class Material for Students.

## Program/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.

## Interests

Sport & Outdoor Activities, Volunteering, Movies, Cooking, Guitar, Travel.

## Marital Status & Origin

Single. Divorced 14 years. 3 boys - 13yo, 22yo (New Zealand), 31yo (Torres Strait Islander, Australia)  
Brisbane Queensland 1961-1985

## Social Responsibility & Volunteering

Fundacion Chimdingo, Panama. Private foundation setup for future programs in Panama.

Done a number of charitable things over the years. Believe in giving back.

<http://www.chimdingo.com/volunteering.html>

Chimdingo Inc. My corporation in Panama.

Volunteer Surf Lifesaver, Patrol Captain & Rescue Boat Instructor / Driver in Australia before heading overseas.