

XXXXXX XXXXXXXX

Corporate Governance, Leadership, Empowerment, Relationships



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PROFESSIONAL PROFILE

I am a business and technology specialist with over 35 years' experience of leading and managing teams in areas such as Retail & Wholesale Banking, Securitisation, Cards & Payments Systems, Wealth, Change & Technology. My signature style involves forming and leading high performing teams to deliver customer solutions aligned with business strategy. I have an extensive background in Cards and Payment platforms, complimented by a passion for watching people develop and grow.

I have broad technology and business transformation experience involving a wide range of technologies, delivery and project management methodologies. I can work with methods and teams to find efficiency in operating style and to produce results. I encourage and back team members to 'have a go', embracing diversity of thought and empowerment as our way of working. I like to push the boundaries of the way that we work, and if we don't quite get things right, that's okay, if we learn and improve from the experience.

I am driven by maintaining focus on practical and serviceable customer outcomes. I believe in using technology as an enabler to help deliver products & services, enhancing the brand of the business through exceptional standards of customer service.

I would describe building and maintaining relationships as not only extremely important to me, but an area within which I excel. I have exceptional interpersonal and communication skills and pride myself on being a keen listener and confident negotiator with internal and external stakeholders.

ACHIEVEMENTS

Mobile Banking App

In partnership with a local Start Up company I lead the team that jointly designed and implemented Bendigo Bank's mobile banking app. Post implementation of the base functionality, there was a requirement to be able to continually improve the App with more features and functions. To do this, we knew we had to change our delivery method, as such I was instrumental in transforming our team to adopt Agile practices and methods. As a result, we now release new features via fortnightly iterations.

Customer and Account Migration

Post the merger of Bendigo Bank & Adelaide Bank there was a need to transform the Retail Bank network in South Australia to align with the organisations vision to be Australia's most customer connected bank. It required a significant commitment to migrate all Adelaide Bank Retail Customers to Bendigo Bank Products, Systems & Processes. This activity had significant impacts from a people, process, technology and risk perspective across the entire organisation and customer base. In summary, approximately 110,000 customers, 130,000 accounts, \$4 billion of funds were migrated from one core systems to another, changing customers' services including payments, cards, internet banking and phone banking. Extensive Organisational Change Management was required to meet regulatory requirements and to provide a seamless experience for our customers. The change was delivered with minimal impact to our customers and staff and within the expected timeframes and budget.

Cards Program of Work

During 2008 – 2012 there was a need for Bendigo & Adelaide Bank to make significant investment in our Cards & Payments Platforms to secure services for our customers, improve reliability of core infrastructure and to meet various global scheme changes. As a result, I was the leader across end to end changes for several activities which are listed below:

- EMV Issuing & Acquiring – POS Terminals
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- Bendigo Retail Visa Debit Card base ‘flipped’ to MasterCard
- Online Authentication Service (OAS)
- New Rewards Program
- Various Visa & MasterCard Mandated Changes
- Various 3rd Party Vendor System Upgrades
- Change to group’s Cheque Processing Provider
- Pin @ POS

The above changes were high risk and involved working closely with multiple third parties, including Visa, MasterCard and Cuscal to name a few. All changes were delivered on time, on budget and many provided an enhanced customer experience.

CAREER SUMMARY

COMPANY	POSITION	DATE
Bendigo & Adelaide Bank	Head of Partnership Development	December 2015 – Current
	Head of Change Division	March 2014 – November 2015
	Program Director	May 2008 – December 2013
	Chief Manager – Banking Solutions	May 2003 – April 2008

SPECIFIC EXPERTISE

End to End Integration	Integration specialist with skills in diagnosing, developing and delivering on all aspects of organisational transformation including people, process and technology.
Stakeholder Management:	Demonstrated ability to operate in complex and demanding environments and adapt to a broad range of operating models at a strategic and operational level. Experience working across multiple divisions, locations and supporting a broad range of stakeholders at all levels and disciplines of the organisation.
Influence	I am driven to ensure successful outcomes for all parties based on building strong relationships via trust, capability, collaboration and authenticity.
Communication	My plain English written and verbal communication style ensures accurate reporting to Board, Executive and all key stakeholders ensuring clarity of all activities including issue and risk management and financial.
Organisational Change:	Significant experience in operating and driving change across organisations, enterprise wide. Experience implementing a broad range of change programs including people, process and technology to build organisational capability and enhance customer experience.
Creating high performing teams:	I believe that understanding people’s goals, supporting their development and trusting them to deliver what they have promised are imperative for people management. I provide transparent, servant style leadership and clear links between organisational direction and their own development. Overlaid with my personal example of a strong drive to deliver exceptional results allows me to create high-performing and highly collaborative teams.
Delivery:	Extensive experience in leading end to end organisational change utilising, Agile, DevOps and Waterfall delivery methods. Focusing on ensuring the business stakeholders are closely connected to the technology teams and alignment to the strategy and customer outcome.

Governance

Extensive experience in large complex 'Change' Programs requiring multiple levels of Governance from Board to Executive and across various committees including both internal and external and stakeholders.

Vendor Management:

I have years of experience working with multiple suppliers. My confident negotiations skills enables me to ensure practical value is achieved for all parties.

SIGNIFICANT PROFESSIONAL EXPERIENCE



BENDIGO & ADELAIDE BANK

Role: Head of Partnership Development

Dec 2015 - Current

Bendigo and Adelaide Bank is a top 60 ASX listed company, owned by more than 90,000 shareholders. They have more than 6,500 employees, who serve about 1.5 million customers in over 500 communities Australia-wide.

The Leader of Partnership Development is responsible for the strategic direction, governance and risk controls for embedding our Strategic Partners into the organisation. As the leader, I built relationships with our Strategic Partners and external service providers to provide flexible resourcing models that are aligned with business strategies and the risk appetite of the organisation. I have been responsible for building, maintaining and enhancing our solid relationships with our strategic partner(s). As the leader of a high performing team I have been instrumental in:

- Developing our relationship with our network of local service providers to derive a deeper aligned strategic relationship and deliver economies of scale of the organization's strategic priorities.
- Educating change functions across the bank about how our strategic outsourcing provider can support us to deliver our change priorities.
- Developed and refined our processes to identify opportunities for fixed price or managed service engagement.
- Working with key stakeholders to ensure our internal skills and competency levels across multiple disciplines were appropriate to leverage value from our external partners.
- Introduced potential innovative opportunities through leveraging the value of our partnership with our strategic outsourcing provider/s
- Managed the performance of our partners to continuously improve.



BENDIGO & ADELAIDE BANK

Role: Head of Change Division

March 2014 – Nov 2015

As the leader of the Change Division, I was responsible for all discretionary changes encompassing people, process and technology, to help to deliver on the bank's strategy to be Australia's most customer connected bank. As the leader of this high performing team I have been instrumental in:

- Leading a team of 700 + staff and contractors, across many varied capabilities, including Project Managers, Business Analysts, Organisational Change Managers, Solution Architects, Designers, Programmers and Testers,
- Responsible for \$200 + millions of investments and BAU funding.
- Led multiple concurrent large complex programs of work, including the implementation of the Bank's mobile banking APP, new shared service platform – new General Ledger & HR system, ongoing Cards & Payments initiatives, including 6 monthly Scheme mandated changes, regular enhancements to a Customer Relationship Management Platform.



BENDIGO & ADELAIDE BANK

Role: Program Director

Aug 2008 – April 2013

Responsible for the delivery of various large strategic Programs for the group including the **Retail A2B Program (Successfully implemented in April 2013)**, the **Access & Payments Program* (successfully implemented in 2012)** and the **LINX Phase II* (successfully implemented in 2012)**. As the Program Director, I have been instrumental in:

- Management of the accountability and responsibility for the successful implementation of the program of works in an efficient, timely and cost effective manner.
- Management of budgets and financial expenditure ranging from \$5m to \$25m.
- Leading teams of up to 150 staff directly and indirectly 5,000 staff in the execution of projects.
- Development and management of relationships with multiple vendors, critical to project delivery.
- Ensuring sound governance practices were in place and risk mitigation strategies were implemented.
- Reporting regularly to Sponsors, Executive and Board together with Regulators and external auditors.



BENDIGO & ADELAIDE BANK

Role: Role: Chief Manager – Banking Solutions

Aug 2003 – April 2008

Responsible for all product development for Bendigo Bank, including, pricing, fees, features and the balance sheet management of the products. Understanding and analysing customer feedback to incorporate required changes to the Product suite of the bank to support product implementation and change.

REFEREES
