

Roderick Keyes Laird



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SUMMARY

Demonstrated management strengths

- Work effectively with management from the board through to the front line to shape practical business directions and realign organisation, operations and activities to improve bottom-line impact
- Demonstrated strengths in leveraging information and technology for practical competitive advantage
- Proven ability to deliver insight and innovation that delivers pragmatic outcomes across a wide range of product and service industries, from hi-tech to 'dig and deliver'

Demonstrated people skills

- Develop teams and individuals at all levels to deliver their best
- Effective problem solving leadership in a range of cultures

Illustrative achievements

- Developed a business services outsourcing joint venture employing in excess of 500 personnel and ultimately delivering multiple tens of \$m in net profit
- Establishing growth opportunities and aligning the business model and senior management team in a high tech, high growth business with value in excess of \$2bn
- Total business turnaround ranging from the industrial sector, where combined 20%+ cost reductions, inventory management, manufacturing rationalisation and retail margin improvement delivered multi-hundred \$m impact – through to financial services sector operational improvement delivering \$300m impact across services, technology, distribution, marketing and finance
- Highly successful post-merger management of multi-\$bn organisations in both the retail banking and high tech sectors
- Development of strategies and alignment business organisations and operations to deliver significant impact in the finance, telco, resources, industrial and hi-tech sectors

Business goals

- Work with an energetic top management team to significantly improve / grow a business – in an industry or on issues where information / technology are pivotal
- Contribute to building and growing with a motivated and effective management team
- Make Victoria and Australia more competitive through technology leverage

Business experience summary	2002-Current	Management consulting: architecting high impact businesses
	1998-2002	Partner, Accenture Melbourne
	1993-1998	Partner, McKinsey & Company Melbourne and Düsseldorf
	1986-1992	Associate, McKinsey & Company Sydney and Melbourne
	1981-1986	Director, Sydney Northern Metropolitan Region Biomedical Engineering Service
	1979-1981	R&D Engineer, Sydney Northern Metropolitan Region Biomedical Engineering Service

BUSINESS EXPERIENCE

Business Impact Architecture 2002 – Current

What I am doing now

My current activities involve a mix of consulting and the development of a book around the theme of architecting businesses for superior impact. All businesses face the challenge of figuring out what to do Monday morning to best meet a vast array of tactical and strategic opportunities and challenges – all with limited resources. Getting at least half of the top executive team sharing a model of how the business needs to look in order to succeed and what this means in terms of their individual and collective action agendas, is critical. So is the development of the skills and behaviours that deliver disciplined operational performance management and effective, impact focused transformation. My engineering and business career has honed both the concepts that meet this practical challenge and the approaches and skills that make impact a reality for management teams in the real world.

Distilling and transferring the practical ideas and tools to achieve this is the purpose of the book. My consulting work continues to demonstrate the power of these ideas in action. Current clients include the banking sector (corporate business planning and strategy), Industrial (business reconfiguration and M&A) and IT sector (business turnaround and new growth).

Accenture 1998 – 2002

What I did

I joined Accenture to lead the development of strategy, business architecture and transformation capabilities – in particular with a technology ‘spin’. Accenture has continually evolved since that time allowing contributions on a variety of dimensions including:

- **High impact client service**, helping business managers and their teams understand and exploit the links between business value and information and technology, meeting a spectrum of challenges ranging from new growth to business turnaround. The following pages illustrate the breadth and impact of this industry experience

- **Development of Accenture's new outsourcing capabilities** – and a major and highly profitable services venture. As Accenture's lead local 'value architect' I established the overarching economic and business/operational models for a 500 person services venture. I also worked on extending the services delivery architecture to be able to deliver true scaleable, multi-client services. I also developed economic assessment tools to accelerate deal shaping and lead or supported a range of small and large market development efforts. These activities delivered net bottom line impact for Accenture in the multi-tens of millions of dollars range.
- **Development and deployment of pragmatic, leading thought capital** This provided Accenture globally with a new generation of practical tools for management to identify "where's the money" in terms of business opportunity and how align organisation, operations and actions to "to ring the till". These have been applied across every class of business impact focused work carried out by Accenture's Strategy & Business Architecture practice; general strategic positioning / growth strategy, post-merger integration, major business transformation / reengineering and business recovery. Work done together with the Dean of the AGSM on the micro-economics of new technology "Mastering value creation in the eWorld", won Accenture's global award for best thought capital contribution of 2001.
- **Building Accenture's internal business capabilities** on many dimensions, from the introduction of systematic business development, relationship and sales pipeline management processes, through to the development market intelligence platforms and assets. I developed and implemented the first generation of 360° performance feedback mechanisms, Accenture's first Alumni programme and a revamp of recruiting practices.
- **Development of practical impact focused problem solving** and transformation management skills with teams and individuals from the front line to the executive – both within Accenture and its clients

McKinsey & Co
1986 – 1998

What I did

With half of my career with McKinsey as a Partner, I focused primarily on solving practical business problems across a very diverse range of industries. Services business like financial institutions and telcos were predominant – but experience included everything from hi-tech to "dig and deliver" industries.

I joined McKinsey with a particular passion to understand how technology insight could be leveraged to unlock unique and practical impact. McKinsey provided the opportunity to build the skills to link a structured or 'architectural' perspective on business value with pragmatic bottom-line focused operational transformation. This naturally developed into local and global leadership roles in its Reengineering and Information Technology Practices.

Several years working in Germany, in German, provided first-hand experience of the European market and culture.

**Illustrative
Industry
Experience**

Financial Institutions

- In Australia, for one of its largest insurers, conducted a broad performance diagnostic and led selected improvement efforts in IT management, overhead reduction, organisation alignment and operational process reengineering - realising productivity improvements with in excess of \$100m. (and outsourcing worth in excess of \$1bn) Served the retail banking sector on a variety of issues related to retail network transformation
- In New Zealand worked on a variety of issues including retail distribution strategy, retail network reconfiguration and post merger integration – with shareholder impact in excess of \$100m
- In Australia, worked with two of the banking majors to transform their retail networks

Products and consumer goods

- Developed a business services outsourcing joint venture employing in excess of 500 personnel – at the time Accenture's largest – delivering net value in the 8 digits range
- Post-merger integration strategy and transformation and alignment of business directions with IT investments in excess of \$25m

Manufacturing and Industrial

- Value diagnostic (“What’s broken”) and comprehensive turnaround programme development and execution in a range of industrial and automotive product areas – with excess of 20%+ overhead reductions, organisation realignment, total manufacturing asset, product portfolio and inventory restructuring and significant front line sales productivity and price uplift – delivering hundreds of millions of dollars in net value
- For a New Zealand manufacturing conglomerate, worked with management to understand options to leverage technology to develop new businesses and realise sector operational synergies worth in excess of \$50m, in addition to helping refocus the management of a major IT project

Technology & Telecommunications

- Developed growth (and in one instance turnaround) strategy for a number of Australia's leading “home grown” technology innovators in both the IT (unlocking \$50m in new shareholder value) and health technology sectors
- With the Australian subsidiary of a global computer technology manufacturer, helped the management team lead the post merger integration of an acquired company, as well as developed channel and marketing strategies suited to the integrated organisation to capture an acquisition premium in excess of \$50m
- For a large European Telecommunications operator, developed investment management techniques and restructure overall network investment, maintaining or improving customer objectives while preventing in excess of DM2.5bn of overspend. In addition, reengineered and consolidated construction supply logistics with a multi-hundred million DM impact while improving service levels. Developed reengineering and project management skills, restructuring a front-line service systems and process transformation effort to achieve competitively relevant performance levels with a planned spend reduction of DM500m and a significantly shorted project time-scale
- Lead a variety of initiatives for Europe and Australia's largest high tech companies delivering outcomes ranging from significant front line service satisfaction hikes (+25%) to new product and

services innovation across broadband communications, internet services, eLearning and retail distribution

Resources and Utilities

- For a major Australian Water Utility, established a new business process blueprint and new organisation based around a fundamental reassessment of strategy and resulting in significant productivity gains (in excess of \$20m) as well as a major refocusing of the organisation. Management of information technology outsourcing was also addressed
- For an Australian resources companies worked on issues ranging from mine development optimisation (paring capex 30% from a \$1bn project), through metals and minerals marketing strategy development (refocusing nearly \$1bn in asset development), service and supply chain reconfiguration (delivering both improved service and 30% inventory reductions) to fundamental operational and organisational improvement of mining operations (delivering a 25% productivity boost)

ENGINEERING EXPERIENCE

Sydney Northern
Metropolitan
Region
Biomedical
Engineering Service
1979-1986

What was it?

The Sydney Northern Metropolitan Region Biomedical Engineering Service (NMRBES) is Australia's largest Biomedical Engineering unit, with over 30 people providing a range of medical technology research, standards and support services for northern Sydney and northern New South Wales. During my tenure as

Director I was responsible for the strategic direction, personnel development and general administration of the unit as well as:

- research and development, in areas ranging from the development of a reliable means for monitoring the health of really tiny (<1000g) babies, to the development of computerised systems to help anaesthetists recognise when their patients really were unconscious (not just paralysed).
- establishment of Australia's first standards laboratory for electro-medical equipment
- implementation a number of Australia-first diagnostic devices—including the first high field strength Nuclear Magnetic Resonance imager.
- the establishment of a clinical computing policy for public hospitals, which formed the basis for a complete re-architecture of health computing in that state.

SELECTED PUBLICATIONS

- Kambil, A. and R.K. Laird, *The Value Network Imperative*. Leader to Leader, 2001. 22(Fall).
- Laird, R., et al., *Mastering value creation in the eWorld: A CEO toolkit for unlocking the total value potential of information technologies*. 2000: Accenture Research Paper.
- More, E.A. and R.K. Laird, *Organisations in the communications age : an introduction to organisational communication and communications technology for management*. 1985, Sydney ; New York: Pergamon Press. ix, 185.
- More, E.A. and R.K. Laird, *The Impact of Modern Communications Technology on Communications Education in Australia*, in *Communications Skills: Croom Helm*

communication series, P.J. Hills and M. McLaren, Editors. 1987, Croom Helm: London ; New York.

EDUCATION

- Tertiary** Master of Engineering Science (Biomedical),
University of Melbourne – 1979
- My thesis addressed the co-development of the ‘Australian Cochlear Prosthesis’. (Colloquially known as the ‘bionic ear’) This device replaces lost inner ear and auditory nerve function by translating sounds into electrical signals which directly stimulate the brain. I developed the first generation of speech / sound to signal translators which constituted the non-implanted half of the device. This was a world first which has since been successfully commercialised by the Cochlear company.
- Tertiary** Bachelor of Engineering (Electrical),
University of Melbourne - 1977
- I was the top graduand in the field of electrical engineering, and as a consequence won a number of academic prizes. I entered the University with a non-residential scholarship to Trinity College. I was also a member of Intersarsity Ski team.
- Secondary** Matriculated at the Camberwell Boys Grammar School, Melbourne.
Special distinction in Physics, A’s in Pure and Applied Maths, English.
House Captain, Music Captain, Leader of Orchestra, Scholar of School.

FAMILY AND PERSONAL

- D.o.B.** 13th May 1956, current age 48
- Nationality** Australian
- Family** Susan Anne Laird 14/11/57
M.A. (Special Education), B.A, Dip.Ed.
James Hamilton Laird 20/1/88
Caitlin Keyes Laird 11/9/90
- Languages** Australian (native), German (fluent speech, high reading comprehension, average writing skills)
- Hobbies** Family, Applied mathematics and technology
Astronomy. Pistol shooting, Renaissance dance, Early music recording
- Sports** Cycling, skiing