

## A Sample of Pamela Young's work

(Other project summaries available on request) - Updated 2017

<b>Company</b>	<b>International Healthway Corporation (IHCMA) Singapore Ltd</b>
Location	Singapore-based, SGX listed with Asia-Pacific operations
Sector	Healthcare and Healthcare Real Estate – aged care, medical centres, private hospitals, medical real estate
Circa	2015 - 2016
Client	Founder and Chairman, Mr Fan Kow Hin
Role	Australian Strategy Formulation and Commercial Management
Objectives	To set-up and manage healthcare real estate assets and operations in Australia
Milestones	Investigate local market entry, formulate and execute launch strategy, build stakeholders relations, systems development, and operational management of assets and business processes
<b>Company</b>	<b>growthcurv Pty Ltd</b>
Location	Asia-Pacific
Sector	Consulting: leadership research into Australian business culture and its impact on productivity and growth
Circa	2011-2014
Client	Self
Role	Author: To write a book for CEOs and executives to help them lead change to meet 21 <sup>st</sup> Century business challenges
Objectives	To investigate Australia-Asia business opportunities and 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.
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.

<b>Company</b>	<b>Coffey International</b>
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; 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.

<b>Company</b>	<b>Australian Graduate School of Management, UNSW</b>
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.

<b>Company</b>	<b>Macquarie Bank, for AGSM</b>
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.

<b>Company</b>	<b>Barclays Bank</b>
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.

<b>Company</b>	<b>Freshfield Bruckhaus Derringer</b>
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.
<b>Company</b>	<b>Barclays Bank</b>
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.
<b>Company</b>	<b>Lloyds Bank</b>
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.

**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.

**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)

**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.

**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