



PAUL BERRY

SENIOR EXECUTIVE | CONSULTANT | PROJECT MANAGER

Organisational Development | People and Change | General Management

"My desire for change is relentlessly driven by business aspirations for delivering measurable, long-lasting financial, operational and people-focused results."

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FOCUS AND VALUE

A serial change agent and innovator—best known for: leadership, team and strategic development.

Optimum engagement: enterprises that value strategy and have an agenda for change, growth, engagement and organisational development.

Results focus: vast experience in improving team cohesion and effectiveness, developing people, and facilitating business growth. A partner to business—communicating, finding solutions, achieving buy-in and overcoming obstacles to success.

AREAS OF EXPERTISE

Business Planning and Strategy



People Development (Training and Coaching)



Change Management



Performance Management



Organisational Development



Project and Program Management



Financial Transformations



Strategy Development



CAREER MILESTONES

"Hanging Tough" Promoted to General Manager of Myer South Australia, after overcoming enormous obstacles during the Sydney store rebuild and downsizing. In just three months, led a 50% headcount reduction—relocating or retrenching hundreds of staff and managers, and transferring millions-of-dollars stock throughout the network. The business remained operational throughout reconstruction—a turbulent and difficult time that pushed staff to their limits, professionally and emotionally, in dealing with safety hazards, building accidents, a departmental flood, customer complaints, an extortion attempt, and a celebrity request for an after-hours guided shopping event. Inspiring teams to "hang tough" despite extreme situations, became a critical component of maintaining cohesion and camaraderie, and leading by example.

Engagement, influence: Secured \$1.8M in government contracts—supporting the development of 240 managers across 30 organisations. Successes were credited with additional opportunities to lead organisational change and team development, consulting to and serving Boards, designing strategies, and developing processes and team development activities.

Financial Transformation: Transformed a small loss into a 3 million-dollar net profit for a major chain retailer in Adelaide. Engaged staff in contributing to strategic plans, identifying obstacles, and devising solutions. After securing buy-in from decision-makers, encouraged a whole-team approach to deliver the outcomes

EXPERIENCE NARRATIVE

FIND TRUE NORTH PTY LTD

4/2004–Present

Chief Executive Officer/Business Consultant

Company:

ACI Glass, Adelaide Bank, Advanced Airflow Technologies, Advance Shopfitters, Adelaide City Council, ANAC, Barossa Fine foods, Barkuma, B D Farm Paris Creek, Bilfinger Berger, Brambles, Bunnik Tours, Bureau of Meteorology, Cadgile, Caroma, Cavpower, Cleanaway, Clipsal, Cocolat, Coles Myer, Colliers International, Comace, Coventry Group, Diemould Tooling, EDI Rail, Energy Power Systems Australia, Enve, Gawler City Council, Grant Thornton, Hansen Yunken, Harris Scarfe, Hayes Knight, Invisage, Ingeus Group, Jaquillard Minns, Leighton Holdings, Mayfiled Engineering, Medical Insurance Group Australia, Multislide Industries, Normet Group Australia, Oliver, Peregrine Corporation, Ray White, SA Water, Santos, Scholle, Southcoast Shopfitters, St Vincent De Paul, Taylor Cullity & Lethlean, Vani-T, Wealth By Design, William Buck.

Formed and shaped business consultancy with a mission to help organisations change and innovate, and achieve sustainable and positive shifts in behaviour and roles.

Kick-started fledging business by tendering for government contracts—the first, an \$80K change and innovation contract to help small businesses innovate, and later, a contract to develop leadership expertise for company managers.

The success of these early contracts led to more opportunities—with government contracts totalling \$1.8M to develop 240 managers across 30 organisations.

- **Industry Recognition/Public Speaking:** attended business networking events, and accepted invitations to present key note addresses and information. The presentations were well received, providing an opportunity to build brand awareness and develop a strong centre of influence across the corporate and government landscape.
- **Adapted to tumultuous economic times** by creating and promoting a more holistic approach to reach across core business areas, and heavily focus on quality consistency and sustainability of project outcomes.
- **New horizons:** Identified digital networking as a trend that inspired interest in the corporate and government sector, and produced services to generate interest and development of new business.
- **Board membership:** Invited to chair a Board of Directors, and join as Board member for a second organisation.

Selected Project Highlights:

SA Water. Large government-owned public utility with \$13B in assets and 1400 staff. Mission: to help management teams work cooperatively and transparently. Profiled “Thinking Styles” of the management team including the Chief Executive Officer, and through the results generated, facilitated understanding through insightful observations of communications and behavioural cues.

- Improved understanding of team diversity drove empathy for individual needs and drivers. The project was considered an outstanding success and was delivered on time and to budget.

Department of Innovation and Science (Federal Government). Contracted to help four, small South Australian businesses transition through a process of change designed to boost growth and drive innovation. Combated business inflexibility, changes in focus, and competing operational demands hindering engagement, by adopting a more flexible approach that acknowledged individual business limitations.

- Programs were completed to budget, with organisations praising insights that when adopted, delivered positive change and growth.

State and Federal Government Leadership Development. Combined practical experience with the traditional models and emerging business ideas in the training and leadership space, to deliver a twelve-month training program for leaders.

TESTIMONIAL

“The planning process was skilfully facilitated by Paul, who kept the planning team focused on the task of shaping Barkuma’s future direction over the next four years and beyond.”

—Chief Executive Officer,
Barkuma

Program encompassed in-class training, on-the-job activities, online learning, and required the delivery of a major business improvement program over the course of the training. *Results:*

- Upskilled 240 managers in 30 organisations, in a \$1.8M government initiative.
- 160 business improvement project designs.
- Major business improvement initiatives rolled out across 30 South Australian companies.

MYER GRACE BROTHERS

1/1985–3/2004

General Manager, Adelaide

Sales Manager, Doncaster

National Buyer

Reported to: Group General Manager, Stores. **Supervised:** 1300 staff and 40 managers. **Budget:** \$180M in sales; \$50M OPEX. Special project CAPEX for store refurbishments. **Company:** Largest national department store group with 69 department stores nationally.

Challenge: hierarchical, bureaucratic culture with top-heavy management structure and inadequate team engagement contributing to declining service standards and company results.

Actions: Flattened management structure, encouraged leaders to develop and own strategies for success, conducted cultural change workshops to boost interest and motivation, and communicated the benefits of a market-drive approach. Opened lines of communication to respond to staff concerns and ideas, publicly recognised customer compliments, introduced a rewards and recognition program for top performers, and launched a Mystery Shopper program.

Results:

- Performance accelerated beyond expectations with Adelaide consistently achieving top 4 position from 69 competing stores nationally. South Australia also achieved highest annual sales and ROI in the store's history, and set benchmarks for customer service across all stores.
- Delivered financial turnaround from a small loss to a \$1M profit within 18 months—an accomplishment recognised at the company's national conference.

Additional Contributions:

- Helped managers generate a strategic plan for growth and change, and secured commitment from all stakeholders to turn the business around financially, take ownership of individual tasks, and communicate an "all for one" approach in delivering results beyond expectations.
- Instrumental in transforming the smallest store of 69 store network into a top performer—achieving the third largest sales in *Myer Birthday Sale* event. The project, to convert the group's poor performing store into a new retail format clearance centre for the group, helped remove lower margin unwanted inventory from premium department space and consolidate to one location. Overcame staff scepticism and mistrust of the new initiative, by encouraging greater involvement and ownership in the program's success.
- Led the downsizing of the Sydney City Grace Brothers department store in preparation for a store rebuild. Within three months, the site was less than half its size with hundreds of staff and managers retrenched or relocated, and millions of dollars of stock redistributed. Maintaining staff morale through this period of uncertainty, site hazards as the store traded throughout reconstruction, and significant finger-pointing in the face of workplace accidents, customer complaints, stock losses, and a bomb hoax, required meaningful communications, team nurturing and leadership. In 12 months, a cohesive, functioning team was exceeding targets and in control.
- Drove positive publicity via media comments during peak trading times, sales, special events, and trading hours. Mastered the skill of turning controversial media requests into a positive response that enriched brand awareness and led to networking opportunities across retail and allied industries.
- Won *Public Relations Institute of Australia Award*, for efforts as Coles Myer Group SA Spokesperson throughout trading hour campaign. Interacted with brand heads from Kmart, Coles and Target to ensure on-point, branded message consistency.
- As Sales Manager of Doncaster, achieved the highest divisional sales growth in Victoria.
- As National Buyer, delivered the highest annual buying gross profit growth in the division.

Grocery Manager

As the youngest person accepted into the Trainee Management program, swift promotions and opportunities followed mirroring performance excellence. Highlights included piloting an automated basic stock system for the entire company, and being handpicked for a career-boosting opportunity to prepare new supermarket launches.

BOARDS/REPRESENTATION

Chairperson, Hayes Knight Chartered Accountants

Chairperson, City Business Committee, 3G Technologies

Chairperson, Rundle Mall Management Committee

Board Member, Adelaide City Marketing

Committee Member, SA Olympic Games Committee

South Australian Publicity Spokesperson, Myer

Spokesperson, Trading Hours Campaign, Coles Myer SA

Advisory Board Member, Comace, Vani-T

EDUCATION

MBA subjects completed: Managing People, and Economics for Business, Flinders University

Certificate IV, Workplace Training and Assessment

Diploma of Frontline Management, Australian Education and Training Services

Certified Practitioner, Herrmann Brain Dominance Instrument

Licensed Facilitator, Covey—7 Habits of Effective People

Store Management Program, Chisholm Institute of Technology

Senior Management Development Program, Myer Grace Brothers

Interaction Management, Myer Grace Brothers

Training: Creativity and Innovation; Advanced Mind Mapping (Tony Buzan). Strategic Planning and Management (Tigert & Ring). Problem Solving and Decision Making (Kepner Tregoe). Project Management; Change Management (INFACT).

Managing the Media and Publicity (Ball Publicity); Communicators—Effective Speaking (McComas/Kinsey).

“All senior management team members are now cascading the team development sessions in their businesses. Aside from the great team building and understanding team members’ preferences, we are now seeing team cohesion and overall effectiveness increasing at levels 2 and 3 below the senior team.”

—Head of People and Change, SA Water Corporation