

ALISON LOW BEc, GAICD

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Education

Graduate Member. Australian Institute of Company Directors (GAICD)
Member Change Management Institute
Participatory Project Management. TorQAid for International Development.
BEc, Accountancy and Finance. Macquarie University Sydney
HSC. NSW, Australia

Summary

Strong change leadership with a proven record of delivering major change and transformation initiatives in complex, ambiguous environments including commercial and not for profit organisations.

Alison specialises in delivering change to transform businesses and thrives on seeing real change in the capability of people resulting in stronger and viable organisations.

As an influencer Alison connects with curiosity and has a strong ability to question, analyse and listen intently.

These skills have been translated into strong organisational and cultural change and agility in changeable and uncertain environments.

Summary of key attributes

Strategic program and change management in complex and large organisations
Delivery and implementation
Developing & implementing transformation strategies
Developing & implementing change & communication strategies
Proven influencer with individuals at all levels
Detailed planning with over 10 years of solid project management experience
Problem solving and analysis
Clear and concise reporting to Boards, Steering Committees and Governance forums
Building collaboration, strong performance and delivery teams

Examples of key change management activities

Cultural and Operational Change strategy designed and implemented to rollout new ways of working through a Net Promoter System and feedback loops across teams in operational and Advice divisions.

- a. Conducted awareness assessments and ability to determine specific activities required to embed the changes.
- b. Designed the new ways of working and the **education and training approach** to support the Listen, Learn and Act strategy around creating Customer feedback loops.
- c. Defined the **implementation approach**. The rollout involved sprints for each team so as to be aligned with the feedback from live customer surveys. Working groups created, chaired by team leads to analyse feedback, define action plans and prioritise customer contact.
- d. Managed the **User Acceptance Testing** business teams throughout the NPS Technology development and prior to go live.

- e. Designed the **Communications approach** for all levels of stakeholder education and training. A Walk the Talk communications packs was designed to deliver the messages required to communicate the vision, new behaviors and uphold the new, cultural ways of working.
- f. On-going **re-enforcement & measurement** of embedding the change - implemented through internal employee surveys, walk-in brown paper bag sessions and assessing actual numbers against target indicators (such as changes in the NPS over time, time to respond with positive outcomes to Customer requests, lowered staff turnover).
- g. Presented the change strategy and updates on implementation to **Executive Steering committees**, including dashboards, monitoring of risks and issues, budgets and progress against planned timelines.

Operational Change strategy was designed to implement a new Communications Strategy underpinned by changes to technology, processes re-designed and people capability addressed.

- a. Designed and set up new governance bodies and relevant charters, including new Communities of Practice to support a centralised and customer centric approach to producing all communications across the entire organisation
- b. Produced a **People Capability Assessment** of the skills and education levels required against the what existed across all roles currently producing communications. This was utilised by People and Culture to incorporate into on-going recruitment, on-boarding and continuous improvement training strategies
- c. Designed the **training, education and communications approach** for rolling out the new communications scaffolding and new roles and responsibilities (as part of a new Operating Model)
- d. Presented the **Change Strategy, Roadmaps** and updates on implementation to **Executive Steering committees**, including realisation of planned business benefits, dashboards, monitoring of risks and issues, budgets and progress against planned timelines.

Summary of key achievements

Role	Timing	Organisation	Focus
Chief Financial Officer Acting position	2015 - 2016 18 months	Opportunity International Micro Finance Lending	Managed the financial and governance aspects of equity investment and loan portfolio to fund not-for-profit Microfinance lending. Responsible for teams leading Technology transition to the Cloud, People and Development, Corporate Services, Finance, Compliance and Risk Management and the role focused on the formation of Opportunity's Social Impact Fund, DFAT audit & submissions for continued Government funding
Program Manager	2013 – 2015 2 years	AMP Transformation Program	Strong cultural, organisational and operational change in an ambiguous and challenging environment Large scale change through the launch and implementation of a new target operating model, new ways of working and NPS into all customer facing divisions including Operations and Advice
Change Lead	2011 – 2012 18 months	ANZ acquisition of ING	Strong Change and Project Management with a focus on implementation. Managed the impact and implementation across Distribution, Legal, Product, Marketing, Advice and Finance to integrate and implement a change in the investment strategy for OnePath's management of investments and Superannuation
Program Manager	2009 -2011 18 months	Westpac St George merge	Strong focus on large scale and technically complex Transformation Program Implemented an integration of teams, operations and investment frameworks supporting the Super 'multi-manager' funds management businesses for St George and Westpac
Change Manager	2002 – 2007 5 years	Westpac	Strong focus on Remuneration and Rewards Change Implementation of new remuneration calculation, system and processes for Westpac Financial Advisors and embed a compelling employment offer
			Demonstrated focus on technical complexity Implementation of new Human Resources Management Systems (PeopleSoft) and Rewards systems resulting in more effective streamlined year end remuneration reviews
Project Manager	2001 – 2002 2 years	CBA	Technology platform replacement of NetBank internet banking
Project Manager	1999 – 2001 2 years	Westpac	Technology implementation of GST Westpac acquisition of BT Financial Group
Business Analyst	1998 – 1999 18 months	Transurban City Link	Design and implementation of the Customer Channel management system & operations for the Melbourne City Link. This was the first electronic tolling venture in Australia at the time as a JV between Toll and Transurban
Financial Accountant	1994 -1996	County NatWest	Corporate Head Office based in Sydney
Portfolio Manager	1990 - 1993	Morgan Stanley (London/Tokyo)	Managed the Syndicated debt and equity Portfolios
Senior Manager	1988 -1991	Price Waterhouse	Audit and Management Consulting