

James King

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Profile

An experienced manager and consultant with extensive experience in project management, change management and people leadership. Major strengths are coaching others, dealing with complexity and providing sustainable solutions to problems rather than short term fixes.

Areas of Expertise

People Leadership	Leading teams of up to 75 staff in operational, project and technical roles.
Relationship Management	Managing relationships with internal stakeholders at all levels of the organisation as well as managing client portfolios and vendor relationships on behalf of the organisation.
Project Management	Leading a diverse range of projects from application development and IT infrastructure to process change and HR initiatives.
Technology Management	Leading application development and support teams as well as performing technical roles in infrastructure support.
Capability Development and Change Management	Working with teams to improve engagement, team effectiveness and individual capability growth or to successfully implement change.
Business Transformation and Process Improvement	Delivering initiatives aimed at integrating business units, divesting business units and improving existing processes.
Business Analysis	Uncovering business needs and problems prior to the commencement of projects, preparing business cases and defining the requirements on projects.
Consulting	Providing advice and working with clients to uncover issues and opportunities and planning and implementing solutions.

Career Summary

2008 to present	Consultant, trainer and Agile Coach	Software Education and independent
2004 – 2008	IT Manager	AMP Financial Services
2003 – 2004	Learning & Development Manager	AMP Financial Services
2001 – 2003	Manager, Business Process Consulting	AMP Financial Services
2000 – 2001	IT Consultant	AMP Financial Services
1999 – 2000	Infrastructure Project Manager	AMP Financial Services
1998 – 1999	Unix Administrator	AMP Financial Services
1997 – 1998	Data Conversion Specialist	AMP Financial Services
1996 – 1997	Manager, Superannuation Administration	White & Lewis Consulting
1995 – 1996	Senior Superannuation Consultant	Coopers & Lybrand Actuarial Services
1994 – 1995	Business Analyst	William M Mercer
1986 – 1994	Superannuation Fund Administrator	William M Mercer

Education

UNIVERSITY OF NEW SOUTH WALES
Master of Business and Technology, 2009

EDITH COWAN UNIVERSITY
Bachelor of Business, 1991

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Professional Achievements

People Leadership

- Managed internal consulting teams comprised of business and process analysts working across all business units in a financial services company. These teams provided business requirements, change readiness assessments, business case development and the implementation of process changes.
- Consistently achieved among the highest engagement scores in companywide employee surveys and received an internal award for collaborative leadership based on nominations from team members in leading both consulting and application development teams in a financial services company.
- Integrated multiple internal consulting teams into one cohesive team, leading to improved career opportunities for staff and more consistent services to internal customers in a financial services company.
- Managed the superannuation administration team for a boutique superannuation consultancy.

Relationship Management

- Managed the relationship between the IT area and stakeholders across multiple business units within a financial services company, ensuring the effective participation of IT as part of the overall business team.
- Implemented formal service level agreements with both internal teams and vendors.
- Interviewed the CEO of a financial services company in a presentation to staff, presenting his career history and advice to staff on their ongoing career development.
- Acted as the interim HR manager for multiple teams in a financial services company. This included managing the relationship between business units and the HR department as well as providing advice to managers on leadership and people management issues.
- Managed a client portfolio for a superannuation consultancy, dealing with all levels within each client from superannuation fund members to fund trustees and senior managers.
- Facilitated the selection of vendors to provide new applications in a financial services company leading to a transparent and successful tendering process.

Project Management

- Deployed a companywide learner management system to enable e-learning, online competency assessments, and the booking and management of training courses for a financial services company.
- Rolled out application enhancements and projects to financial planners across Australia for a financial services company.
- Upgraded the core infrastructure for an application suite used by internal staff and outside financial planners, leading to greater stability and better ongoing support of core business services.
- Developed and implemented the warranty and production support processes for a major integration project in a financial services company, leading to a smooth hand-over of the newly integrated systems.
- Led the implementation stream of a \$10 million integration project, resulting in the consolidation of the personal insurance systems and businesses following the merger of two financial services companies.
- Managed the conversion of membership data between legacy systems and new superannuation database systems for financial services companies.
- Managed the take-on of new superannuation funds for a superannuation consultancy, involving the transfer of member data, administration services and client communications.

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Technology Management

- Managed the web applications for a financial services company including developing an application portfolio plan that resulted in the consolidation of systems and enhanced service levels for stakeholders.
- Introduced blogs, wikis and online communities across multiple business units, resulting in significantly improved communication across divisional boundaries in a financial services company.
- Implemented knowledge centred support as a way to reduce support costs, improve response times and improve employee engagement in a production support team.
- Piloted the use of virtual classrooms as means to deliver training to financial planners spread throughout Australia, resulting in improved flexibility in the rollout of training programs.
- Reduced risk and improved the supportability of systems through the upgrade of infrastructure and applications along with a shift in support processes away from incident management towards knowledge management and long term problem resolution. This resulted in more cost effective support and a substantially improved stakeholder experience in a financial services company.
- Implemented the backend databases for a new pension product in a start up business in Japan, providing the business with the infrastructure needed to manage pension products for its client base.
- Developed disaster recovery processes and conducted disaster recovery testing to ensure the reliability of the organisation's Unix systems in a financial services company.
- Automated the building and refreshing of development and testing environments to allow testers and developers to create working databases without the need for input from DBA or infrastructure staff in a financial services company.

Capability Development and Change Management

- Established the Agile Development curriculum as a new product offering for a major Australian and New Zealand training company. The curriculum now forms a significant component of the company's business.
- Developed a training game that is used by agile development teams to help with learning concepts such as "velocity", "technical debt" and the planning of agile projects.
- Delivered public and customised internal training courses in Agile and Lean IT development, project management, business analysis and process modelling.
- Implemented a career development framework for the IT division of a financial services company. The framework is used for training, role definitions and salary benchmarking.
- Prepared the change management plan for the integration of a banking division into the wider operations management function of a financial services company.
- Created an induction program for new employees in a financial services company resulting in better alignment of staff to the company vision, auditable compliance training and a faster induction period.

Business Transformation and Process Improvement

- Facilitated the analysis of engagement and support processes as part of a major infrastructure outsourcing renegotiation, leading to improved service levels and vendor relationships.
- Analysed the issues and opportunities involved in merging two IT service management teams in a financial services company, leading to the smooth transition of people and services into one integrated team.
- Built an outsource services cost model that was used as a basis for negotiating and transitioning infrastructure services to an outsourced environment for a financial services company.
- Conducted a review of the internal superannuation administration services for a mining company, leading to the redesign and partial outsourcing of the services provided.

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Business Analysis

- Created a three year development plan to implement new business analysis techniques and capabilities, resulting in more consistent approaches between team members and more effective requirements and analysis services for projects across multiple teams in a financial services company.
- Acted as the lead IT analyst on a divestment project leading to the successful sale of the general insurance division for a financial services company.
- Facilitated a management offsite over two days for a senior IT leadership team to define new team structures, team priorities and operational plans for the year.

Consulting

- Reviewed the application development practices in a digital media company and presented recommendations to the IT manager and CEO. The recommendations are currently in the process of being implemented.
- Conducted sales meetings and participated in tenders that led to the sale of training courses and consulting services for a major Australian and New Zealand training company.
- Assessed the existing processes used by a service management team in a financial services company, leading to demonstrated improvements in stakeholder perceptions of the quality of services and ease of engagement provided by the team. The improvements included the introduction of service level agreements and streamlined engagement processes.
- Investigated critical technical and business issues related the divestment of a business unit in a financial services company and recommended solutions that were implemented as part of the sale.
- Assessed existing disaster recovery processes and business continuity processes for critical databases and infrastructure in a financial services company. Based on the results of the assessment I then implemented improvements and led the disaster recovery testing to ensure the robustness of the application support.
- Analysed the infrastructure supporting a legacy system and implemented a pragmatic program to purchase limited new hardware, while redeploying existing hardware to mitigate risks and performance problems without a substantial expenditure during the period before the retirement of the system used to support financial planners across Australia.
- Provided advice to clients on compliance matters to identify commercially realistic approaches to meeting the legal requirements for superannuation funds.
- Delivered consulting services to superannuation fund trustees, such as running trustee elections and establishing new superannuation funds.