



Helen Campbell, Organisational Change Specialist

Helen specialises in organisational change, change management, change leadership and workshop facilitation. She has a passion for helping people design, implement and sustain change so that it delivers a return on investment, minimises disruption and builds capability

Business General Managers

“Thanks for all your help in bringing our change management practices up towards the 11/10 experience. We have come a long way thanks to you” *Jason Yetton, General Manager Retail Banking*

“Helen has done an amazing job of putting change management on the radar of all the Strategic Investment Projects! An amazing accomplishment.” *Kevin Bouchier, General Manager Operations*

Program Directors

“Helen has very successfully led the change management of this program. Her open style of communication and flexibility, supplemented with her extensive knowledge of change management has made this one of the most successful changes implemented in our organisation.” *Eelco Lijding, Group Projects*

“Helen continually drove the importance of good change management practices and importantly how this would be a key determinant of our eventual success. She drove really strong disciplines around stakeholder management and the importance of being clear on the messaging. She has the ability to apply good doses of common sense to things.” *David Gutteridge, Retail Bank*

Change Management colleagues and coaching clients

“Helen’s passion combined with pragmatic approach is truly inspirational. I learned a lot, had fun and felt good about what we achieved.” *Linda Grey, Senior Change Manager*

"Helen gave me practical advice and always provided a new perspective to situations. Following each coaching session, I was able to return to my workplace and apply what I had learned, which really added value to my change program." *Marnie Jurkowski, Head of Change Management*

Helen is

- A Master Accredited Change Manager (ACMM)
- Author of *Managing Organizational Change* (Kogan Page London)
- Co-author of *The Effective Change Manager’s Handbook* (Kogan Page London)
- Guest lecturer at University of Sydney and Macquarie Graduate School of Management and is frequently invited to speak at conferences and on expert panels.
- Co-founder of the Change Management Institute (CMI)
- Was a CMI Board member for eight years with global responsibility for education and accreditation and is CMI Chief Assessor
- Chair of the Change Management Body of Knowledge Advisory Panel
- Certified Professional Facilitator (CPF)

Her significant experience and expertise enable her to assist organisations that need to:

- Improve the return on investment from projects
- Reduce the disruption to morale and productivity associated with major change
- Improve their capability to adopt and sustain changes
- Develop and implement end to end change management strategies and plans
- Improve the capability and effectiveness of change leaders and change managers
- Establish or improve the maturity of their Change Management function

Qualifications & Accreditation

- Master Accredited Change Manager (ACMM) (Change Management Institute)
- Graduate Certificate in Change Management (Australian Graduate School of Management (AGSM))
- Certified Professional Facilitator Accreditation (CPF) (International Association of Facilitators)
- Institute of Executive Coaching Level 2 (Level 3 in progress)
- BSc Hons Information Technology

Clients

Westpac	BT Financial Group	Telstra	Sydney Water
AMP	Ernst & Young	Fairfax	NSW Government
Foxtel	Perpetual	Macquarie Bank	News Ltd
Toll	Origin	REST Super	NBNCo

Helen has delivered a range of successful assignments for a variety of clients. She has significantly improved the success rate of changes by:

- Developing and implementing change management strategies & plans
- Identifying, prioritising and fixing gaps in change leadership and change management maturity and capability
- Developing simple but effective tools and change management frameworks
- Building business change capability through training and coaching

Strengths

Helen's strengths, which lie in a practical, customer focused environment, are:

- Strong change management knowledge, skills and experience backed up by a successful track record of implementation
- A pragmatic approach with a focus on tangible results
- A clear and consistent communicator with excellent facilitation skills
- A strategic long term focus

Conference Presentations

Helen is a respected expert in the field of change management. Recent presentations include:

- Great change is about so much more than great change management
- Will your change deliver real value for the organization?
- Change Management: A critical lever of HR strategy
- Getting the *receiving* side of change right
- What is change management and why do we need it?
- Change management strategies and establishing best practice
- Change management tools and techniques for communications professionals
- What you should be getting from your change managers
- Organisational roadblocks and enablers of good change management
- So you want to be a better change manager?
- Essential competencies for great change managers
- Change Management case study for Project Managers
- Essential tools for Change Managers

1998 – present

Change Management Specialist

Catalyst Business Solutions

Helen works with a variety of clients, helping them to build change management capability and strategies that enable improved benefits realisation, reduce disruption and increased capability.

2013-14

Change Management Specialist

REST Superannuation
(4 months ongoing)

Improving change management and leadership capability and reliably delivering strategic change portfolio

Helen is working with the executive team to lay the ground work for REST's first formal strategic change program. She is assessing readiness in the organisation, its partners and the executive team and designing and implementing interventions to improve their chances of success. She is providing support to the executive to broker tough conversations and is developing the program structure and approach to enable ongoing governance and delivery of the organisation's first strategy. Helen also facilitates the executive strategic planning off-sites.

In parallel with this Helen is the Change Manager for the introduction of the organisation's first Enterprise Project Management Office. This is a hands-on role which includes assessing readiness, developing an impact assessment, aligning the leadership team, planning and managing the engagement of stakeholders and developing the change plan.

Change Management SpecialistOrigin Energy
(1 month ongoing)

Reducing the risk and cost to strategic projects through sourcing of appropriately skilled and knowledgeable change management resources.

Helen is assisting Origin to reliably source appropriately skilled change management resources onto their major strategic projects by scanning the market, filtering and interviewing candidates.

Change Management ConsultantToll Holding
(4 months ongoing)

Implementing a reliable and appropriate change management operating model

Helen is engaged by the Global CIO to design and establish a global change management function. In this role she consulted a wide range of stakeholders and sources to inform the design of an appropriate operating model and is helping the client recruit appropriately. This organisation has not used change management before and has a pragmatic culture – these characteristics have strongly influenced the level of maturity proposed in the initial design.

Helen also assists the Global CIO by designing and facilitating leadership team off-sites.

Global Chief AssessorChange Management Institute
(4 years ongoing)

High quality independent assessment of change management practitioners

Helen is responsible for all aspects of assessment across both the Master and Foundation Accreditation schemes. This includes running assessment centres, quality control, recruitment & performance management of assessors and point of escalation for appeals, assessors and operational staff.

Change Management & Leadership Capability Specialist & CoachNSW Transport
(10 months ongoing)

Building change leadership capability

Helen has worked with senior leaders to increase their ability to lead change effectively. The majority of this work is through tailored workshops and follow up coaching to embed the capability. This work is directly contributing to a greater level of confidence in delivery dates for major projects.

Change Management Specialist - Operating ModelTransport for NSW
(11 months ongoing)*Improved productivity, reducing conflict, smoother workflow and greater stakeholder satisfaction.*

Helen provides support for the transitioning of three groups into an evolving operating model. In particular conducting diagnostics, supporting leaders and facilitating workshops aimed at clarifying the purpose, roles, stakeholders, processes and critical success factors of each group.

Change Management SpecialistProject Performance Group
(2 months)*Built a reliable and accurate assessment tool aligned to global industry standards*

Helen developed an online change management knowledge assessment based on the CMI Change Management Body of Knowledge. This tool is used to assess and develop change management knowledge and capability across PPG's clients and supports a gap in their product suite that meets growing customer demand.

Change Management Accreditation ManagerChange Management Institute
(6 months)*Meeting the needs of novice level practitioners as well as providing strategic benefit to CMI by providing the first independent accreditation for this level of practitioner in the market*

Helen developed the current CMI Master level change management practitioner accreditation scheme in 2010 and was engaged by CMI to develop the foundation level accreditation standard competency model and assessment process. This new level of accreditation was launched in May 2014.

Change Management & Change Leadership Capability SpecialistNSW Justice
(4 months)*An organisation-wide baseline measure for change management and change leadership capability*

Helen developed a consolidated change management and change leadership maturity model from industry and research and then conducted a capability assessment of both functions across thirteen agencies. She presented a clear assessment of maturity, findings and targeted recommendations in both areas. This has enabled them to adapt their change program to the level of capability and apply clear priorities to building and accessing skills and resources thereby increasing their chances of success.

Change Management and Leadership Coach & AdvisorMultiChannel Networks (MCN)
(11 months)*Built internal change management capability and reducing the risk to a major program.*

Helen supported a large transformational change program and was responsible for coaching an internal Change Manager, training the staff and leaders in Reactions to Change and Leading Change, coaching the Program Director and supporting Executive engagement and development. The program was delivered on time and under budget with exceptional levels of involvement and commitment from those impacted.

Change Management CoachWestpac
(3 years)*Built internal change management capability and reduced the risk to several major programs.*

Helen was responsible for coaching internal Change Managers. They are typically people who are new to Change Management or are managing a large change for the first time.

Change Management SpecialistAvant Mutual
(18 months)*Built change leadership and individual change resilience capability*

Helen worked closely with the HR Director for over a year to develop change leadership understanding and capability. She ran workshops with the entire organisation (Leading Change and Reactions to Change) to build change capability and readiness in the business teams.

Change Management Body of Knowledge (CMBok) Development LeadChange Management Institute
(6 months)*An independent high quality reference for change management practitioners globally.*

Helen developed and executed the consultation and development strategy for the change management profession's first global independent body of knowledge. She worked with an international team of authors to write the content and chaired the advisory panel made up of experts in the field. Helen used innovative engagement and consultation strategies to develop and deliver the work in 6 months while building commitment across the profession globally. The CMBok has been very well received in many countries.

Change Management Recruitment Support

KPMG, MultiChannel Networks, Stockland

Reduced the risk and cost to strategic projects through sourcing of appropriately skilled and knowledgeable change management resources.

Helen provides support to organisations that need support to select effective change management candidates. She develops change management role descriptions & job families, finds candidates, filters CV's, and assists with competency based interviewing. This significantly reduces the cost and risk to the organisation of recruiting into these relatively unfamiliar roles.

2012**Change Management Specialist**Foxtel
(18 months)

Built internal change management & leadership capability and reduced resistance and increased readiness for a major automation transformation.

Helen provided change management hands-on support during the critical stages of a major transformational change program involving new technology, processes and a significant mindset shift. She coached an internal change management team and provided a simple change management framework and tool kit. Helen provided coaching and hands on support for the Program Director and internal change management team. Helen developed impact assessments, planned and managed stakeholder engagement, aligned leaders, planned and wrote communications and developed the training strategy.

Change Management Recruitment Support

Stockland

Reduced the risk and cost to strategic projects through sourcing of appropriately skilled and knowledgeable change management resources.

Helen supported a large Finance Transformation program by sourcing, interviewing and pre-selecting high quality change management practitioners. This provided highly skilled change management resources at a critical stage of the project.

2011**Change Management Skills Coach**Telstra
(5 months)

Built internal change management capability whilst reducing risk on several large change programs.

Helen coached a team of internal inexperienced Change Managers on a large sales transformation program. The support enabled Telstra to mitigate the risk of using inexperienced practitioners at the same time as building internal capability. Two of the coachees have gone on to senior change management roles within Telstra.

Change Management Specialist and Engagement Facilitator

News Ltd.

Successfully consulted with antagonistic external stakeholder groups on a major change.

Helen was responsible for designing and implementing the engagement approach for a key group of community stakeholders. This included the design and execution of consultation workshops across three states over the period of the project. Following the first round of workshops 98% of participants said the sessions were worthwhile and 89% felt that their views had been listened to and would be used as input to the solution.

2010**Change Management Director**Westpac
(18 months)

Increased change management and change leadership capability and reduced risk associated with ambitious change portfolio.

Helen was asked to stay on to lead the implementation of her earlier recommendations. The initiative was branded “11 out of 10” to symbolise the high standards expected by the business. In the first six months of implementation the average ‘change experience’ score from impacted staff and customers raised from 5 to 8 out of 10. The annual employee opinion survey showed an increase in the area of organisational change of 6% after a drop of 4% in the previous year. To do this she:

- developed and rolled out business focused change management guidelines to inform and fast track project change management activities,
- moved the business to more active and focused involvement in projects,
- worked with the metrics team to quantify and report change management performance, capacity and capability within the Single View of Change management reporting,
- initiated tracking of implemented changes to ensure they had been embedded and sustained and benefits realised,
- strengthened and visibly supported integrated project and change management governance and frameworks,
- took a leading business role within organisation-wide Project Manager, Business Analyst and Change Management training,
- briefed PMOs and Project teams across the bank on the “11/10” initiative and
- improved the skills and behaviours of business representatives within projects.

2009

Change Management Specialist

Westpac

Staff and customers' experience of business change varied significantly. Helen was asked to provide recommendations to ensure that their experience of change was reliable and consistent. To do this she interviewed a range of stakeholders and identified the scope of, and levers for, change. She presented a set of recommendations to implement and sustain an approach which ensured less disruption to customer experience, morale and productivity during business changes. These included recommendations at a project, business and organisational level. (3 months)

Facilitator

CardLink Services

Helen designed and facilitated a process to enable the Executive team to agree a new customer service model. The team were able to make a high quality decision, on an emotive topic, in a relatively short period of time. Helen also helped the team develop key messages to support communication of the decision.

2007/9

Change Management Director

Westpac

Helen was responsible for all aspects of change management, including training and communication, within the bank-wide Anti-Money Laundering (AML) program. Her involvement started in the conceptual phase with developing the Change Management Strategy and continued through to implementation of three projects, two of which impacted over 19,000 people. She managed a team of 14 change management, training and communications professionals. Helen was also responsible for delivering two regulatory projects early and under budget. The AML e-learning program won a highly commended award at the 2009 Australian Institute of Training and Development Awards. (2 years 4 months)

2007

Senior Change Manager

Macquarie Bank

Helen worked with the Division Director and his team to redesign the division structure to enable improved performance and working conditions. The deliverables were a new, more effective organisation design as well as increased capability in the leadership team. Helen designed and facilitated a process which significantly increased the skills, capability and commitment of the leadership team. (5 months)

Facilitator

Sydney Water

Helen designed and facilitated project planning and information sharing workshops.

2006

Senior Change Manager

AMP

Helen managed the design and delivery of a CEO sponsored program to build organisational capability in risk management, through the development and delivery of an AMP Group Risk Management Strategy. Significant achievements included the delivery of a company-wide strategy and benchmark, which was endorsed by the Board. Key to her success was designing an approach

which could deliver a company wide initiative, owned by all business units, in a strongly siloed organisation. (9 months)

2005

Senior Change Manager

Westpac

Helen worked on the Bank's major transformation program and was responsible for stakeholder management, impact and readiness assessments; communications; training; job, team and org design and process management. The level of engagement, commitment and capability increased significantly during the program and all program benefits were realised. (9 months)

Change Management Consultant

Telstra

Helen provided advice and hands-on support to help Telstra through the transition of a large organisational restructure. She was responsible for developing and implementing the Change Strategy, designing and facilitating the transition process, facilitating workshops and advising on communications. (6 months)

2004

Change Management Consultant

BT Financial Group

Helen designed and ran a series of meetings and workshops which reviewed performance and planned the implementation of improvement projects. (3 months)

Facilitator - Team Building

Australian Prudential Regulation Authority (APRA)

Helen designed and ran a workshop which significantly improved communication, morale and productivity within a project team.

Change Management Consultant

AMP

Helen was responsible for designing and carrying out a change readiness assessment. This focussed on the skills and attitudes of a large team prior to the introduction of new technology. (2 months)

Head of Training and Change Management

Westpac

Helen was invited to return to a project to head up the Training and Change function for the organisation wide, \$60m CRM (Customer Relationship Management) program. In this role she was responsible for developing the learning and change strategies as well as the development and delivery all training and change management interventions. (1 year)

1997- 2003

Facilitator and Coach - Project Management Skills	Fairfax
Facilitator and Coach - Facilitation Skills	CCH Australia
Business Consultant – Business Planning / Facilitator	Kanosei Insurance
Change Management Consultant	Office of IT, NSW Government
Business Consultant – Project Management / Facilitator	Fairfax
Project Stream Leader	BT Financial Group
Facilitator and Coach - Management Skills	ASX Perpetual Registrars
Business Consultant – Change Management	CCH Australia
Project and Change Manager	BT Financial Group
Business Consultant - Facilitation	Fairfax
Business Consultant – Change Management	Ernst & Young
Business Consultant / Trainer / Coach - Project Management	CCH Australia
Facilitator – Team Building	CCH Australia
Business Consultant – Business Planning / Facilitator	Telstra
Program Manager / Coach	ASX Perpetual Registrars
Consultant – Business Planning / Facilitator - Team Building	Centrelink
Management Consultant	Kanosei Insurance
Business Consultant – Program and Change Management	Telstra
Business Consultant – Project and Change Management / Facilitator	Telstra
Program Manager	Telstra
Business Consultant - Project Management	Westpac Financial Service

1984 – 1997 (United Kingdom)

Project Manager – new call centre	British Telecom
Project Manager – building refurbishment	NatWest Bank
Project Manager – new building fit out	NatWest Bank
Manager – cabling team	NatWest Bank
Project Manager – various telecommunications projects	NatWest Bank
Project Manager – various telecommunications projects	UK Government