

CURRICULUM VITAE - Phillip Bonser

Overview

I have almost 20 years' experience as an organisational development consultant, facilitator and executive coach working with organisations, leaders and teams across a range of sectors and industries. This work has combined coaching, facilitation and consulting in innovative ways to support leaders and groups engaged in organisational and sectoral change; leadership and management development and inter-organisational collaboration and partnering.

My work is informed by over 25 years' experience as an educator, senior manager and Senior Executive in the public sector in NSW. I have practical experience of the dilemmas and complexities facing public sector leaders and organisations and particular experience of working in complex, volatile and politically sensitive environments.

Expertise

- Designing and delivering strategic leadership development and executive coaching especially in circumstances involving:
 - Emerging issues and “wicked” problems.
 - Systemic reform and/or organisational change
 - Inter-organisational collaboration, partnerships and alliances
 - High levels of complexity, volatility, power dynamics and conflict.
- Designing and facilitating meetings, forums and staff/stakeholder engagement processes.
- Understanding and changing the culture and capability of organisations, business units and multi-disciplinary project teams.
- Conducting organisational research, evaluation and review to inform ongoing learning and development.
- Developing practical governance and monitoring and evaluation strategies and processes.

I am one of a relatively small number of coaches in Australia accredited in the Global Leadership Profile and Assessment (www.gla.global). Based on over forty years of empirical research by Bill Torbert and his associates, the assessment helps identify a leader's current primary action-logic. Reflecting on the GLP can help generate inquiry into closely held assumptions, patterns of speaking and listening, understanding of others and what drives individual and group decision-making. It can be the launching pad for a developmental inquiry towards new patterns and practices of leadership that offer more choice and flexibility.

Approach

I would describe my approach as highly engaged and systemic.

Wherever possible I co-design with clients how we will work together recognising that things change rapidly so we will inevitably need to adapt as we go. I pay particular attention to the developmental trajectory (be it individual, group or organizational) from the past to the present and potential future states of the system. Many conventional approaches to fostering change focus most attention on the gap between the current state of the system and a desired or idealised future state. I think organisational systems are in a state of constant evolution and therefore pay attention to the background to the present moment and how to shape its ongoing development.

I also pay attention to the tools people use to facilitate their work, with a particular emphasis on language. I explore with them how the use of those tools both enables and constrains their activity as individuals, groups and systems. I work with clients to be on the lookout for the contradictions they

experience in their day-to-day work. Actively working to resolve current contradictions (or constraints) provides the best opportunity I know for ongoing development.

Finally, I recognise that most change efforts fail in the doing. My goal is to help generate and support the responsiveness and agility that enables people, groups and organizational systems to go on adapting and adjusting as they get feedback on the impact of their next steps.

Experience

I have extensive experience **coaching and mentoring** senior leaders and managers across a range of public, private and not for profit organisations and agencies including the Aboriginal Housing Office of NSW, Antarctica New Zealand, AusAid, Australia Japan Foundation, Attorney General's Department, the Departments of Defence, Education, Employment and Workplace Relations, Families and Communities, Prime Minister and Cabinet and Social Services, the National Relay Service, NSW Trainlink, Roads and Maritime Services.

Key **consulting and facilitation** projects have included:

Qld Transport and Main Roads (2018) Conducted a functional review of the Cycling and Programs Unit to ensure it was well-placed to undertake the work associated with an expanding role and ongoing strategic developments.

NSW Trainlink (2018) Reviewed the implementation of the Incident and Emergency Management Framework in response to planned industrial action.

NSW Trainlink (2017) – Supported the cultural and team development of the new senior leadership team as part of an organisational re-focusing and re-structure.

RMS – Easing Sydney's Congestion Program Office (2016) - Facilitated the cultural and team development aspects of the establishment of the Easing Sydney's Congestion Program Office for Roads and Maritime Services.

Australian Medical Council (2015) - Assisted the Board and senior leadership of the Australian Medical Council to understand current levels of staff engagement and design ways to ensure a sustainable and engaged workforce through a period of significant change.

Royal Australasia College of Physicians (2014-2015) - Led a review of factors that influence the capacity of the members and staff of the College to work more effectively together.

National Relay Service (2008 – 2017) - Facilitated key events including national team meetings (three times per year), monthly management forum, strategic planning workshops and National Advisory Committee meetings (twice a year).

Australian Education Council – Data Strategy Group (2014) - Supported the Education Council Data Strategy Group to analyse and understand the implications of a comprehensive stocktake of data sources, governance arrangements, reports and reporting regimes and national projects across the early childhood education, schooling and higher education sectors.

NSW Public Service Commission (2012-2013) - Led a review of high level out-sourced Executive Development Programs for senior executives funded by the NSW Public Service Commission.

AusAid – Pacific Division (2012-2013) - Provided organisational change and workforce planning support to the Division as part of the implementation of agreed reforms designed to establish a “One Division, One Team” culture and workforce capability across Canberra and overseas based business units and teams.

Standing Committee on School Education and Early Childhood (2012) - Provided support to a Joint Working Group of the Standing Committee on School Education and Early Childhood (SCSEEC) in the development of a nationally agreed implementation plan for the inclusion of the collection of data about school students with disability within existing jurisdictional and school-based structures and

processes for collection of data.

Department of Defence - Intelligence and Security Group (2011-2012) - Facilitated two cohorts of senior leaders in the Group through a group coaching program to enhance their capacity to communicate about and to initiate and foster local change initiatives aligned with the broad change agenda.

Department of Education Employment and Training - Job Services Australia Group (2011 - 2012) - Supported the development of the capability of the EL2 cohort of the Group. Undertook management profiling (using the Competing Values Management 360-degree tool, customised for the context) and provided feedback and executive coaching follow-up.

In the period 2004 – 2011 I worked extensively with the **Department of Education, Employment and Workplace Relations** providing executive coaching, facilitation and consulting support to leaders and teams working in Indigenous Education, Schools, Evidence and Assessment, Higher Education, International Education and Vocational Education and Training.

Previous Experience

As a senior manager and senior executive (SES) with the NSW Department of Education and Training I led and managed groups, teams and projects in a wide range of areas. Significant achievements included:

- Leading a team engaged in responding to the Wood Royal Commission to ensure the ongoing safety and protection of children while maintaining the highest standards of natural justice and procedural fairness.
- Managing the effective use of resources and the performance and development of the Principals of a group of 30 schools to ensure high quality educational outcomes, student welfare and community engagement.
- Leading the introduction of annual self-evaluation and public reporting across a group of 100 schools and conducting school reviews and making recommendations for improvements.
- Leading the revitalisation of a secondary school to ensure that its curriculum and teaching practices met the needs of a changing student population and the expectation of parents and the community.
- Leading the planning for and implementation of devolved, self-managing curriculum and program support services across the northwest region of NSW.

Qualifications

Education

- Bachelor of Arts, Macquarie University, 1974
- Bachelor of Education (distinction), Charles Sturt University, 1991
- Diploma of Education, Kuringai CAE, 1976

Qualifications – Coaching, Facilitation and Consulting

- Action Methods in Coaching, Browne Wright Consulting 2015,
- Symposium on Relational Practices, NZ School of Drama and StoryMaker Partners, 2013
- Reflective Practice in Supervision, Daphne Hewson, APS, 2012
- SenseMaker and Cognitive Edge Methodology, Cognitive Edge & Emerging Options Pty Ltd, 2009
- The Skilled Facilitator, Roger Schwarz & Associates, 2007 & 2009
- Accredited Level 2 Executive Coach, Institute of Executive Coaching, Australia, 2001
- Certificate IV in Workplace Assessment and Training, 2001