

HANMAN STEPHEN

Entrepreneur — Business Strategist | Collaborative Workplace Expert
Executive Coach — Management, High Trust Teams, Org. Development

Offering more than 25 years of success as an executive coach and facilitator and SME entrepreneur adept at retail, professional services, integrated property development, building and manufacturing, and translating management and "human" resources into profitable, growth-driven solutions to organisational needs

KEY AREAS OF ACCOMPLISHMENTS

Board Leadership

- As Chairman of the Board at Dyson Group of Companies over the past 6 years; professionalised the board, developed strategic intent and deployment of strategic aims; and designed, created an integrated organisation via interface conversations, set up and managed an improvement project called 543e3, which saved \$3 million in costs over a three-year period for a \$100 million company.
- Board member of Connections, supported development of a culture consistent with leading practices as detailed in Reinventing Organisation by Frederic Laloux.
- Designed a governance process for Cire / Upper Yarra Community House (UYCH), a community-based organisation and the biggest employee in the Yarra Valley region. This governance group included the Chair of the UYCH board, CEO, and CFO.
- Delivered, via a work based major project, the Diploma and Advanced Diploma of Leadership and Management to corporate and SME directors / clients – 2012-2016.

Entrepreneurship

- Launched three successful innovative businesses: [Collaborative Enquiry](#) 2014, [MIRA Companions for Development](#) 2002, and [Benchmarking Success](#) 1993.

Cultural Change & Collaborative Practice

- High Trust Teams. Developed collaborative construction process for an Integrated Property Development and Construction company – CGA Bryson [2004-2008]. Created strategic partnerships with 8 key trades. Overall outcome: reduced construction costs by up to 7% - about \$7m savings, some collaborative contractors reduced prices by more than 20%; shift from Hierarchy to Process focus where relationships between professions like the architect, engineer and trades was based on equality and mutual respect.

CAREER SNAPSHOT

COLLABORATIVE ENQUIRY

Chief Executive Officer. 2014 to Present
Professional services (keynote speaking, training, consulting) to support clients build high performance senior teams.

MIRA COMPANIONS FOR DEVELOPMENT

Executive Companion. 2002 to Present
MIRA provides Change and Organisation Development coaching services using a partnering approach to the business of change management in organisations, facilitating the process towards goals.
**See Professional Experience for clients.*

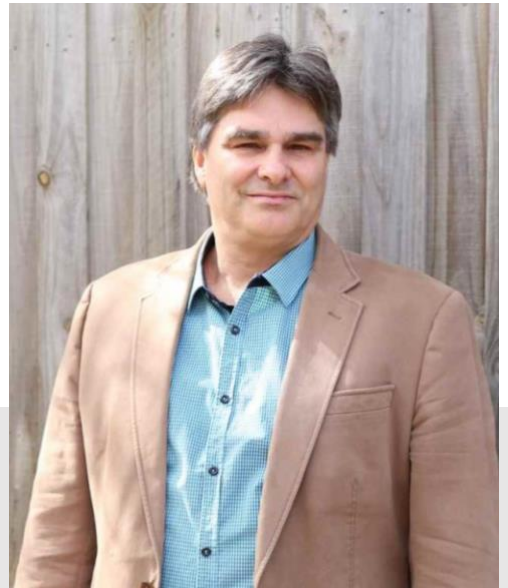
BENCHMARKING SUCCESS, Melbourne Founder, Principal, CEO. 1992 to 2010

Formerly LBS Benchmarking & Logistics Benchmarking Services, offers services that include benchmarking of supply chain best practices, KPIs, and advanced learning groups.

Earlier Professional Roles:

NELSON ENGLISH LOXTON & ANDREWS Company Secretary, Consultant & Office Manager. 1988 to 1992
Provides consulting services on planning management and transportation

MAYNE NICKLESS LIMITED Manager BHP BP Transport Contract. 1987 to 1988; **Computer Services** 1986; **Fixed Asset Controller.** 1982 to 1984



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ABOUT

A passionate process consultant with a verifiable track record of supporting individuals, teams, and organisations to create "high trust cultures," which delivers improved management and leadership, high performance teams, collaborative workplaces, operational efficiency, cost-reduction, and overall company growth.

EXPERTISE & INDUSTRY KNOWLEDGE

- Business Management, Entrepreneurship, SMEs
- High Trust Teams building— Performance & Workplaces
- Performance Measurement and Management, and Governance
- A motivated person is always more productive.
- Slow down to Speed Up.
- Facilitative Organisational Development
- Humanising Organisations
- Best Practice Management Systems; Project Management
- Supply chain management, customer service
- Cultural Change & Collaborative Practice
- Conflict resolution and management

PROFESSIONAL EXPERIENCE

Client: DYSON GROUP OF COMPANIES. 2006 to Present

Chairman of the Board. Since 2013

External Organisational Development Consultant. Since 2006

- Built on the Values [family] based framework by creating Values and Behaviours that were then deployed and lived on a daily basis.
- Broke down departmental walls and created an integrated organisation by implementing the Interface Hotspot and Improvement Process.
- Provided executive coaching and EQ enhancement to the Joint Managing Directors and others in the Executive team.
- Delivered the Advanced Diploma of Leadership and Management – EQ to a Senior Manager and the Diplomas of Management to the two members of the Executive Team [e.g. National Operations Manager and Fleet and Workshop Manager].

COLLABORATIVE ENQUIRY

Chief Executive Officer. 2014 to Present

- Co-authored a book on a management, teambuilding approach that builds high performance teams implemented over a four-year collaborative construction program. Significant value delivered to participants.

MIRA COMPANIONS FOR DEVELOPMENT

Executive Companion. 2002 to Present

- Completed MIRA Organisational Development course and joined organisation and delivered value to clients around cultural transformations and organisational development projects. Promise management is core. ROI often 200-500%.
- Manage up to 6 active projects at any one time and have a customer base of about 15 clients at any time.

Client: LINFOX – LION (2018)

- **Executive Coach.** Provided a customised Blameless Review process based on self management and wholeness.

Client: LINFOX – DULUX GROUP. 2008 to Present

Executive Coach. Since 2008

- Introduced Value Based Partnering; Provided leadership education and development to enable a strategic and operational process that included joint design of the DC, the collaborative building of a new DC in Marsden Park and a collaborative go live process
- Introduced the 'Blameless Review' and Leadership Culture Assessment.

Client: CGA BRYSON. 2004 to 2008

Consultancy on Collaborative Construction Project

- Created strategic partnerships with 8 key trades, and an integrated design and building process.
- Developed a collaborative constructive process including key tools, which were education and simulations, interface conversations, developing and maintaining healthy relationship and making and managing commitments.

Client: DULUXGROUP. 1993 to Present

High performance team coach (four teams)

- Define world class supply chain management and support DG to implement and maintain SC capability (now for over a 25 years)
- Conducting coaching for more effective leadership performance via:
 - The Leadership Circle accreditation since 2017 — includes individual profiles and the leadership culture survey.
 - Korn Ferry [Hay Group] since 2013 for Emotional and Social Competence Inventory [ESCI]; conduct 360 degree survey process based on competencies like increasing influence and team coaching, Emotional Self Awareness, Empathy, Inspirational Leadership, Teamwork, etc.

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EDUCATION & DEVELOPMENT

MONASH UNIVERSITY

Bachelor of Economics [accounting]. 1981

Bachelor of Arts. 1978

- Organisational Development Training, MIRA 2004
- Directors Institute member. 2017/18. (Attended two-day Platinum Intensive.)
- AICD Directors' Responsibilities: The reality vs the myths. 2012.
- The Leadership Circle. 2018/17
- Accredited 2011-2018 EQ provider at Korn Ferry / Hay Group after completing the ESCI course.
- Ontological Coaching Course - 2000. Newfield.
- Cert IV Training & Education, UYCH 2012
- Six Sigma - QAS, 2001.
- Certificate of Supply Chain / Physical Distribution Management, A.I.M. 1989
- Professional Presentation Skills. Costing & Pricing. Advanced Leadership at Work, Marketing in the Services Sector.

PROFESSIONAL AFFILIATION

- Directors Institute
- Association for Social Development
- Centre for Organisational Development
- Supply Chain Association of Australia

MORE ABOUT

Thought Leader, Author

- *"From Me to We; design and build collaborative workplaces"* Co-authored with Ian George in December 2014.
- *"Benchmarking Your Firm Against Best Practice"* Won Best Paper Award in 1998, International Journal of Logistics Management. First non-professor to win award.
- Given over 200 Corporate Presentations on a variety of topics from Leadership, Collaboration, World Class Supply Chain Management, Benchmarking and Best Practice Performance, KPI development & management at Universities, Conferences in Australia and Overseas.

- Developed collaborative practice capability across a group of 25 Distribution Centre Managers.

DA INFORMATION SERVICES. 2002 to 2006

- Introduced cultural change via phases of organisation development; Created an organisation that was in movement in contrast to being stuck. Key tools were how an organisation grows healthily, management styles, conflict resolution, coaching, development of a performance management system, interface conversations, facilitation of strategic planning meetings, staff satisfaction survey [from 60% to 82%] and development of functional descriptions for all staff detailing; competencies, roles, tasks and authority and obligations of role.

Other clients:

GENERAL MILLS (Collaboration work with Toll)

- Managed accreditation via diploma of management for Customer Service Engagement Manager that included 4 management and 4 logistics and SC units.

GRA MANAGEMENT CONSULTANTS

- Internal development work with the firm's leaders and consultants, change management and cultural change via interface

conversations internally & with external clients.

ROCKE BROTHERS

- Conducted organisational redesign based on growth and family roles.

BEACON LIGHTING

- Coached and accreditation/diploma of management with CIO re electronic commerce

NORMARK

- Coached Chairman and Domestic Manager and resolution of family challenges

BENCHMARKING SUCCESS, Melbourne

Founder and Principal. 1992 to 2010

- Provided overall Leadership and Management of business responsible for bottom line profit; Developed from concept through to business planning and launch stages to general management. Client list includes over 500 Australasian, Asian and global companies.
- Developed the peer learning network concept and has facilitated and managed many of the groups: 220 companies across Asia Pacific have been involved in this peer group program – advanced learning groups.
- Led business improvement peer groups focused on business management, culture development, supply chain management, inventory management, warehousing, transport, purchasing, customer service and international logistics. Some member companies: Dulux, Caterpillar, Mobil Lubricants, BASF, Cadbury Schweppes, BP, Elgas, Dupont, Honeywell, Merck, Goodman Fielder, Fletcher Challenge & 3M.
- Designed the Customer Order Fulfilment and Supply Chain Management Survey (formerly Logistics Management Survey) which has been completed by over 800 organisations from Australia, New Zealand, Singapore, Philippines, China, Hong Kong, USA, UK, Thailand, Japan and Malaysia.
- Designed a transport management survey form for the Road Transport Forum to assess the impact on performance for 200 road transport operations of the introduction of minimum operating standards. BMS commissioned to develop benchmarking comparisons for these 200 operators.
- Authored best practice research papers for the food and other industries detailing benchmarks and providing best practice KPIs and qualitative information about the logistics and supply chain processes. Industry specific research papers have been provided across Australian and New Zealand business; Presented papers at over 60 conferences in the past 20 years in Australia, USA, New Zealand, Hong Kong, Singapore, Malaysia, Indonesia, Philippines and China.

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ENDORSEMENTS

"... His engagement began with a supply chain benchmarking project. Following that he provided ongoing executive coaching to deliver improved customer and supply chain service while reducing the cost base. The coaching included development of strategic and one-page plans and the establishment of a KPI performance system.

He also conducted change management activities with the senior management team for the implementation of a Sales and Operations Planning process.

Stephen also facilitated a strategic planning process that bought the board and management together to set the future direction. He was able to deliver on his objectives as he is competent in working in challenging situations, staying focused and naming issues as required."

Brendan Bourke, Senior Partner
nem Australasia

"Stephen has always impressed me with his unique blend of logical and behavioural views on supply chain and operations. Whenever I have had the pleasure of hearing Stephen present I have been impressed with the value of his message and the manner in which he delivers it. His insights into supply chain benchmarking and leadership are invaluable."

Bill Ramsay, Owner and Director
Quotentia

"We hired Stephen to facilitate and lead our company in forming goals and objectives for the next 5 year period. He worked and guided our management team to produce a set of deliverables, a vision and mission and KPI's that we could work with to move our company to the next stage of its journey.

Very professional, worked well with all managers and was able to extract and guide us on the journey"

Greg Reid, Owner
Reid Consultants Pty Ltd