

Steven McCrone - Curriculum Vitae

Professional Profile

I am a highly motivated management consultant with very broad experience across NZ, Australia and the UK. My speciality is strategy development and implementation within fast changing and complex situations. I have become a leader in my field within New Zealand and Australia. Over the last six years I have gained extensive experience in working with executive and governance teams of large organisations to develop and implement compelling strategy. My role requires the ability to excel at building trust and co-creating value with a wide range of stakeholders.

Employment History

2010 - Current Managing Director, Cornwall Strategic Ltd

I established Cornwall Strategic in 2010 as a vehicle to allow me to challenge the linear thinking of traditional consulting and management education.

The team at Cornwall Strategic has built a reputation for innovative and intelligent consulting. We have worked with many well-known NZ and Australian companies.

Achievements

Developing a strategic planning process for use in complex, fast changing and volatile situations.

During the aftermath of the Christchurch earthquakes I saw that classical strategic thinking would not manage the complexity and volatility in the strategic environment. My understanding of complexity theory was used to develop a planning methodology for a large construction company in response to their rebuild opportunity. This work was both innovative and challenging. The 'Agile Strategy' process now underpins all of our strategy work.

'With Steve's help Hawkins was able to navigate complexity and develop a clear business strategy that has real staff participation and ownership.' – Gary Walker, Exec GM, Hawkins Construction

Strategic Agility – Education for senior managers.

I developed a workshop that combines leading edge management theory with a pragmatic approach to strategy implementation. This workshop is used to educate senior executives in creating and leading agile and resilient organisations. I teach this course at the University of Auckland.

'The senior leadership team found this workshop extremely valuable and pragmatic, we are learning and using this increasingly at Watercare' – Raveen Jaduram, CEO Watercare.

'This course has challenged the last 20 years of my management education and given me a fresh perspective on leading a complex business' – Rick Ede, Chief Executive, Unitec

Farm safety project 'Unscathed'

On behalf of the Guardians of the New Zealand Superannuation Fund. I designed and developed a null-hypothesis approach to understanding why farmers are prepared to take partially mitigated risks. Proprietary software was used to capture narrative descriptions of risk and present this information as a narrative landscape. This approach combines cognitive science and complexity theory in order to build an understanding of culture. Farm Managers can implement solutions that have a direct and immediate effect on safety and wellbeing, as well as creating real culture shift. This project represents an innovative approach to creating safer workplaces that is the first of its kind in New Zealand.

2008 -2009 Investment Manager, Cranleigh Merchant Bankers

Cranleigh is a small corporate advisory company. I was hired as the investment manager for the establishment of the CE3 Fund, an investment vehicle for clean technology investment. The CE3 Fund was never established due to institutional investor reaction to the GFC. While the fund was being established I worked in a corporate advisory capacity which included:

- > Financial and economic analysis
- > Debt, equity, capital and cash flow modelling
- > Negotiating banking arrangements with institutional lenders

Achievements

- > Assisting in the business planning and raising capital for LanzaTech, a New Zealand start up that is now a global clean technology leader.
- > Involvement in the establishment of several Private Hospitals in the Auckland region.

2006-2008 Management Consultant

Contractor to CBA Consulting Ltd

On behalf of CBA Consulting Ltd I managed many strategy development projects including:

- > Creation of the New Zealand Primary Industries Futures Project, in conjunction with Delaney and Associates of Canberra. This project looked at the future prospects of New Zealand's agriculture and horticulture industries and provided advice on how to innovate and grow within an increasingly competitive international environment.
- > At the request of The Australian Federal Government, I developed and presented a seminar to launch 'Clean Technology for the Future', a \$4 billion fund aimed at stimulating clean technology development.

Other highlights included:

- > Facilitation of strategic planning for Chevron (Caltex) NZ in response to the supermarket fuel discount scheme developed by their competitors
- > Development of an Economic Comparator Model for assessing the feasibility of shared services within and between large organisations

2006 -2008 Director and Shareholder of Infinitus 2007 Ltd

On my return from the UK, Rod Drury (NZ IT entrepreneur) asked me to manage an internet start-up company. Infinitus was a software development company which developed cloud software for sales teams. My role was to oversee the development team and produce the business case.

2004-2006 Management Consultant (UK)

Working with companies to commercialise innovative technologies. Clients Included:

Tidal Energy Ltd

Technology developer seeking to enter the renewable energy market with a tidal flow device.

- > Conducted market analysis and drafted the business plan
- > Acted as general manager to facilitate the business development
- > Identified strategic partners and conducted negotiations on behalf of my client toward setting up a JV company to commercialise the technology.

Result: The Company has taken 10 Million GBP in investment and is continuing to develop and test technology. I have a small equity stake in Tidal Energy Ltd.

Things Prime GmbH

Swiss software development company which designed a Generic Applications Server that allows non-technical users to create web applications without programming or technical assistance.

- > Conducted market analysis and drafted the business plan
- > Facilitated the re-branding process and development of the corporate communication strategy
- > Researched and formulated a pricing policy
- > Assisted in preparation of UK patent for the software
- > Assisting with conduct of commercial testing and case study development

Things Prime launched their software in 2006.

2003 - 2004 Human Resources Manager, Western Mailing Ltd

Western Mailing is a document communication company and employs 150 people over 2 sites. They provide IT and mailhouse services to some of New Zealand's largest corporate clients and specialise in offering high tech document communication solutions.

Achievements

- > Designed and implemented a strategic remuneration system and performance measurement systems to support it. Effectively reduced operating costs, increased quality and added value to management reporting.

2002 - 2003 Process Improvement (Physical Risk) Manager, Western Mailing Ltd

- > Conducted companywide process control audit and effectively reduced the error rate while increasing productivity and cross-functional operability. Developed a quality culture and increased awareness of risk management principles.
- > Promoted to HR manager to implement suggested changes.

1996 - 2002 **Officer, New Zealand Army**

1999 - 2002 Ammunition Technical Officer

- > Managed New Zealand's largest ammunition storage facility and was an Explosive Ordnance Disposal team leader
- > Developed a process model that increases safety, accountability and turnaround times while allowing the facility to operate with reduced staff.
- > Leadership and development for specialist soldiers and civilian staff.
- > Specialist in planning and conduct of large scale explosive demolitions.
- > Certified inspector of civil and military explosive and ammunition storage facilities
- > Successfully managed the transition to civilian management of the supply and distribution of ammunition.

1997-1998 Quartermaster Waiouru Military Camp

- > Commanded a platoon of 20 soldiers and 25 civil staff who provided logistic support to 2500 garrisoned personnel.
- > Member of the SAP logistics implementation team.

1996 - 1997 Regular officer training (New Zealand)

Education

University of Otago 1992-1996

Bachelor of Commerce – Majoring in Human Resource Management and Operations Management

Diploma for Graduates - Theses on quality management in service organisations and strategy for wine making companies

This work involved investigation of the business models and marketing plans of New Zealand wine making businesses and gaining an understanding of how they established a competitive advantage within the international market.

Over the last 5 years I have been undertaking self-directed learning into the mathematical and scientific disciplines that underpin the theory and practice of strategy development and implementation. This includes a series of papers on complexity theory delivered by the Santa Fe Institute. I am currently scoping a PhD that will use complexity theory to assess the underlying risk within the New Zealand Superannuation Funds strategic tilting policy.

Professional Affiliations

Member of the New Zealand Institute of Directors

Professional Speaking and Writing

- > Speaker in The Executive Connection Network
- > Regular contributor to the New Zealand, National Business Review
- > Facilitator in 2017 University of Auckland Executive Education Program
- > Currently writing a series of papers on implementation of management theory using the CYNEFIN framework.

Personal Interests

My personal interests include fishing, hunting, outdoor recreation and creating science and engineering projects with my young children. To maintain my fitness I cycle and run.