

Professional Profile

Michael worked for the New Zealand and US governments before moving to private enterprise. At PEC (NZ) Ltd Michael held a variety of positions including 5 years at senior management team level with over 300 staff in New Zealand, Australia, United Kingdom, South Africa and Malaysia where he was accountable for quality management, business improvement and world-wide strategy and planning.

Michael has worked with the Baldrige (business excellence) model for over 15 years involving the assessment of over 200 organisations from two person partnerships to multi-site companies employing 300+ employees, and a wide range of businesses including government departments, local government, manufacturers, high technology companies, industrial processors, tourist operators, exporters, retailers and service based organisations.

In July 1999 Michael established his own business improvement consultancy to focus on raising the performance of New Zealand organisations. He has designed organisational assessment processes, simplified versions of the business excellence model more appropriate for New Zealand SMEs, designed a number of organisational improvement tools, is co-developer of a best practice benchmarking methodology and a frequent commentator on organisational excellence.

Michael is a seasoned trainer and facilitator, and particularly skilled at providing advice at all levels of organisations to develop sustainable high growth strategies. He is passionate about driving high performance change. He is confident, an effective communicator and brings a wide strategic perspective. He develops sound relationships with stakeholders, and provides effective oversight of management, performance and compliance. Michael draws on a wealth of experience and brings this to any new project and learning opportunity.

Skills and Capability

Assessing organisational capability

Extensive experience in conducting organisational assessments, across all organisation sizes, types and industries and providing feedback to boards and leaders on opportunities for organisational improvement. Commentator on subjects such as performance excellence, the analysis and assessment of organisations and organisational change.

Training design and delivery

Expert in assessing training needs and the design and development of a range of training programmes and supporting delivery tools; including business excellence, quality, environmental and health and safety management systems.

Quality management systems

Expert in crafting organisational management systems by integrating ISO standards with the Baldrige model and approaches such as systems thinking, theory of constraints and lean-six sigma. Capability includes management system design, customisation of training programmes and project oversight and advice.

Example Engagements

Assessing organisational capability and performance

- Performance Improvement. Michael worked with the ACC to improve the quality and consistency of service delivery in the Claims Management Network. The quality management pilot project involved providing advice on role definitions for new performance advisor and claims reviewer positions, providing advice to the performance advisors, and delivering training on continuous improvement for the staff appointed to the new positions.
- Capability building. In collaboration with COER Limited, Michael worked with the Civil Service College (CSC), the agency responsible for training the public service in Singapore. This *'JumpStarting the Public Sector Benchmarking Capability'* contract was part of a Singapore government initiative to improve the performance of government agencies through best practice benchmarking. We worked in collaboration the CSC to develop a benchmarking methodology that met their needs, developed and delivered training and a toolkit, and provided strategic oversight of the pilot benchmarking projects. A total of eight pilot benchmarking projects were successfully completed across seven different agencies within the Singapore public service. The benchmarking methodology and tools have now been rolled out to other Singapore government departments.
- Business Excellence workshops. Over the past 13 years Michael has run numerous in-house workshops for boards and senior management teams. These workshops have employed the powerful self-assessment tool, Assessor. The business assessment workshop has been specifically designed to deliver a strategic level holistic analysis of organisation capability and performance, align senior leaders thinking and develop internal capability for conducting organisational assessments.

Training design and delivery

- ISO 19011 internal audit training course. Michael was engaged by NZOQ to update its internal audit course material to meet the changes to the ISO 9001 and ISO 19011 standards. He also teaches the 2-day public and 2 or 3-day in-house courses. In-house courses are customised to meet specific client requirements. Clients include NZ Steel, Air New Zealand and Merck. Michael also developed and managed the implementation of the internal auditor on-line course.
- PYXIS Training. Michael has analysed training needs, designed programmes and delivered training for a range of organisations through PYXIS Consulting since 1999. Training programmes include business excellence, quality and environmental management, benchmarking, auditing integrated management systems and managing organisational change (projects).
- Pakistan Productivity Centre. Michael was engaged to design and deliver a 3-day training programme for applicants to the Prime Minister Quality Award in Karachi and Lahore. The programme was based on the 2009 revision of the Criteria for Performance Excellence.

Quality Management Systems

- Redesigned engineering design and maintenance components of ISO 9001 compliant business management system. Michael provided services to the NZ Refining Company including process mapping, documentation and staff training for its engineering activities and management of the refinery to Auckland pipeline.
- Implemented business process mapping and ISO 9001 certification. ETS Group engaged Michael to facilitate the company to document its management system and obtain ISO 9001 certification in 12 weeks.
- Product development. Michael has advised over 30 companies on product strategy and the development of plans for the development of new products to take to market. Companies include Anzode, Online Learning, T. L. Jones, Axiam Plastics, Ordnance Developments, and Tomorrow Today.
- Tait Communications Limited. Michael has been engaged to review the effectiveness and efficiency of its new product introduction process and software engineering activities as part of its ISO re-certification audit over the past 12 years. Tait Communications employs 900+ staff in over 150 countries.
- Airways New Zealand. Michael was engaged to review the effectiveness of the software engineering activities as part of Airways ISO re-certification audit. Airways generates NZD165m per annum and employs 760 staff in NZ and around the world.
- Visiting Technologists Scheme. Michael served as member of the application review panel considering applications for funding under the Visiting Technologists Scheme, and service to the Ministry of Research, Science and Technology on the development of policy relating to the identification, development and use of technology in New Zealand.
- Warm Up New Zealand programme. Michael provided advice on the preparation of terms of reference for conducting systems reviews of service providers contracted under the Energy Efficiency and Conservation Authority (EECA) Heat Smart programme. He also conducted six reviews of EECA contracted service providers.
- Integrated Management Systems. Michael provided advice to a number of high growth potential manufacturing companies on how to integrate their existing management systems within a business excellence framework compliant to ISO 9001, ISO 14001 and 18001 standards.

Career Experience (1994 to current)

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| 1999-current | Role : Owner and operator of PYXIS a business improvement advisory delivering a range of services, to individuals and organisations, to improve organisational performance. |
| 2007-current | Role: Cofounder of www.busessexcellencetools.com with Dr Robin Mann, COER, providing tools for organisations to assess and benchmark their businesses. |
| 1999-2012 | Role: Authorised Consultant to www.nzbef.org.nz The New Zealand Business Excellence Foundation is the premier business excellence provider in New Zealand. |

1999-2010

Role: Board Member and Development Director of www.nzog.org.nz the membership organisation for quality professionals in New Zealand.

**PEC (New Zealand) Limited
1994-1999**

Role: Business Improvement Manager

Member of the senior management team accountable for strategic planning, PEC's integrated management system, and facilitator of corporate change. During this period PEC transitioned from 'product developer' to 'solution provider' and from a local Australasian supplier to a global supplier in two niches of POS retail systems to the retail oil industry and CARDAX security systems to the access control industry.

Key accountabilities/responsibilities

- Member of PEC Management Team
- Business process improvement
- PEC's worldwide strategic and business planning
- PEC's integrated management system
- Facilitator of corporate change projects

Achievements

- Retail Business Unit Projects Group Director responsible for 80 staff, with client contracts across four continents, and maintenance of over 50 software system versions
- Business case to Board and senior management to align business processes to Baldrige framework, including oversight of successful project implementation
- Business case, development and introduction of a structured project management methodology to support new product development and client customisation project developments

Other roles 1978-1994

- **PEC (New Zealand) Limited**

- Various roles including quality manager, engineering manager, project manager, and account manager
- Responsible for the PEC Management System, transition management of new products from R&D into production, development of new products, and managing key client relationships respectively
- Negotiated client contracts and introduced international customer support services, including 24/7 help desk operation to support BP customers across Australia and New Zealand

- **New Zealand Meteorological Service**

- Responsible for the specification of meteorological measurement equipment for developing countries, the design and commissioning of satellite reporting automated weather stations at remote locations, and the procurement of radio-sounding and upper air measurement equipment for use in NZ and Pacific Islands
- Appointed as NZ expert on meteorological measurement to the World Meteorological Organisation (1985)

- **National Centre for Atmospheric Research, Boulder CO (USA based)**

- Responsible for the design of the airborne sub-system of an aircraft-safe upper air measurement system for global use

Education and Qualifications		
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Current	Member IOD	NZ Institute of Directors
	Associate Fellow NZIM	NZ Institute of Management
	Certified Quality Manager	NZ Organisation for Quality
1980 - current	Various management related short courses	Various providers
2000	Diploma of Business Excellence	NZ Business Excellence Foundation
1978	B.E. (Electrical) with Honours	Canterbury University
1976	B.Sc. (Physics)	Canterbury University

Selected Publications

D. Matheson, M. Voss, B. English and S. Wright. (2002) Two handbooks 'What is Business Excellence – Part 1', 'How to implement Business Excellence – Part 2' published by NZ Business Excellence Foundation.

Mann, R.S. and Voss, M.E. (2000). An Innovative Process Improvement Approach that Integrates ISO 9000 with the Baldrige Framework. *Benchmarking: An International Journal*, Vol 7, No.2, p128-146; won the Tait Quality Prize for Best Practical Quality Paper in New Zealand for 2000.