

Ian Howard

FNZCS, MInstD, BCom.
Consultant, Facilitator and Coach

Skills Overview

Ian Howard is an experienced senior Consultant, Facilitator and Coach with extensive professional and commercial expertise garnered from long term, deep and wide involvement with a range of initiatives, people and projects across many business sectors. In addition to his fascination with Leadership, Management and the Human Condition, Ian has a particular interest in the effective application of Information Systems (IS) to business.

Ian is a Fellow of the New Zealand Computer Society (NZCS), a member of the Institute of Directors and holds a Commerce degree in Economics from the University of Auckland. For a decade, he was a lecturer and supervisor with the Information Systems and Operation Management (ISOM) Department of the University of Auckland for their highly regarded 340 Information Systems paper. He actively served as a Committee Member and Chairman of the NZCS Auckland Branch, and represented NZCS Auckland as the National Councillor for a number of terms.

Ian leads Presentations and Workshops for individuals and organisations interested in clarifying and realising their business and personal goals at both strategic and operational levels. He works directly with Executives who wish to enhance their Leadership and Management skills so they can communicate and implement initiatives more effectively over time. In the context of offering sound perspectives on modern IS, Ian facilitates a rigorous, proven and contestable RFP (Request for Proposal) process to identify and source the best-fit affordable IS solution to support an organisation's current and future business requirements. He also adds value to the successful and cost effective implementation of modern IS to realise the target business benefits with pragmatic Project and Change Management.

In addition to being a hands-on consultant with Board level involvement, Ian is the “i” and Managing Director of i&A Services, and the CEO of TimeLimited Limited that empowers active collaboration. He was the founder and Chairman of The iE3Group while it operated successfully for over a decade. From time to time Ian's views on a range of subjects are presented and published to various industry and commercial gatherings, and as a guest lecturer, he is often invited to share his insights with students.

Key Business Activities

- Business and IS consulting
- Leadership, Governance and Management
- Executive Listening, Mentoring and Coaching
- Strategic and operational Planning and Execution
- Facilitating Presentations and Workshops
- IS Procurement Management with a formal RFP process
- Project, Programme and Change Management specialising in IS
- Independent IS Expert and Witness (Auckland High Court)

Work Experience

Ian's key assignments that he is permitted to disclose include:

Confidential

Worked with the Senior Management Team of a major importing and distribution group to review current Information Systems and facilitate an RFP process to successfully identify, source and implement a proven, modern, main stream, locally supported and affordable strategic IS and associated infrastructure to “Make it easy for our customers to do business with us’ with the best fit IS for each individual Business Unit and the overall operation.

Hesketh Henry (The Firm)

Worked with the Senior Partners and their support teams to establish and run a contestable RFP process to identify and implement a 'best in class' modern, locally supported Firm Management System for their legal practice. The RFP process was won by Solution 6 with their CLO 6 Practice Management and iManage document management offerings and implemented on a Citrix server based thin client infrastructure supplied by Maclean Computing.

Siemens Energy Services (SES)

Performed projects as a guest member of the SES senior management team reporting to the CEO, CFO and Board:

- Facilitated, managed and reported on the progressive implementation of the SES Strong Future Program that comprised 120+ inter-related strategic and operational projects.
- Managed the implementation of the IFS Service Management and Financials ERP project.
- Project managed the implementation of Datacom Payroll and HR for SES's 485 employees.
- Conducted an RFP process that resulted in the supply and implementation of a comprehensive Citrix server and thin client PC infrastructure throughout SES's operations in NZ by Computerland.

Royal & SunAlliance (RSA)

- Acted as the Programme Manager to initiate and progress the mi9 Project that had the vision: "Relevant, Accurate and Timely Financial Information for R&SA New Zealand. What you want; When you want it; Where you want it!" Developed a collaborative framework with RSA Australia, built and lead the mi9 project team that went on to successfully implement the Oracle 11i General Ledger, Accounts Payable, Accounts Receivable, Fixed Assets, Cash Management, Oracle Discoverer and Oracle Financial Advisor modules across RSA with standardised processes and selected functions centralised within a shared services function.
- Provided methodology to select the preferred financials system to replace the disparate systems for the Life, General, NZ Guardian Trust and Group (NZ) Companies in New Zealand.
- Advised on the CommNet project to develop systems to support commercial fire and general underwriting under an e-commerce strategy.
- Project managed recovery of the RSA Business Transformation 'Expiry' Project to a successful outcome.
- Reviewed the systems development structures and practices within RSA to resolve the issue of a large and growing Systems Development Backlog. The resultant 'Zap the Backlog' project dramatically reduced the development backlog and this project's success was recognised by the promotion of the Systems Development Manager to a senior international role with the London based RSA head office.

Waitemata Health

Acted as the lead consultant of the project team accountable to senior management for establishing and implementing the Y2K Readiness Framework and Business Continuity Plan (BCP) for Waitemata Health. This project covered the following 9 areas over a complex and diverse Location / Service / Department matrix and had a significant impact on the 4500+ person organisation:

Human Resources, Biomedical & Other Clinical Equipment, Supply Chain, IT Systems, Utilities & Building Services, Y2K Legal, Communications, Clinical Outsourced Services.

As a result of this work, the organisation had no significant Y2K issues.

Department of Information Systems and Operations Management, University of Auckland

As a Supervisor of the InfoSys Project 340 paper 1997 - 2005, sourced, guided and supported SDLC style software development projects by teams of 3 x 3rd year student for appreciative New Zealand organisations including Auckland City Council, Augen, Computerland, Clearfield Knowledge Solutions, Deloitte, EDS, Farmers, Fletcher Steel, Hesketh Henry, MedTech, Microsoft, Oracle, Pacific Softworks, Provenco, Restaurant Brands, Siemens Energy Services, Sky City, Sky Chefs, Tempus Fugit, The Warehouse, Vista Entertainment, Vodafone, Vector Networks, Walstan and Waitemata Health.

Ports of Auckland Limited (POAL)

Managed contestable RFPs processes to source and implement the following IT based solutions:

- A management System for the Westhaven Marina that enhanced both customer and user satisfaction levels while improving Westhaven Marina's competitive performance and business profitability.
- A Property Management system with a user friendly interface between the Property Accounts Receivable system and the POAL PeopleSoft Financials V6 General Ledger in addition to audit trails, controls, reporting and the ability to print invoices and statements at the POAL Office.
- A time-based Payroll and Human Resource (HR) management system that allowed POAL to continue running a weekly In-House Payroll function, use the existing in-house POAL Resource Allocation System (RAS) to gather

and process various POAL Time & Attendance data and interface with the POAL PeopleSoft V6 Financials System running on an Informix database.

Restaurant Brands New Zealand Limited (RBNZ)

- Facilitated Strategic Workshop 04 with Senior Leadership Team
- Reviewed current Unix Server environment in anticipation of architectural changes
- Advised and reviewed the NewPOS project to refresh and standardise the Point of Sale (POS) and Back of Store (BOS) systems for RBNZ's brands (KFC, Pizza Hut & Starbucks) throughout NZ and Australia.
- Project managed the initial implementation of the selected Epicor financials application and infrastructure from Eagle Technologies and the Opus HR Payroll application from Tempus Fugit.
- Conducted an RFP process to develop the user requirements and then explore and select the most appropriate IT systems to support the Financial, Payroll and HR requirements for RBNZ's KFC and Pizza Hut operations throughout NZ.

Sky City

- Advised on the Sky City IT Department systems architecture and strategy for 1998 - 2001
- Conducted an independent review of a proposal to develop and implement a modern computer based system to support Sky City's Wardrobe management and operational requirements.
- Project managed the upgrade (incl Y2k testing thereof) of the AS/400 9404 operating system and the Y2K upgrading and testing of the existing Casino Management System, Financials system and HR / Payroll applications in the upgraded operating system environment.
- As a consulting member of the start up team working closely with Sky City management, Harrah's International in Memphis and Rider Hunt Holmes Cooke, the quantity surveyors for the construction project based in Auckland, managed contestable RFP processes that sourced and implemented the following initial IT infrastructure and associated support for the Sky City casino and hotel complex:
An IBM AS400 and 150 token ring connected Compaq servers and PCs and HP printers operating over a Proteon based Local Area Network running a variety of mainframe and server based software. A Hotel Management System that integrated with a 40 - 45 device Point of Sale System with integrated EFTPOS, the Harrah's Casino Management System (Developed in RPG/400 and running on an AS/400), AT&T Definity G3 PABX, a Ving Card Door Locking System and an In-room TV System.

Other Projects and Employment

- Facilitated Strategic and Tactical Workshops for Maclean Computing, MedTech Global, Augen, FIELDS, ERS, Auckland District Law Society, RFID Pathfinder Group ...
- Conducted an independent review of Connect Auckland web services
- Authored the NZCS position paper on Broadband and Fast Internet Services
- Business mentor for multiple CEOs and senior management teams
- Project Manager to facilitate the development of ICT-NZ into an effective collaborative industry body
- Reviewed Information Systems at Vector Networks
- Independent review and report on the NZCS structures, governance and management practices
- Independent Expert associated with a number of formal disputes, including Auckland High Court matters
- Provenco: Reviewed and advised on the restructure of the Group IT support function.
- iTools: Advised on the design and development of the iTools programme management framework.
- Northland Polytechnic – provided regular coaching and advice to support and develop the IT Services Manager.
- The Selwyn Foundation - advised on the upgrade of the infrastructure and financials system.
- The Warehouse Group - advised on core Financials Project in anticipation of implementing Oracle financials.
- Coca-Cola Amatil - facilitated RFP process to replace the Payroll / HR system.
- NCR - reviewed and reported on the viability of an EFTPOS and Smart Card Technology marketing opportunity.
- Ardmore Airport - project managed the development of ALDIS Billing system.
- Archer Group – conducted due diligence reviews of computer system.
- Arthur Anderson – acted as expert witness on computer industry & software development best practices.
- Dress For Less – managed RFP process to upgrade the Retail Management System to Retek.
- Emco – acted as the team leader to develop the 'Comit' prototype Electricity Market Trading Information System.
- Rider Hunt Holmes Cooke - reviewed and managed an RFP process to refresh IT system.
- Ford Motor Company - consulted on the Mainframe LAN integration project.
- Datacom Systems Limited - consulted on and secured various product marketing rights for Datacom in NZ.
- IBM, AIX Market Development and Dealer Manager (1989 – 1991)
- Rakon Computers, Independent Software Division Manager (1987 – 1989)

- CCL Business Systems, Unix Systems Division Manager (1986 – 1987)
- MEC, Managing Consultant of the Unix Division (1985 – 1986)
- NCR, Independent Marketing Division Manager (1982 – 1985)
- David Reid Data Products, Manager for Radio Shack (1980 – 1982)
- Burroughs, Marketing Representative (1979 – 1980)
- Rank Xerox, Market Planning Manager (1977 – 1979)
- New Zealand Forest Products, Work Study Analyst (1974 – 1976)
- Shell Oil, Distribution Analyst (1970 – 1973)

Qualifications

2008 - Current	Member of the New Zealand Institute of Directors
1976 - 2008	Associate of the New Zealand Institute of Management (NZIM), member since 2000
1994 - Current	Member of the New Zealand Computer Society (NZCS), Fellow since 2002
1966 - 1969	University of Auckland: Bachelor of Commerce (Economics)
1961 - 1965	Papakura High School: UE (1965), Higher Leaving Certificate (1965), School Certificate (1963)

Professional Training

- Landmark Education: Completed the Curriculum for Living, Communication Access to Power, Communication Performance and Power, Introduction to the Forum Leaders Program and acted as SELP Head Coach.
- Quality Bench Marking, BPI and BPR, ISO 9000
- Financial Management, Strategic Management, Management Perspectives, Business Partner Management
- Business Planning, Basic Systems, Advanced Management, Management for Motivation
- Success through Selling, Recruitment and Selection, Social Styles, Techniques of Training
- Basic Management, Office Automation, Work Flow and Methods Study, Cost Accounting

Professional Activities

- Board Member, ICT-NZ (2007 - 2008)
- NZCS National Councillor representing Auckland Branch (2006 - 2007, 1999 – 2001)
- CEO, TimeLimited Limited (1995 – current)
- Founder and Chairman, The iE3 Group (1992 – 2008)
- MD, i&A Services (1991 – current)
- Chairman, NZCS Auckland Branch (2000 – 2001)
- Convenor of The WFIA NZCS Auckland Branch IT Pro's B'Fast Meetings (1997 – 1999)
- Committee Member, NZCS Auckland Branch (1994, 96 – 1999)
- Advisory Board, Department of IS & Computing, Unitec (1994 – 2000)
- Member, Vice President, President of NZSUGI / Uniforum (1983 – 1999)

Publications, Presentations, and Personal Interest

Ian presents regularly to computer industry, commercial conferences and University as a guest lecturer on a range of subjects including Leadership and Management, IS, Virtual Organisations, BPR, BPI, Project Management.

Personal Interests: Family, Fishing, Gardening, Skiing, Wine and Travel.