

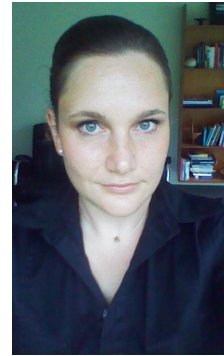
# Elizabeth Howells

## Contacts

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## qualifications

- Doctoral Candidate – (University of Auckland)  
*Research focused on attitudes towards punishment – individual differences, neurobiological motivational systems, and cultures of violence.*
- Post-graduate Diploma in Applied Psychology, Registered Psychologist  
*Papers: Performance Management & Reward Systems, Experimental Design & Quantitative Methods for Psychology.*
- MA Psychology - 1<sup>st</sup> class honors with distinction (University of Auckland)  
*Thesis Title: Individual Differences, Situational Threat and Leader Preferences*
- Industrial / Organisational Special Interest Group - Treasurer
- Coaching Psychology Special Interest Group - Secretary

## career summary

Elizabeth is a registered psychologist with experience designing and implementing solutions to aid organizations in the maximization of productivity, well-being and performance. This has included an on-line career path and development tool, a customized performance management tool, assessment centre design for selection and development, performance improvement and wellness surveys. She has particular strengths in qualitative and quantitative statistical analyses using scientifically sound methods to drive effective real world actions.

Working with organizations, her work has included supporting organizational change through job analysis and design, competency modeling, implementation of new systems, procedures and training. Her organizational diagnostic skills include the facilitation of focus groups, questionnaire development and interviewing. Her capabilities also include facilitation of individual and team level development. Working with individual clients, Elizabeth has completed detailed psychometric assessments and provided outplacement and career coaching.

**recent consulting clients include:**

ANZ bank ▪ Canam Group ▪ Counties Manukau DHB ▪ Eagle Technology ▪ Glaxo Klein Smith ▪ Hesketh Henry ▪ Manukau Institute of Technology ▪ NZ Sports Turf Institute ▪ Ogilvy ▪ Opus ▪ Problem Gambling Foundation ▪ Royal NZ Foundation of the Blind ▪ SHL ▪ Telecom NGT ▪ Transfield Services ▪ Waitakere DHB ▪ WDHB Mental Health Services ▪ Wood & Partners

**talent management**

- Provision of accurate data collection and statistical analysis to identify individual performance and potential capabilities to inform senior management and board planning and strategy.
- Identification of market brand attractiveness and key employer propositions for the attraction and retention of talented employees in the engineering, construction and health sectors.
- Development of recruitment, advertising and performance management strategies to enhance competitive positioning.
- Staff turnover calculations

**performance and development**

- Design, development and implementation of a competency based on-line 360° performance management system for a leading construction firm. Including validated performance measures for all levels of construction, support and managerial staff.
- Review, revision and ongoing management of an on-line 360° performance management system, including the provision of firm level reporting, for a second tier Auckland law firm.
- Annual market salary reviews as the basis of salary banding to effectively link remuneration and performance.
- Design and implementation of measurement and reward systems to motivate staff development.
- Design, development and implementation of a 360° on-line development tool. Producing an individual development report linked to a career path matrix and development opportunities for engineers, planners and surveyors in an Auckland land development firm.
- Creation of a competency based assessment center for the development of middle managers and as the basis of training needs analysis.
- Individual coaching using psychometric assessment as an informational platform to facilitate issue identification and development planning.

## organisation design

- Establishment of infrastructure, company policy and procedure in start-up businesses. Overseeing and ensuring the efficiency of all operations, implementing new procedures and systems where necessary and assisting in, and facilitating, structural planning.
- Assisted in the planning, organization and logistical execution of company mergers, store openings and store closures.
- Involved in the procedural design and planning for the implementation of new computer and administrative systems in both SME and large corporate organizations. Planning and implementation of accounting software systems including MYOB, NZA Gold, Global 3000 and SAP.
- Involved in the development, implementation and management of staff networks, intranet and internet services.
- Management of policy and procedure, corporate account establishment, credit control, accounts receivable, accounts payable, invoicing, bank and general ledger reconciliation, GST, PAYE, cash flow, projections and forecasting for a variety of organizations.
- Experience in warehouse management, stock control, product development, product production, importation and exportation.

## change leadership

- Development, validation and implementation of an empirically driven attitude survey to facilitate cultural change at the team level and provision of organisational level reporting to facilitate strategic decision making in a law firm.
- Administration of Insight-SRC climate tools, facilitation of team level feedback and action planning, and provision of senior management reporting to inform strategy.
- Establishment of systems linking climate survey outcomes to managerial performance review and remuneration outcomes driving cultural change.
- Support services during restructuring and downsizing in a range of organizations, including the provision of outplacement coaching.
- Individual executive coaching and career coaching.
- Creation and revision of position descriptions.
- Reviewing re-structure and organisational culture documentation, including the receipt and summary of submissions from staff concerning organisational restructure, summarising key points and recommendations for management.

## competencyframework

- Identification of key behavioural competencies using a variety of individual interview and focus group techniques to develop valid competency models in a range of professional service firms and within the Construction Industry.
- Development of competency frameworks as a basis of the establishment of career development models, performance measurement, performance management, 360-degree assessment, recruitment, interviewing, and development / selection assessment centre design.
- Evaluation and revisions of a large engineering firm competency model, revision of job descriptions and the development of new position descriptions for various organizational levels to ensure continuity and coverage of all key areas.
- Training of public health sector representatives in competency model methodology guiding the development of a competency framework for performance management and recruitment.

## trainingandmanagement

- Provision of training and certification in assessment centre facilitation, exercise observation, marking and candidate feedback. Including the development of all training content, workbooks and materials.
- Workbook development and provision of training sessions in the development of competencies for selection and performance management.
- Training of managers in effective behavioural interviewing, co-facilitator of District Health Board behavioural interview training.
- Creation of training tools including a personality assessment and situational judgment tests.
- Design and organization of team building events.
- Team building workshop facilitation based on Belbin Team Types for a large pharmaceutical company.
- Introduction and facilitation of professional interest groups created to provide peer support and knowledge sharing forums for key executives in the engineering and health industries.
- Development and implementation of policy, procedure and systems manuals, providing training and ongoing support for 200 staff situated nationwide.
- Management and training of direct report staff, staff rostering, and daily office operations

## recruitment and selection

- Design, development and implementation of a competency based assessment centre for middle management positions in a leading multi-national outsourced maintenance contractor.
- Developed a competency based recruitment system for a large Auckland construction firm.
- Review and revision of existing recruitment processes and documentation for a variety of small to medium sized enterprises.
- Creation of behavioural interview guides for a range of professional service firms, a construction firm and district health boards tailored to a range of business roles and levels fitting with organizational competency requirements and to underpin behavioural interview training.
- Individual candidate assessment, feedback, behavioural interview and reporting for a range of professional and management roles.
- Extensive experience in administration, marking, interpretation and report writing for a variety of selection tools including assessment centre exercises, psychometric testing, role-play and in-tray exercises for graduate, professional and management roles.
- Responsible for recruitment processes including work place analysis, job creation and design, job description, advertising, interviewing, and employment contracts.

## psychometric assessment

- Certified in the administration, scoring and interpretation of SHL and Opra assessment tools
- Development and validation of an on-line personality assessment tool for a training provider.
- Extensive experience in test administration at the individual and group level – personality, in-tray and various cognitive ability tests
- Extensive experience in test interpretation for selection and development including the provision of candidate feedback and client reporting.

## career history

- Senior Consultant, FX Consultants (2007 on).
- Administrative Consultant specializing in infrastructure, system and policy establishment and development (2007).
- Psychometric Test Administrator, Ethos Consultancy Ltd. (2007).