

# Stewart Forsyth

## Contacts

+64 9 378 9299 | +64 21 392 667  
Skype: [stewart392667](https://www.skype.com/user/stewart392667)  
[stewart@fxc.co.nz](mailto:stewart@fxc.co.nz)  
[www.fxc.co.nz](http://www.fxc.co.nz)  
[nz.linkedin.com/in/StewartForsyth](https://nz.linkedin.com/in/StewartForsyth)



## qualifications

- MA Psychology (University of Auckland), Post-graduate Diploma Clinical Psychology (University of Auckland), Masters Papers in Advanced Organisational Behaviour, Learning Organisations and Multivariate Statistics (Massey University).
- Life member NZ Psychological Society, member International Association of Applied Psychology, Registered Psychologist, Fellow HRINZ, Chartered Organisational Psychologist.

## career summary

From a career start as a clinical psychologist, Stewart worked overseas as a trainer, recruiter, and implementer of human resource systems. He worked for a long period as a Human Resources consultant for Deloitte, meanwhile continuing his education in organisational psychology. Before setting up FX Consultants he worked as the HR Manager for an Engineering Consulting firm which has a reputation for its industry lead in HR practices.

He has worked in a variety of sectors; *private*, accounting, engineering and legal professional services, financial services, forestry, dairy and other food companies, manufacturing, distribution; *public*, New Zealand and overseas government departments, SOE's, and local government; and with *small businesses*. Stewart has worked, including pro-bono, for NGOs and Not for Profits.

Stewart has particular expertise at improving individual and organisational performance. He has considerable experience as an executive coach. He has designed and implemented a variety of performance management and productivity improvement systems. He has a range of international experience in human resources development – from training needs analysis (including development centres), course development and design, through delivery and evaluation.

As well as his work in Australia and New Zealand, Stewart has worked in Fiji, India, Papua New Guinea and The Maldives.

### recent consulting clients include:

Auckland DHB, AUT, Beca, Bell Gully, Bendon, Briscoe Group, Canam, Candor3, Counties Manukau DHB, Eagle Technology, Electropar, Endeavour Capital, , Fulton Hogan, Gen-i, GHD, Hesketh Henry, Massey University, National Foundation for Deaf, Navigatus Consultants, New Zealand Police, Ogilvy, Pack & Co, Simpl Group, Skinny, Sports Turf Institute, Tonkin & Taylor, TrustPower, University of Auckland, ViFX, Waitemata DHB

### executive coach

- Stewart has coached a range of professionals and managers to develop their emotional intelligence, political nous, career vision, team leadership, business development and networking skills to become more effective and self-aware leaders.

### contract management

- General Manager for \$1m revenues Not-for-Profit. Maintained earnings in recessionary environment, led new social marketing initiative, researched needs of youth group, recruited new GM and maintained productivity of team.
- GM HR for NZ operations of multinational engineering consulting firm. Maintained processes, developed succession-planning strategy, re-developed reward and recognition approaches, contributed to implementation of new business planning approach, recruited new GM HR.

### tertiary lecturing

- MGMT 712; Advanced HRM, for Department Management and International Business, University of Auckland – contracted for first semester 2015.
- HR MGMT 707; Staffing and Employee Development for Department of Business University of Auckland – contracted to deliver this paper in 2010 and 2011 (the Diploma of HRM has since been discontinued)
- BUS ADMIN 713; Managing People for Department of Business University of Auckland – contracted for 2007 and 2008.

### talent management

- Reviewed recruitment systems and recruitment brand, validated competencies for operators, designed and implemented measurement systems to motivate staff development, and trained managers in interview skills to improve quality of hires with significant improvement in retention of staff for leading New Zealand contractor.

- Reviewed recruitment systems, recruitment brand and selection capability to enhance the Talent Magnetism capability of mental health service, construction business, software business and law firm.
- Recruitment, selection and assessment over many years, including search. Considerable experience with assessment centres, behavioural simulations, psychological testing and assessments.
- Developed tailored interview guides for range of business that fit with organisational competency requirements, and underpin behavioural interview training.
- Assess candidates (using PA Selector and other psychometrics) for professional and management roles.
- Developed a selection 'tool box' for selection of Communicators and Dispatchers for the New Zealand Police Communications Centres. This included validation of competencies, review of existing selection tools and processes, and development of cost-effective alternatives.
- Reviewed recruitment processes in Worley Consultants, introduced competency-based selection processes, on-line recruitment, graduate recruitment programme, and on-going training and coaching for all managers in recruitment interview skills.
- Developed a trait-based behavioural interviewing selection system for a cleaning services company, identifying conscientious and sociable candidates who were more likely to stay with the organisation.
- Developed and validated competency based recruitment process for an office supplies business; implementation included training all managers in structured interview techniques.
- Worked for nine years in Executive Recruitment – successfully filled over 500 roles from Director to customer service staff.
- Responsible for Objective Assessment services for Deloitte, including norming tests for New Zealand selection environment.

## performance and development

- Reviewed and re-developed performance management systems for clients in construction, engineering, law and accounting industries.
- Developed and implemented on-line performance management system for law firm.
- Completed 360-degree based survey of Partners of Venture Capital business. This included clients and a large number of industry participants. Developed personal development plans for Partners.

- Developed a values-based performance management system for Corban Revell Legal, a medium sized law firm. This balanced score card type method incorporated measures of staff, client and operational effectiveness.
- Developed a balanced score card performance management system for the Department Managers of a large supermarket retailer.
- Reviewed and redeveloped the performance management system for Worley Consultants, a large consulting firm. Introduced the “balanced score card” approach, to encourage professional staff to focus on client, project, and staff performance measures as well as financial performance. Revised the company approach to incentives. Lifted the satisfaction of staff with their performance reviews, lifted the rated effectiveness of their leaders, and demonstrated higher level of goal-achievement by managers.
- Led team to review project-based performance review system for audit staff at Deloitte Touche Tohmatsu. Facilitated improvement process to documentation, information systems and feedback process.
- Designed a performance management system from the ground up for an electricity supply company in the Maldives. Wrote and agreed job descriptions, developed performance measures, identified management competencies and trained the users of the system.
- Designed performance measurement and review system to evaluate the effectiveness of Indian counselors providing support to redundant manufacturing workers.
- Developed a Management by Objectives system for the Department of East New Britain, in Papua New Guinea. Introduced this into Departments of Health and Community Relations.

## change leadership

- Individual executive coaching and career coaching.
- Supported a range of organizations in planning for and providing group and individual outplacement, change leadership and career planning coaching.
- Co-Author *Job Winning in New Zealand* (Penguin, 1992).
- The Support Services and Training specialist on a World Bank funded cross-disciplinary team advising the Government of India on effective approaches to providing a social safety net for workers made redundant in the restructuring of public sector enterprises (73,000 to September 1994). This initiative was critical to the political acceptance of the Indian Government’s restructuring plans. Wrote a practical guide to the implementation and management of downsizing support, and the retraining of displaced workers to provide them with skills in demand in local labour markets. This included guidelines on recruitment and training of local counselors, the establishment of local vocational training institutions to re-skill workers, and the management of such services. This guide served as the model for the establishment of pilot projects in five Indian cities most affected by

restructuring. Invited by World Bank to return to review these pilots and to provide training to management, trainers and counselors. Recommended on the development and detailed the implementation of management information and control systems

- Project leader for the Northern Region restructuring of the retail operations of one of New Zealand's top four trading banks. This involved training of managers, providing Managing Change training for all "surviving" staff and Job Search workshops for all staff who lost jobs. Led a team of 14 consultants, contributed to client planning, and managed the quality of counseling and training services
- Project managed support services during the merger of two of New Zealand's largest dairy companies. Ran a Job Centre, supervising consultants and client staff and contributed to client planning, and managed the quality of counseling and training services.

## learning and development

- Training strategy for small consulting firm: an integrated skill-training, client feedback, feed-forward and coaching approach to develop client relationships skills
- Developed and delivered series of leadership development workshops themed around the 'Big Five' personality model – to help participants develop skills to complement existing capabilities (training covered Innovation, Getting Things Done, Developing Relationships, Building Relationships, and Resilience).
- Developed competency based behavioural interviewing approaches, and have trained more than 400 managers in interview skills.
- Adjunct lecturer to post-graduate qualification at University of Auckland Business School (Recruitment and Development paper in 2010 and 2011).
- Designed, managed, and trained Assessors for Development Centres for local managers in Papua New Guinea, aspiring Partners in CA firm, bank managers, supervisors in contracting business.
- Reviewed Development Centre run for Treasury managers.
- 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
- 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.
- Developed and led training courses for clients covering topics such as - Assessment Centre Management, Recruitment Interviewing, Managing Change, Stress and Resilience Management, Pre-departure (international) briefings,

Counseling Coaching and Performance Leadership, Team Briefing, Managing Severance, Job Search Skills Training. Led training in Selling Skills.

- Completed training needs analysis and recommended on training and development infrastructure as contributor to a review of the 1,100 person Papua New Guinea forestry industry (AusAid).

## hrconsulting

- Review of morale and wellness issues in mental health unit, included objective staff survey and focus groups and detailed change recommendations.
- Used job-point remuneration methodology to enable competitive and equitable salary policy to be established across different discipline groups and the different offices of various businesses.
- Conducted industry specific remuneration surveys and completed remuneration reviews for a range of companies.
- Reviewed an ethnic equity initiative established by Auckland University of Technology. The review focused on the establishment of Faculty-based teams, information systems and relationships.
- Established a Client Focus initiative, including training in client focus competencies identified in client surveys (which I coordinated), clarification of ongoing measures for tracking client satisfaction, and linkages with reporting systems to enable communication and rewards.

## career history

- Human Resources Consultant specialising in executive coaching and leadership development, human resources development, performance management, competency assessment and other HR advice (2000 on)
- Human Resources Development Manager, Worley Consultants (1995-2000)
- Senior Consultant, Management Consulting Division, Deloitte Touche Tohmatsu (1986-1995)
- Project Leader, Management Development Project, Joint Venture between Hanns Seidel Foundation and East New Britain Provincial Government, Papua New Guinea (1983-1985)
- Regional Psychologist, Public Service Commission, Papua New Guinea (1980-1983)
- Senior Psychologist, Justice Department (1975-1980)