



**QUANTUM EDGE**

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# Quantum Edge Our Capability

Level 2/470 St Kilda Road  
Melbourne Victoria Australia  
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## QUANTUM EDGE – CAPABILITY STATEMENT

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Quantum Edge, formed in 1992, provides a wide range of Strategic, Leadership and Change Management Services for improved business effectiveness and enhanced stakeholder performance. This translates into improved customer service, profit levels, environmental sustainability and community outcomes.

As organisational Psychologists, our core specialty is innovative business strategy for delivering business outcomes. We see leadership as essential for enabling that strategy, and then work to align all parts of the organisation to that end at all levels (cultural change). Innovation and creativity remains at the cornerstone of all that we do, and we believe that innovation holds the key to future sustained market differentiation and growth.

Our work is premised on a 2-million dollar study into the Australian workplace “psyche” and research is clear that European and American models of change do not work within an Australian workplace. This research holds significant implications into how to effectively drive change in an Australian workplace. Change initiatives that are aligned to the cultural mores of the Australian mindset have a much greater chance of success, whilst imported management practices can often struggle to succeed.

We always commence our work with a diagnostic to identify the current situation and barriers to success, and a clear picture of the desired state. Our work then builds a bridge between current state and the desired future.

## RESULTS

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We measure all that we do, especially the impact of our interventions on organisational performance, expressed in growth or profit terms. Standout results of our work include:

- Working with a top 4 bank in a merger situation – turnover increased from 2.6 billion to 3.4 billion over a 9-month period with increased customer service levels.
- Assisting Deutsche Equities to develop a specific innovative strategy for growth, resulting in a doubling of turnover in the subsequent 6-month period following intervention.
- Assisting a major ink manufacturer to develop and implement a growth strategy, resulting in turnover increasing from 16 million to 64 million over an 18-month period.
- Assisting Toyota re-engineer its business such that sales increased from 5.25 billion to 7.5 billion over a 4-year period.
- Implementing a comprehensive Training Needs Analysis across the Government Sector to increase ROI for training dollar by approximately 20%
- Developing a leadership culture across all levels of Parks Victoria, balancing conservation preservation values with commercial interests and stakeholder community needs.

***We can do the same for your business.***

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## **Our Philosophy**

Our approach embodies the following characteristics:

- Recommended interventions based on observable measurable data.
- A whole-systems approach that appreciates the interdependencies within an organisation.
- Managing the informal invisible parts of the organisational culture – having the “below the line” conversation to move forward.

### **Moreover, we believe:**

- That structure is a function of strategy, and not the other way around.
- That leadership is a learned skill and can be and starts at the top.
- That to lead, you need to know where you want to go.
- That consultants used should have experience in their field second to none.
- Creating independence from the consultant, rather than dependency by translating knowledge and skills to the client via certification and train the trainer workshops.

## Products and Services

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A wide range of diagnostic tools and training services are provided as follows:

### Diagnostics – Organisational / Individual

We use a number of proven and reliable qualitative and quantitative methods including:

- **Investment Psychology Profiling.** We have developed a comprehensive profiling system that takes into account an individual's psychology and implications for their investment behavior. These insights identify an individual strengths, weaknesses and potential pitfalls that need to be overcome, and provides specific strategies for wealth creation success.
- **12S Cultural audit instrument-** used to test alignment throughout the organisation for delivery of services today and assessing the capacity of the organisation to meet future changing requirements. The tool diagnoses gaps in relation to leadership, management, shared vision, shared values, strategy, structure/policy, stakeholder support, staffing, skills, client support systems. A comprehensive report with suggestions to bridge all identified gaps is produced.
- **Hermann Brain Dominance Instrument;** for understanding and appreciating individual differences of human behaviour and the need for a whole brain approach. All those assessed receive an individual profile of preference behaviour and implications for leadership, teamwork, communication and decision-making. We hold advanced accreditation in HBDI systems and diagnostic tools. Used as a basis of team development and increased team performance.
- **Myers Briggs Type Inventory- MBTI** – Psychological assessment of personality types as a basis for explaining individual behaviour and providing personal insight leading to self awareness.
- **Team Management Index –TMI** – that measures the level of appropriate balance of skills and styles in a team required for high performance. Based on over 30 years research into what creates high performance in an organisation or team, this tool provides insight into team strengths and weaknesses.
- **A variety of additional ACER psychological tests** for capability assessment - relating to abstract reasoning, numerical and verbal abilities.
- **Training Needs Analysis** – based on a competency approach, we are able to define the exact knowledge and skill requirements of an organisation or unit by priority. This dramatically improves ROI on your training and development investment.
- **Personal “one on one” diagnostic interview sessions** - to understand the issues of an organisation from a qualitative perspective that need to be addressed in order for the organisation to move forward.
- **Leadership preferences** and potential in an international context
- **Value analysis tools** and techniques - for assessing stakeholder value and value gaps
- **Capability assessment tools** and techniques for identifying skill deficiencies

## **BENEFITS**

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These tools diagnose the current situation, whether it be organisational or individual. To improve it is vital to determine current reality – where are we today. Only then can we be in a position to move forward.

The main benefits are:

- Accurate and timely problem identification essential for effective intervention planning
- Increased personal insight into the human dynamics at work, and a person's "blind spots".
- Personal insights into one's own style and behavior, and its impact on others, communication, teamwork and leadership
- Improved traction on the change process as the real "below the line" issues are addressed

## **SERVICES AND WORKSHOPS**

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Workshop designs and provision of consulting services for developing capabilities/competencies and problem solving or opportunity search in the areas of:

### **Primary -**

- Capability Assessment and Development
- Emotional intelligence/ people skills
- Executive Coaching
- Governance / role of Board role clarification
- Innovative Business Strategy (business planning)
- Investment psychology
- Leadership Development
- Strategic and creative thinking, strategy formulation and strategy development
- Strategic change architecture, design, implementation and control
- Team Development and group processes
- Training Needs Analysis and skills Audits
- Values clarification for driving value based organisations

### **Secondary -**

- Strategic positioning, pricing, superior stakeholder value delivery
- Implementing balanced scorecard business measurement techniques
- Breakthrough performance improvement, measurement and control -application of Balanced Scorecard methodology
- Business process design and re-engineering for superior value delivery
- Marketing strategy - Opportunity search, strategic positioning, market dynamics and structure (demand systems/competition/market differentiation), superior customer service and value delivery,
- Superior stakeholder and shareholder value creation
- Leveraging e-commerce opportunities
- Distribution channel design and management
- Value chain analysis for physical goods production, distribution, sales and related information value chain analysis
- R&D strategy development
- Industry analysis
- Best practice benchmarking

## Examples of our Client List

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Our client list includes many of the top 500 companies and includes:

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| AAPT<br>ABC<br>Ansett<br>ANZ<br>Attorney General's Department<br>Australia Post<br>Australian Federal Police<br>AXA<br>BHP<br>Boorondara City Council,<br>Bunnings<br>Centrelink<br>City of Greater Dandenong<br>City West Water, GPU, SPI Powernet<br>Colonial State Bank<br>CPA Australia<br>Credit Suisse First Bosten<br>Crown Ltd<br>Daimler Chrysler<br>Defence Material Organisation – Defence<br>Department of Defence,<br>Department of Education,<br>Department of Human Services,<br>Department of Premier and Cabinet<br>Department of Treasury and Finance,<br>Deutsche Bank<br>Ericsson | Ford Motor Company,<br>Foxtel,<br>Frankston City Council<br>Hobson's Bay City Council<br>Knox City Council<br>Kraft Asia<br>Manningham City Council<br>National Australia Bank<br>NEC<br>Orient Pacific<br>Parks Victoria<br>Postel Australia<br>Prudential Insurance<br>RMIT,<br>Santos<br>Sensis<br>State Revenue Office<br>Telstra<br>Toyota<br>Transfield<br>Transurban<br>Victoria Legal Aid<br>Victoria University<br>Vline Passenger<br>Westpac<br>Woolworths<br>Yellow Pages Direct |
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## CASE STUDIES – QUANTUM EDGE

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### Examples of Transformational Change Programs:

- **Deutsche Bank Equities - Asia** –Designed a Strategic Change framework with opinion leaders from throughout Asia for transformational program – as a consequence the business doubled its previous sales volumes over the following 6-month period. Conducted over Hong Kong, Singapore and China and included the facilitation of a cultural innovation program for over 250 bankers from all parts of Asia in Singapore.
- **Deutsche Bank Sydney** – transformational change process involving cross-functional process improvements and linkages across business units, including ongoing individual senior team coaching against benchmarked standards of best practice based on cultural research.
- **Barwon Health** – Transformational change process for providing integrated care. Involved initially a Search Conference 100 top health specialists looking at systemic change and creating a blueprint for co-ordinated care in the region. This involved integrating the service offer of Geelong Hospital, Grace McKellar and various community health centers to provide a seamless health service built around an integrated IT system with each client having a single entry point.
- **Telstra Audit Team** – Change process for an internal Audit team that changed its approach from traditional audit role, moving from a policing role to business partner role, involved earlier in the business cycle assessing levels of risk in the business and value adding.
- **ANZ McCaughan** – Strategic transformational change – leading to creation of an equity market unit (EMU's) which combined action learning teams from existing silos applied around market segments.
- **BT Alex Brown**- Client driven culture based on strategies designed for market segments and clients, which lead to cross-functional integration of the bank's service delivery model.
- **NAB** – introduction of a change process designed to create high performance senior team for major division. Teams were assessed for team balance and strategies were put in place to address team deficiencies. Critical was addressing interpersonal relationships via feedback and development and application of shared values to create attitudinal change. Then reward systems and processes were aligned to reinforce desired behaviours, attitudes and performance.
- **Sensis** –Transformational change process based on shifting from a directories company to an information management company. QE involved in defining leadership capabilities and underpinning knowledge and skill sets as a basis for conducting a 360-degree gap analysis to identify skill deficiencies.
- **Toyo Ink** – Transformational Program which involved shifting business model from ink to colour, implementing a performance management process and developing specific skills for innovation and creativity. Increased sales from 16 million to 64 million over a 2 year period.

### ***Examples of Strategic Planning:***

- **Sensis** Sales team – Strategic Planning and Team Development – offsite retreat to shift the skills within the sales force from a transactional sell to a relationship sell.
- **Geelong Hospital** – Strategic Planning Search Conference 120 stakeholders to create blueprint for change
- **Grace McKeller** – Strategic Planning Search conference 80 stakeholders to create a blueprint for change.
- **Credit Suisse First Boston** – Strategic Planning offsite retreat with senior team which brought about a significant improvement in ranking.
- **CSIRO** – Strategic Planning offsite for one of its major divisions.
- **Gippsland Coastal Board** – Strategic Planning with senior team.
- **City Of Yarra** – Strategic Planning with the counselors of COY – Offsite retreat.
- **Ericsson** – Strategic Planning for major division of Ericsson – Offsite retreat.
- **City West Water** – Strategic planning for senior team – offsite retreat.
- **Victorian University** – Strategic planning for Victorian University.
- **Merrill Lynch Investment Bank** – Senior Team - Strategic Planning offsite retreat and the development of a new business model for increased performance.
- **HSBC Securities**– Strategic Planning Process designed to create a blueprint which lifted the firm to a top 3 position in terms of turnover.

### ***Examples of Cultural Diagnostic Work:***

- **CPA Australia** – delivery of a Training Needs Analysis for Government Sector.
- **Optus Communications** – Skills audit of the sales team to determine skill gaps for training.
- **Sensis** – 360 degree feedback audit of leadership capabilities.
- **CPA Australia** – Cultural Audit – 12S for cultural and business diagnostic.
- **CPA Australia** – delivery of a Training Needs Analysis for Defence Materiel Organisation.
- **Attorney General's Department** – Training Needs Analysis to uncover financial skill gaps.
- **Sara Lee**–Training Needs Analysis -Marketing Group to determine specific marketing skill gaps.

### ***Examples of Leadership Capability interventions:***

- **Parks Victoria** – Senior and middle management leadership programs for delivery of effective stakeholder leadership and change – 5 year program with significant results to all stakeholders
- **Parks Victoria** - Focus on Personal Leadership – on the ground leadership for all staff.
- **Sensis** – Leadership program and change skills for marketing division.
- **Sensis** – Leaders, Bosses and Bastards keynote address to 300 leaders of Sensis.
- **Deutsche Securities Australia**– Leadership diagnostic and coaching of senior team.
- **NEC Network Division** – Delivery of strategic planning / leadership capability for senior team.
- **ATO** – Leadership Empowerment program for Dandenong Office.
- **Australia Post** – Team Development Program for services division.
- **CPA Australia** – delivery of a People Skills program for improved interpersonal skills.
- **American Chamber of Commerce** – Guest presenter “Leaders, Bosses and Bastards”.
- **Defence** – delivery of a Change Management Seminar to strengthen change capabilities.

***Examples of Cultural Change Programs with a particular emphasis:***

- **Parks Victoria** – Operational People Management – Change intervention for 5 main regions coupled with a certificate 1V in business management for significant business improvement built around performance management, resource allocation, effective teams, innovation and customer service.
- **Merger - Credit Suisse and First Pacific** – Merger of 2 broking houses for optimization and strategic planning offsite to secure best talent and ensure directors stay. Tripled business in following 12 months
- **NEC** – Performance Management Program to shape a performance culture based on the Australian Archetype research into why Performance Management programs don't work...
- **Merrill Lynch Investment Bank** – Team Development / Role Clarification – Legal and Compliance unit for improved business partnering and increased results
- **SGE** – Senior team development to reinforce innovative new business model
- **Monash Mt Elisa Business School** –Lecturer in flagship management program for CEO's
- **Daimler Chrysler** – Increasing sales via improved interpersonal skills training
- **Olex Cables** – Communications program for skilling up a diverse workforce
- **State Revenue Office** – Feedback skills training program to promote feedback across SRO as part of a shaping our future leadership program, based on the Australian Cultural Research.
- **RMIT** – Property Services Division – customer service training for improved customer skills.
- **AXA** – Major customer service program focusing on communication competencies for improved customer service

## Our Consultants and Associates

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Our consultants have worked extensively throughout Asia the USA and Europe. We create a team based around our client's unique requirements, and as such the consulting team is hand picked for your project. All of our consultants have in excess of 20 years experience and are leading experts in their field at world-class level.



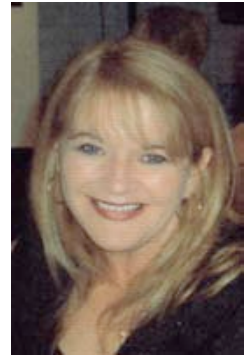
### **David Peake** **Founder and Managing Director, Quantum Edge**

David holds post-graduate qualifications in Organisational Psychology. His professional experience is in Human Resources, Cultural Transformation and Innovative business strategy, including 11 years in HR manager roles for Hewlett-Packard. Since 1992, as Managing Director of Quantum Edge, David has been involved in driving significant cultural transformation and strategic change and leadership across many industries including retail and merchant banking, investment and financial services, resources, local government, federal government, educational institutions, mining and energy, telecommunications, health, construction and professional services industries such as insurance .

In short, David has facilitated well over 1000 programs across Asia Pacific and has core competence in change management and organisational transformation, leadership, management development, group processes, strategic planning, competency based training needs analysis and emotional intelligence / communications.

David is a registered organisational psychologist, and holds formal qualifications include a Bachelor of Behavioural Sciences from La Trobe University 1981, and post graduate qualifications in Psychology, in terms of a Graduate Diploma in Applied Psychology from Monash University 1982 (formerly Chisholm Institute) David holds advanced accreditation in Margerrison-McCann Team Management Systems and Herrmann Brain International HBDI team instruments, David is a member of the Australian Psychological Society and has also been a member of the Australian Institute of Training and Development (AITD) and the Australian Human Resources Institute. (AHRI)

## LOUISE COOPER-SHAW CONSULTANT



- Master of Arts (Applied Psychology) (*Univ of Melb*)
- Bachelor of Commerce (*Univ of Melb*)
- Grad Diploma in Arts (Criminology)
- Bachelor of Education (*Monash*)
- Member, Australian Institute of Management
- Member, Australian Psychological Society – College of Organisational Psychology

Louise is an Organisational Psychologist with diverse experience gained from key senior roles in both public and private sector firms. Louise is presently consulting with several large organisations in the provision of culture change, leadership development, executive coaching and accredited leadership development and management education. She has strong people skills, with demonstrated capacity in relationship building at all levels of the organisation.

She delivers leading edge management and leadership programs developing key organisational capabilities. Her core strength is in ensuring alignment of the strategic intent of business and organisation development interventions

Her key value proposition lies in taking an “umbrella view” of a company - a fully integrated approach that connects the various elements of brand, culture, people, technology, and process improvement in order to achieve sustainable long-term performance improvements and accelerate change.

Her academic background includes post graduate qualifications in Applied Psychology, Education, Economics and Management. As part of her current role, Louise is a Professor (Adjunct) with the University of Ballarat and delivers MBA programs both locally and internationally.

Additionally, Louise is accredited and highly experienced in the field of personal effectiveness and leadership, interpreting a range of psychological appraisals and assessments including:

- Master trainer in the **Cultural Imprint** methodology
- Accredited **MBTI Step II EIR** user
- Team Management Index (**TMI**)
- Herrmann Brain Dominance Instrument (**HBDI**)
- Intellectual Assessments such as WAIS, Raven Matrix
- Personality tests (MMPI, 16 PF etc)
- A range of Emotional Intelligence instruments

Specific projects Louise has designed and implemented recently include:

- **Leadership Development and Insights:** - Ericsson Business Leadership Program for senior managers, Department of Defence (top 230 Executive Service) Deutsche Bank, Parks Victoria, National Australia Bank, RMIT, Woolworths, AXA, Transfield
- **Design, Development and Implementation of Middle Management Development –** Australia Post (Nationally), Parks Victoria, Woolworths, Bunnings, NEC, Santos, AAPT
- **Corporate Executive Learning and Development - *Co-ordination and delivery of Graduate Certificate in Management, Graduate Diploma in Management and MBA awards***:- Ericsson, Manningham City Council, City of Greater Dandenong, City West Water, Victorian Legal Aid. SPI Powernet, GPU Gasnet, Kraft Asia.
- **Strategic Planning:** RMIT, City of Yarra, ISIS, Telstra,
- **Performance Conversations:** Boorondara City Council, SE Water, Lockwood Security Products
- **Change Management:** - Hobsons Bay City Council, Australian Federal Police
- **Team Building (*using a range of self assessment tools such as Myers Briggs Type Indicator, Team Management Index, Herrmann Brain Dominance Instrument*):** Transurban, Transfield, Australia Post, Parks Victoria, Department of Education, RMIT, Orient Pacific Holidays, Australian Catholic Education,
- **Customised Training and Development:** Ericsson, NEC, State Revenue Office, Hobsons Bay City Council, Australia Post, AXA, Deutsche Bank.

Louise is a member of the College of Organisational Psychology and is constantly exploring linkages between psychological research and its contribution to excellence in leadership and management practice

## **Graeme Pocknee – Associate Consultant**

Graeme's professional experience as line manager, in-house change manager, and contracted consultant and educator spans the banking and financial services, aerospace, agriculture, petroleum, electricity, coal, water, automotive, concrete, transport, human services, health, construction and professional services industries.

### **Dec 1991 - Present:**

Consultant, Quantum Edge Pty Ltd

Director and Principal, Pocknee & Associates Consulting P/L;

Associate and Program Director, Mt Eliza, Business School.

Graeme's primary focus is on transformational change processes to ensure the delivery of superior customer value and shareholder value concurrently.

His recent work includes:

- Conduct of "Top Team" retreats and strategic change programs for strategy formulation and implementation for major regional organizations ranging in size from \$3m to \$ 8 billion + turnover / year.

Recent clients include:

Colonial, County Natwest, Westpac and Commonwealth Banks, GMAC

Toyota Australia – Breakthrough strategy formulation and implementation; involved the design, delivery and oversight of a major transformational change program for the entire Australian company over a 4-year period. The process involved industry analysis, market analysis, the conduct of strategy workshops for all senior management levels including Directors to formulate breakthrough strategies in the for of Action Learning and Action Science teams

Telstra

Deloitte, Touche Tohmatsu

Freehills Hollingdale & Page

- Business development/growth strategy formulation through strategic alliances, product and market development and strategic pricing and positioning for financial services organizations including GMAC South East Asia, Colonial Group worldwide,
- Toyota Australia company wide transformational change program.
- Conduct of finance workshops for Global Life Sciences Innovation summit in 2002 in Shanghai
- Strategic alliance assessment and management, mergers and acquisitions
- Competency development processes, programs and content design and delivery for key individuals and teams from middle management to Director level (including programs suitable for accreditation) in all the areas noted
- Provision of mentoring services for CEO's in the areas of personal development, and corporate strategy development
- Du Pont (22 Business heads and Country heads to build core competencies in strategic alliance selection, assessment, formation, management and dissolution)
- Linfox (new strategic direction and positioning)
- Victorian Gas Corporation (strategy retreats for the split-up of a centralized, unified Government business enterprise)