

Jordan Alexander, PhD

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Senior Consultant | Facilitator | Author

Profile	<p>Transforming people, places and assets are three constants in my career, whether counting traffic, mapping strategy or writing policy. As lasting themes, they have taken me to different contracts, projects and roles; from leadership to front-line positions, and a range of organisations and geographies. I apply a principles-based framework to guide change, engender respect and empathy through transition, and celebrate heritage and diversity during the process. My client goal is to: navigate complexities, appreciate interconnections and align action for impact.</p>	
Skills and Experience	<ul style="list-style-type: none">o Executive Leadershipo Strategy – Corporate/Organisational Planning, Visioning, Value Settingo Transformation, Organisational Design and Change Managemento Stakeholder Relations, Public Consultation and Engagemento Environment and Land Use Planningo Board and Governance Experienceo Infrastructure and Assetso Women, Youth and Community Developmento Coaching, Mentoring, Facilitation	<ul style="list-style-type: none">o International Experienceo Diversity, Indigenous and Cross-Cultural Understandingo Managing Culturally Significant Places (natural, built, heritage/identity)o Customer Experience and Serviceo Business Development, Competitor Analysis, Unique Selling Propositionso Research, Writing, Analysis, Policyo Culture and Training Assessmentso Fundraising, Marketingo Not-for-Profit and Social Enterpriseso Academia
Senior Roles	<ul style="list-style-type: none">o Managing Director, Pangaea Consulting Limited (NZ, Australia, North America, UK)o General Manager/CEO, Forum Corporation NZ (Leadership & Training Organisation)o Acting CEO (maternity cover) TNS (Global Marketing and Research Co) Wellington NZo General Manager Strategic Services, Housing New Zealand Corporationo Property Planning Manager, Schooling Portfolio, NZ Ministry of Educationo Strategy, Planning & Government Relations Manager, Statistics NZo Senior Analyst, Coordinator, Private Secretary to Minister, NZ Ministry of Transporto Senior Transition Consultant, NZ Ministry of Business, Innovation and Employmento Board Chair, Billy Graham Boxing Academies; Board Chair, St Francis de Sales Schoolo Project Lead, NZ Health Strategy, Ministry of Health	

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Clients	<ul style="list-style-type: none"> ○ Ministry of Business, Innovation and Employment (MBIE) ○ Statistics New Zealand ○ Customs New Zealand ○ Ministry of Justice, Coronial Services, Office of Treaty Settlements, Collections Unit ○ Ministry of Transport, Transit New Zealand, Transfund, Land Transport Safety Authority ○ Oranga Tamariki (as Child, Youth & Family) ○ Department of Internal Affairs ○ The Correspondence School ○ Land Information New Zealand (LINZ) ○ Housing New Zealand Ltd ○ Wellington City Council ○ Canterbury Principals Association ○ Ministry of Health ○ Monash Business School (Australia) ○ Chartered Institute of Transport 	<ul style="list-style-type: none"> ○ Ministry of Education ○ Tertiary Education Commission ○ Turners & Growers ○ Masterfoods/Effem ○ Dulux Group NZ, Orica Australia ○ Auckland International Airport Ltd ○ Stagecoach Transport, Turner Transport ○ TNS Research & Marketing ○ AMI Insurance ○ Westpac Banking ○ Department of Conservation ○ The Tindall Foundation ○ New Zealand Trade and Enterprise ○ Canterbury Regional Council ○ Universal Flagging Canada ○ TCP Traffic Control (British Columbia) ○ SUPERU (ex-Families Commission) ○ Victoria University (Wellington)
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Consulting Experience

<p>Managing Director, Pangaea Consulting Limited</p> <p>January 2005 – Present*</p>	<p>Set up and manage a successful consulting business specialising in strategy, implementation planning, project management, facilitation, and policy development; expertise in asset management, community development, organisational change and design, with public, private and not-for-profit sector clients.</p> <p>*Formerly <i>Alexander & Wood Consulting</i> (1997-2000)</p>
Highlights	<ul style="list-style-type: none"> ○ Conducted group organisational reviews for national service delivery organisations including Justice, Special Education, LINZ, Conservation, TEC, Housing and private companies. Developing and aligning future strategies and providing implementation advice including organisational structures and change plans, learning and development requirements, and management support (coaching) continued with implementation ○ Programme Manager, Social and Population Statistics, Statistics NZ (contract) Led team to develop vision for priority and enduring information needs, wrote implementation plan including transforming system architecture and process changes, business case to define investment and workforce change plan

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- Led **planning for OECD** (Paris, UK) Group of National Experts for school property and inclusion conference held in Auckland (January - November 2016)
- **Strategy development** for private sector transport company, regional port, finance division of agribusiness, banking sector, traffic safety, research provider
- Project Manager (contract) for **multi-sector review of justice sector infringements** including Police, local government and State Services Commission Set up and manage in/external project team, develop policy work plan and strategy components, report to cross-agency steering group
- **Community consultation** for building projects (including special schools, residential schools, Blind and low vision education) NZ provincial towns
- Develop/implement strategy for private sector **traffic management and safety** company (including coaching, capability development and divestment) as **Co-Owner**, TCP Traffic Control, BC Canada (May 2013 - March 2015)
- Owner/General Manager, **Experiences Day Spa**, Island Bay NZ (2011-2013)
- **Acting CEO Australasia/Asia**, Beyond the Story Ltd (Trade Mobile) - Private mobile/telecoms company to transition strategic direction, address outstanding personnel, technology platform, shareholder and governance issues, business development Virgin, China Light & Power, Returned Services League Queensland
- **Board Chair and Advisor**, Billy Graham Youth Foundation (Charitable Trust) December 2013 to January 2018 - Youth development, Naenae Boxing Academy, Cannons Creek Boxing Academy. As chair, led strategic planning and change process to grow local to national organisation. Spokesperson, mentor female staff. Conducted initial evaluation and feasibility study for The Tindall Foundation.
- **Board Member**, NZIS – Surveying and Spatial (November 2017 to Present) - Add strong governance and female leadership as board member for this non-profit lead body for professionals in surveying, land development, resource management, civil engineering, and spatial science interests (current)
- Design **executive education strategy** and **deliver process mapping** to change performance, deploy **real-time** improvements, and grow team capacity (2018)

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Transformation and Culture Change Experience

<p>General Manager Strategic Services</p> <p>Housing New Zealand Corporation</p> <p>September 2000 – September 2003</p>	<p>Responsible for SOI, business plan, reporting on \$10b assets. Managed \$8m budget, 60 staff (Government/Ministerial, HR/OD, Comms, Evaluation). Set up corporation (merger), relocate strategic policy function to Crown Entity, set up new CHRANZ research centre, Australasian Housing Institute in NZ, employee entitlements, NZ Housing Strategy (with NGOs, Maori, new Home ownership product)</p> <ul style="list-style-type: none">○ A member of the executive team responsible for merging 4 agencies: Housing NZ, Community Group Housing, Policy at MSD and Housing Corporation. Widened scope of service delivery from 'social' to 'whole of housing' sector requiring alignment of behaviours across 4 cultures, unified by a new vision○ Led relocation of strategic and operational housing policy into a crown entity○ Led the People & Capability team responsible for culture change (including organisation diagnosis, change programme design, champions, implementation)○ Planning for change governance Establishment Advisory Board pre/post-merger
<p>Highlights</p>	<ul style="list-style-type: none">○ Change Expert (contract) NZ Customs – Conduct People & Culture impact review for implementing Customs and Excise Act; Work evolved to wold-of-organisation culture work, facilitating across Customs and other agencies (external reference group) (2015 - 2016)○ Senior Transition Consultant (contract) Ministry of Business Innovation and Employment – Part of 'transition team' conducted culture audit, worked with executive team regarding direction setting, vision and values; Develop and implement people and culture Roadmap with managers (2012 – 2013)○ NZ Health Strategy Lead (contract) Ministry of Health (August 2015 – February 2016) Led the refresh of the 2000 national Health Strategy. Initially engaged as a strategy writer and lead on the project, I was responsible for managing internal and external advisors, crafting cabinet committee papers and liaising with Ministers, as well as key contact for inter-agency activity. I later developed the public engagement and consultation strategy; and was engaged to facilitate hui and fono across the country. Global expert, Atul Gawande tweeted <i>the rest of the world could learn something from the NZ strategy</i>○ Project managed culture diagnosis and change plan including Workforce Development Plan as part of large public agency Business Case; Led to successful budget bid in 2011; Transformation Plan included aligning future state organisational structure, developing job descriptions and capability needs

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- Conducted **review and restructure** for SOE in **state housing asset management** business unit including change management process and implementation plan
- Work with executive team and staff representatives to develop a **strategic framework to align Effectiveness for Maori interventions** with departmental needs, organisational structure and service delivery (operations)
- Organisational **culture audits** (diagnosis/needs) for several large government departments with a view to developing strategy, alignment of staff and structures and setting behaviour expectations (assist with implementation)
- Provide **coaching for building management capability**, facilitating management forums and team activities for change champions to lead organisational change, including communications strategies and skill-building to support transformation efforts
- **Developed** 'system' **Workforce Strategies** for large government agency and a university, assessed need, trends, literature, culture, & exec/staff input (2018)

Facilitation, Coaching & Training Experience

General Manager New Zealand

Forum Corporation
(now
Achieve Forum)

September 2003 –
January 2005

Responsible for the New Zealand operation of a global learning and development solutions company with over 500 employees in 35 offices worldwide. Reporting to the Asia-Pacific Regional MD in Sydney, the primary purpose of the role is to lead, develop and execute Forum's corporate objectives in the New Zealand marketplace and in particular to build a sustainable market presence for Forum in New Zealand. I initiated a restructure for New Zealand and disestablished my role in January 2005.

- Won tender for largest Asia-Pacific rollout for Westpac Customer Experience, 3000 participants, 14 faculty, 3 centers, 16 weeks; Converted 3 MNC clients; part of regional Asia-Pacific management team, global connects with Boston HQ
- Regularly facilitated leadership, sales and customer service training courses, managed contracted faculty of facilitators, and provided in-house training academy to major corporate client

Key Projects

- **Coach** CEOs, board chairs, judiciary, managers, **Mentor** Aspire Group UK, NFP GMs
- Strategy advisor World Wide Education Partnerships WWEP.org a non-profit providing education support and supplies to conflict areas, Nepal and Africa
- **NZ Primary Sector Strategy Consultation Expert**, part of small team to develop/execute industry/academic/government consultation approach for

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- future scenarios options for primary sector, value-chain planning (2008/2009)
- o Devised **engagement strategy for health strategy** consultation including online and face-to-face. Facilitated regional meetings, fono and hui across New Zealand, summarising and managing analysis of outcomes and feeding this back into refresh, approved by Cabinet. The NGO sector association held the methodology to be 'exemplary and what other agencies should aspire'
- o **Project manager international OECD (Paris) and NZ learning environments** conference with 20+ international speakers (2008), manage and chair national 21st Century Learning Environments conference for 200 sector and industry delegates with 30 speakers (2007); and chair Ministry event (2006)
- o Design/facilitate **community engagement** in urban, regional and special school settings (New Plymouth, Hamilton, Dunedin, Greater Wellington etc) to develop network plans for education facilities (2006-2013)
- o Develop **funding framework** for consumer activities/organisations with sensory sector NGO (included facilitation of diverse interest groups and boards)
- o Facilitated 12 month review of property management guidelines for managing school property projects with public sector and industry representatives
- o Created **The UBU Practice™** a simple, holistic, and effective methodology that helps people find their authentic voice, articulate their dreams, and align their lifestyle, includes delivery of workshops, individual coaching and online
- o Developed and ran consultation programme for **provincial sustainable growth initiative/legislation** including Ministerial advice tables with industry, local government, planning elders and public (1994) – Role: Senior Policy Analyst, Ministry of Municipal Affairs, Recreation & Housing, BC Canada
- o Organise/chair **international bicycling conference** 200 delegates, with accolades in Parliament as 'the way Government wants to do business' Vancouver (1993)
- o Complete **training needs analysis** for retail bank and agribusiness finance sector
- o Conducted 12 hui for SUPERU (Treasury and social sector agencies) to develop **social sector research strategy** and priorities (April – July 2015)
- o Design/facilitate NZ regional hui as inputs to schooling **property reform** (2018)

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Assets Policy, Planning & Writing Experience

Key Projects

- Programme planning for **Anti-Money Laundering and Countering the Financing of Terrorism** (AML & CFT) Act implementation including strategic framework for future workforce needs based on literature review and global best practice. (2018)
- Developed **city housing policy framework** including guiding principles and operating parameters approved by Council (Senior Advisor contract 2018)
- Prepared **national policy with strategic framework** and planning guidelines for education facilities for children with special education needs
- Developed strategy and implementation plan for **using Education lands as commercial redress** in Treaty settlements including input to Treasury's asset management framework for Crown lands
- **School Property Planning Manager** (contract 1997-98) Ministry of Education with responsibility for long term planning for \$12b school property portfolio, first strategic business plan/case, and building planning capability (11 districts)
- **Policy Advisor & Acting Coordinator (Akld), Private Secretary, Office Of Minister Of Transport**, NZ Ministry of Transport (June 1994 – March 1997) Led review and Cabinet process for Government funding of public transport which extended regional petrol tax
- **British Columbia Provincial Government** (December 1991 – May 1994) **Transportation Policy Analyst**, Ministry of Transportation & Highways Developed a provincial bicycling policy that changed Ministry's image with environmental group, promoting industry and government links; Go Green Committee, infrastructure financing options, taxes, tolls, transport demand management, dangerous goods policy, Commonwealth games planning committee, HOV projects. **Senior Policy Analyst**, Ministry of Municipal Affairs, Recreation and Housing (January – May 1994)
- **Transport Planner**, Porter Dillon Ltd, Halifax NS Canada Contract July - October 1991 for Halifax Harbour Clean-up Project, assess multi-modal transport impacts of routing dangerous goods, field surveys, coordinate staff, consult agencies; **Property and Zoning Aide**, R Meo & Associates, Consulting Engineers, Windsor ON, Canada Contract September 1990 – April 1991 including tenant liaison, subdivision reports, harbour commission landholdings report and energy design; **Summer Student Civil**, Totten Sims Hubicki, Planners Engineers & Architects, Whitby, ON 1990 – parking study, transit terms of reference, MUTCD and rail crossing risk mitigation projects and reporting
- Managed **Accommodation Project** moving 2 national offices (400 staff in Auckland and Wellington) with lease negotiations, office design, delivery logistics and staff change plan

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Professional Development

- PhD (Cultures & Land) University of Auckland
- MA (Transport Planning) Windsor University, Canada
- Bachelor of Arts (Urban Geography) Queen's University, Kingston Canada
- Member, New Zealand Institute of Directors (2017-present)
- Board Member, New Zealand Institute of Surveyors (2017-present)
- Academic and publication history available on LinkedIn
- Referees available on request