

## Panel Provider Information

### **Beca Management Consulting**

#### **About Beca**

Beca is one of Asia-Pacific's largest employee-owned professional services consultancies, with over 3000 employees working out of offices throughout the world, delivering projects in over 70 countries. While our origins are in providing a range of engineering consultancy services, we complement our offering with a variety of business advisory expertise. This includes, but is not limited to various disciplines of management consulting such as project and change management, investment decision support, business performance improvement and strategic planning. Our services extend across all sectors including education, industrial, airports, water, mining, defence, healthcare, transportation and power.

Although our experience has been 97 years in the making, it is the fresh talent we're nurturing, the innovative thinking we're developing and the connections we're forging that get us most excited for the future.

#### **Management Consulting**

We're all about action – clearly defining, prioritising and implementing the steps to start from scratch or transform an organisation.

Our team is led by senior consultants who all have hands on consulting experience of designing and implementing significant change programmes throughout the New Zealand education sector. Collectively our team has more than 50 years of experience in applying change management, thought leadership, knowledge transfer, and a longstanding and successful track record of designing and providing improved outcomes through organisational transformation, process improvement, leadership development, and system design.

Our clients trust us with transforming their organisations. We work closely with their teams to not only work through the solutions together, but ensure that they have a plan in place to keep getting the results they need.

Using the combination of our structured communication, leading practice tools, nationwide resources and breadth of experience, we focus on providing teams with the skills and tools to survive and thrive in a global market that demands higher quality, faster delivery and lower prices.

*We are the 'partner of choice' for our priority alliances, and drive competitive advantage through combining our expertise and end-to-end capabilities to offer solutions not just theories.*

#### **When working with a Community of Learning | Kāhui Ako, we will provide:**

- Proven knowledge and experience of working in the delivery of successful change management projects.
- Cultural awareness and sensitivity, with proven knowledge and experience of working with vulnerable groups.
- Access to a range of best practice tools and databases, and a wide reach of Beca networks and contacts to ensure leading-edge thinking, continuity and access to change specialists for review, extra capacity and expertise.
- Tailored support based on unique needs of each Community of Learning | Kāhui Ako objectives, geographical spread, differing decile range, age groups, learning styles, and level of engagement of teachers, students, their families/whānau, wider iwi and communities.

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**Catapult  
Limited**

Catapult has been helping people, teams and organisations develop their leadership capability and lead change for twenty years. Our expertise and impact is reflected by:

- Winning an AUT Excellence in Business Support Award.
- Being selected in 2017 by Fire and Emergency New Zealand to develop their strategic and senior leaders and to help unify 40 separate fire services into one.
- Being the highest rated consulting company in the All of Government list of HR services providers.
- Writing and publishing the bestselling leadership book, “Leaders Like You”.

We work hard to make the complex simple and we take a positive and strengths based approach to what we do. Our change tools are used by organisations as diverse as Toyota New Zealand and the Department of Internal Affairs.

We know the education sector well having worked with leaders in primary schools, secondary schools, polytechnics and universities.

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**Chard Consulting**

Chard Consultancy Ltd has been built on a foundation of change management expertise. We offer Kāhui Ako a team experienced in working with leaders and stakeholders to develop and implement fit-for-purpose change programmes, adapting proven methodologies, frameworks and tools to our clients' unique environments.

When engaging with a Kāhui Ako, we will:

- **Listen and ask questions**, to ensure we understand your environment, any concerns, the different cultures of schools within the Kāhui Ako, areas of common ground and future opportunity
- **Assign a Change Manager** that best fits the Community and its needs
- **Use our regional location and understanding** to quickly build relationships and recommend solutions suited to that region and community
- **Work with the Kāhui Ako leader and team** to develop, plan and execute their own change programme
- **Use resources wisely**, encouraging Kāhui Ako to build solutions that can change and make the most of reusable components, integrating where possible with existing services, systems and processes
- **Be action oriented**; focus all effort on the agreed solution, looking for opportunities to create and celebrate 'quick wins'.

Our clients are partners with whom we engage in long-term relationships of trust and quality. We will work with Kāhui Ako to create an environment that is open and transparent, with solutions and communication based on reality. We will also add value by drawing on our expertise in organisational design, development of operational models (processes, systems), project management and communications, and our experience right across the education sector.

Chard Consulting Ltd is resourced to provide Kāhui Ako with regular and ad-hoc advisory support, working flexibly through a combination of face-to-face and remote support.

We look forward to working with you.

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**Evaluation Associates****Who is Evaluation Associates?**

Evaluation Associates is an independent education consultancy founded by Michael Absolum. We have been providing services to schools for twenty years and have team members nationwide. We currently provide a range of services to the education sector including support for Kāhui Ako as change managers, expert partners and professional learning and development providers. We also have a team of experienced principals working as leadership advisors, primarily supporting beginning principals nationwide.

**Our team of change managers**

We have a team of highly skilled consultants who address change management issues in ways that positively impact on education outcomes. We hold ourselves to account by the difference we make. Our team of change managers all have extensive background in education and have specific skills in change management in complex situations. Our team are led by Mary Chamberlain and are located across the country.

**What can our change managers help with?**

We currently work across a wide range of Kāhui Ako so we understand the challenges that Kāhui Ako can face. Our change managers are completely responsive to your needs. They utilise a range of tools, resources and expertise depending on your situation. Our change managers are also able to call upon one another for support should expertise in a different area be required.

Perhaps you are looking for support in one or more of these areas?

- Coaching for the Kāhui Ako leader
- Establishing foundation systems and processes:
  - Vision and purpose
  - Strategy and action plans
  - Operating frameworks
  - Decision-making processes
  - Governance structures
  - Defining roles, responsibilities and expectations
- Designing a change management process
- Overcoming resistance
- Increasing participation and buy-in
- Designing communication strategies
- Managing conflict and diversity of expectations
- Developing positive learning-focused relationships across your Kāhui Ako
- Engaging communities

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Our way of working is designed to build stronger relationships for learning across Kāhui Ako.

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**OCG Consulting**

OCG Consulting is a New Zealand based consultancy firm, specialising in change, and transforming organisations through people. We are also part of an Australasian Group of Businesses under Chandler MacLeod which is owned by a global Entity, Recruit Holdings, and as such we can tap into current global best practice and trends. As a business, Chandler Macleod Group are unique in that our core competencies span across end-to-end people and change solutions, across a range of industry sectors and specialist disciplines.

At OCG Consulting, we draw on our core services and expertise to address current needs and challenges, build performance and build the culture and capabilities of your leadership and people to support it. With almost 20 years experience in challenging status quo and a relentless curiosity to find a better way, we have helped organisations and individuals grow and elevate their thinking, understanding and actions.

OCG consultants are carefully selected for their proven ability and experience. They have strong reputations and deep expertise, often across multiple disciplines, and always have a broad understanding of associated fields and how they interact. Our consultants work alongside Executive teams, Senior Leaders and Human Resource Teams in organisations, and are able to operate and adapt accordingly to the business or people lead.

The OCG Consulting team delivers comprehensive solutions at both a strategic and operational level. Our work with clients includes:

- Business Strategy, Optimisation, Review and Refinement
- Organisational Strategy and Development
- Organisation Design and Development
- Strategy, Mission, Vision, Culture and Values alignment
- Change Management including complex process, systems, organisational restructures, culture change and integration projects
- Change Readiness
- Leadership Development Programmes
- Talent Management & Succession Planning
- Coaching for Executives, Managers and Employees.

Our consultants will work in partnership with Kāhui Ako to anticipate and plan for your demands. When scoping services to a Kāhui Ako we will articulate the level of resource available and how this might be best managed to meet your requirements. We also have a unique team working environment, where we work together to share and utilise skill, knowledge and expertise to ensure the best value and outcomes for you.

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**HumanKind**

At Humankind we have a diverse team of Change Management professionals with strong People and Capability backgrounds. Each team member is able to draw on their extensive experiences in strategic business management and advice to provide lasting solutions for Kahui Ako leaders and their partners.

Through our robust IP, and our ability to engender trust and cooperation from a wide variety of stakeholders, we are confident in our ability to partner with each Kahui Ako to ensure changes are thoroughly and smoothly implemented, and that lasting benefits are achieved.

At Humankind, we work as a team, collaborating on our approach to ensure maximum benefit for each Kahui Ako. We tailor our approach to the specific needs of the Kahui Ako to ensure the best fit and the most effective solution. Every member of our team is tertiary qualified, has solid change management experience and excellent relationship management skills, enabling each individual to manage the technical aspects of change management as well as developing trust and rapport to manage the stakeholders involved. In addition, we have extensive experience in leadership development, coaching and mentoring both for individuals and groups.

**Understanding New Zealand schools**

Crucially, a number of our team are current or formal school Board members. This includes Boards of schools that are active members of a Kahui Ako. This insight ensures our team understand the unique challenges that Kahui Ako leaders face working with a diverse group of schools each with their own independent Boards.

**Well positioned to help**

Whilst our team are based in Auckland, Wellington and Christchurch, we work right across New Zealand, from the far North to the deep South. Our team will be able to provide advice and support across a range of areas:

- Strategic advice and support, including decision making methodology
- Diagnosing root cause problems and identifying pragmatic solutions to rectify
- Developing and implementing robust systems and processes to enable the efficient and effective running of a Kahui Ako
- Leadership coaching in governance processes and methodology, as well as day to day situational leadership
- Project planning and project management advice, coaching and support
- Communication planning, structure and support
- Resourcing advice, guidance and support
- General business advice, including priority selection and execution capability, as well as succession planning and guidance.

In addition to the above, our team are well positioned to facilitate the development of documentation and plans to support the day to day functioning of the Kahui Ako.

We look forward to working with you soon!

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**Infinity Learn Ltd**

Infinity Learn Ltd specialises in Kāhui Ako expert partner support, change management and PLD. We have a sharp focus on improving the golden triangle of teachers, students and parents surrounding teaching and learning. Our approach supports leaders and teachers to create dynamic learning with students, families and whānau, not for them. In the Change Management field, we have strong skill sets that will support Kāhui Ako leaders to organise, to get things moving, to turn-around difficult situations. We believe in creating simple ways forward that become powerful levers for change over time. We also believe that manageability is critical to avoid burn-out. Many of the organisational elements to develop your community can become enjoyable to the point of exciting. For instance, do you want the following development supports? Concise easy-to-understand strategic planning; annual scheduling that makes sense to kāhui ako and school teams; purposeful meeting approaches with a bit of fun along the way; creating energy-growing coaching/mentoring/supervision arrangements that build satisfying collegial learning relationships; and getting the skeptical players and the fence-sitters engaged. Our greatest value is to listen to you about your current situation and then respond by activating the right people, tools and connections to significantly improve the current situation.

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**--Antonio Machado**

Conventionally, change is made by managing according to a carefully designed plan that enables control to be maintained as progress is made along a defined path. As is highlighted in the quote from Machado, sometimes there is no path; situations of complexity and uncertainty call for innovative approaches and change leadership.

The work of CoLs is complex and uncertain because each community has its own character and context. Further, schools and school leaders are engaging in unfamiliar relationships when working within a CoL. They are collaborating with one another while their priority remains the health of their own school, and their influence on one another is not based on position or control. This is where InterLEAD’s experienced change management consultants can help by providing on-going coaching using tailored techniques that guide specific phases of the change process.

InterLEAD is a consulting company that has been working with New Zealand Schools, early childhood education centres and other educational groups for over 16 years. We currently employ nine consultants based around New Zealand who are providing services to schools and early childhood education providers on a daily basis.

InterLEAD works with experienced and emerging leaders on the design and implementation of change projects. This involves:

- (1) Assisting leadership teams map out and plan for effective systemic and behavioural change;
- (2) Providing guidance on how to deal with, work through and confront the various challenges of change;
- (3) Personalised coaching, mentoring and supervision of school leaders as they navigate the change process;
- (4) Working in schools and centres alongside leadership teams and teachers facilitating the change process; and
- (5) Evaluating the impact of change throughout the change process and at the conclusion of the programme.

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**KPMG**

At KPMG we work shoulder-to-shoulder with our clients – providing deep expertise that delivers real results. Our nationwide team of 1,000+ professionals work with private businesses, publicly-listed companies, Government and public sector organisations, and not-for-profits. We provide professional services across Audit, Tax and Advisory. In addition, our Enterprise team works with SMEs and family-owned businesses with ambitions to grow. Our people are based in all the major centres, plus a number of key regions; including Auckland, Wellington, Christchurch, Hamilton, Tauranga, Ashburton and Timaru.

Our approach to change management recognises that a robust Change Management framework is, on its own, not enough to successfully deliver and embed change. KPMG couples tried and tested change management methodologies with a deep understanding of the education sector and rich change management experience across New Zealand’s public sector, enabling a unique and tailored approach to best fit the environment we are working in and the people we are working with.

A leader in education advisory: We bring experience from a range of engagements with the Ministry and wider education sector. Furthermore we have a commitment to the education sector above and beyond our advisory services. We have partnered with low-decile schools throughout the country to provide support, fundraising, advice, and mentoring services for students. Through membership of school boards, we know the challenges in successfully implementing Kāhui Ako. A number of our team sit on school Boards and have first-hand-experience of implementing Kāhui Ako successfully.

Rich change management experience: We have rich experience in complex change management encompassing all aspects of successful change and a proven track record in change programmes across the human social services sector and the education sector.

Tried and tested Change Management methodologies: We employ Change Management methodologies that have been tested globally and tailored for a New Zealand context. These methodologies are focused on the application and tailoring of best practices to the unique environments in which we are working to achieve change effectively and sustainably. Our Change Management methodologies are not just focused on one aspect of change, they include culture change, communications and engagement, change impact and readiness, and leadership development, all of which can be leveraged to a greater or lesser extent depending on the context we are working within.

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**Change Management Overview**

- Organisational and culture change
- Leadership development
- Communications and stakeholder engagement
- Strategic planning
- Future-focussed learning and teaching
- Conflict resolution (particularly in complex and challenging settings)
- Culturally responsive practice

Our team is highly agile and responsive, meaning we can engage immediately and work flexibly to meet the individual needs of each Kāhui Ako. We have strong educational expertise, with our team having held roles as primary and secondary principals, with the Ministry of Education, in national governance, and in tertiary teaching and governance.

**We understand...**

...the importance of building a strong vision, proactively leading change, and genuine collaboration within and across schools. In addition, we are skilled at supporting Kāhui Ako to identify and engage a wide range of relevant stakeholders in order to sustain and grow change.

**We are committed...**

...to culturally responsive approaches, and work with Kāhui Ako to ensure authentic involvement from whānau and iwi, and to ensure the Kāhui Ako continues to develop its cultural responsiveness.

**We are experienced...**

...all members of our team have extensive backgrounds in applied educational research, and are published in the field of change management which allows us to stay up-to-date with the most current approaches for supporting leaders and organisations through change initiatives.

**We are responsive...**

...although we bring extensive knowledge and experience, we don't use any pre-set formulae or approaches; instead, we co-construct every engagement with the Kāhui Ako so the approach is tailored to their individual setting and context.

*"Our aim is always to work with leaders and other members of the Kāhui Ako to equip them to lead change more effectively, and to embed change initiatives through behaviour change, communication strategies and channels, and systems and processes.*

This ensures the Kāhui Ako becomes equipped to implement and sustain changes independently going forward. Our Christchurch based team work with schools and Kāhui Ako around New Zealand and abroad, however have a particular interest in South Island and lower North Island contexts.

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**Springboard Trust**

Springboard Trust is a not for profit organisation which aims to strengthen the strategic and collaborative leadership of school principals, in order to achieve better learning outcomes for children. Our purpose statement is that "effective strategic leadership transforms schools".

We mobilise the professional skills of leaders and consultants from the private and public sector to support, coach and mentor school leaders. Our core team is based in all the regions where we work as it is important to understand regional nuances and needs and tailor our support accordingly.

We have assembled a group of highly skilled professional change managers to provide change management support to Kahui Ako via the Ministry of Education's panel.

Our consortium subscribes to the following change management principles:

- Invest time up front to build empathy and gain trust
- Focus on developing collaborative (distributed) leadership and a very high level of stakeholder engagement
- Develop deep understanding required of the schooling ecosystem that promotes specific leadership practices and behaviours
- Seek to develop protocols or guidelines to pre-empt and deploy when conflictual or contested situations arise
- Coaching and building engagement are fundamental elements of all of our engagements, whether this is explicit or not in the scope
- We aim to leave our customers better equipped to deal with their leadership roles than when we started working with them
- We need to safeguard people's "mana" and stature as leaders as we provide feedback and facilitate change
- As change managers we need to be "humble" in our inquiry and not assume we have all the answers
- It will be standard practice to seek evaluation and feedback as part of our engagements

The Springboard Trust change managers have a broad range of skills and frameworks including:

- Facilitation of strategic and change planning based on an insightful community scan, a new or refreshed vision statement for the community and Improvement plans and road-maps to deliver the community's strategic goals and achievement challenge;
- Building effective collaboration with team diagnostics, debriefs and workshops;
- Coaching to develop individual leadership practice;
- Developing protocols for effective collaboration and decision making through facilitated workshops
- Stakeholder mapping aligned to effective communication channels and key messaging
- Using digital technologies to enhance communication and engagement
- Framework and tools for increasing parent and whanau engagement with each Kahui Ako.

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**StrategicHR**

We are a group of Chartered Organisational Psychologists who all have 20+ years of experience in a variety of industry sectors including Education. Chartered Organisational Psychologists are specialists in behaviour in the workplace - creating workplaces that are both productive and good for the people employed there. Our approach to delivery includes finding out where individuals and organisational needs are, what the context is and choosing from a range of tools and solutions to meet those needs with a hands on approach. Our work includes coaching of managers and leaders, leadership development, facilitating planning and group sessions, assisting organisations and individuals through change, team building and development, resolving interpersonal issues, implementing effective performance management processes and systems, organisational design, selection, developing wellbeing and resilience, succession planning, induction and training.

**Our Areas of Expertise:**

<b>Strategic Planning and Development</b>	<b>Human Resource Selection and Development</b>	<b>Organisational Performance Improvement</b>
Strategic planning Business scenario development Business priority agreement) Key performance indicator definition & reporting Assessment of readiness for change Change communication planning & delivery Resolving differences Leadership development and preparing followers	Board appointments and development Executive search & selection Advertised recruitment Reward comparisons & strategies Performance managing advice & processes Team building Staff assessment Management skill reviews & development planning Mentoring and coaching Succession planning	Customer needs definition Project team set-up Agreeing priorities for action Monitoring actions and progress Planning and aiding communications Organisation structure & job definition Engagement strategies

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**Tocker  
Associates  
Limited**

Tocker Associates has been working in the area of leadership, diversity, and people development for the past twenty years. We have a core team of five experts who are experienced in supporting change and supporting leaders to influence and adapt. We are known for being early adopters of new tools and technology and have been consistent leaders in bringing new whakaaro (thinking), techniques and development approaches to our work and clients.

We anchor our mahi in context, and work with both Pākehā and Te Aō Māori concepts and approaches using turangawaewae and place-based practice to support people to lead change from where they stand and context that is relevant to them.

Tocker Associates are focused on working with people and organisations in a way that supports change. Our aim is to leave people with the tools and knowledge they need to lead their own learning. We are equally comfortable in academic and practical environments and have worked in the Education sector everywhere from front line teaching to coaching and facilitation, strategic advisory to senior staff and provision of expert support to government funding bodies.

Our focus is to work in partnership with our clients so that the activities we work on are connected, relevant and pragmatic and deliver systemic, sustainable change. We believe in taking the best of what already works forward to find solutions that are workable and build on the strengths in systems and individuals.

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**University of  
Otago -  
Education  
Support Services**

The University of Otago, Education Support Services has a proven track record of successfully delivering a range of services which have been underpinned by the need to support school leaders and teachers to lead and manage change.

Working in partnership with Te Tapuae o Rēhua, our Change Managers have an in-depth understanding of working in schools, kura, Communities of Learning/ Kāhui Ako and the wider community including whānau and iwi. They also have extensive experience working with principals and senior leadership teams to bring about effective and sustainable system and organisational change, with a key focus on providing change management support to enable senior leadership teams to bring about change at an individual and organisational level.

The relationship between Education Support Services and Te Tapuae o Rēhua is underpinned by a culturally responsive approach to supporting change within Kāhui Ako and one of tangatawhenuatanga. We believe, consideration and management of change must be responsive to the particular tikanga and ethnic diversity of each Kāhui Ako.

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