



## Summary

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Cindy Tonkin is the consultants' consultant – specialising in working with people whose consultative skills differentiate their product and service. Managers, sales people and consultants. A qualified NLP-trained trainer and presenter, and Master Trainer Candidate, she combines an extroverted, energetic presentation style with a strong understanding of what makes people tick. The results are fun, dynamic ways to make your sales force, your management team or your cultural change program work.

Her solid background in consulting and training means she can design a change program with whatever change elements you need – coaching, training, workshops, action learning projects, whatever suits your organisation's culture and outcomes!

With more than 10 years experience in reengineering and productivity improvement, she has the project management skills to deliver your requirements on time, on budget and in the way you need them to work long term with your organisational culture and market.

She is the author of *The Australian Consultant's Guide*, an Australian Institute of Management bestseller, and has written 6 other books for consultants and managers.

## Professionally qualified

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- ◆ Certificate IV in Workplace Assessment and Training 2003
- ◆ INLPTA Neuro-Linguistic Programming Master Practitioner 1997
- ◆ Internationally Certified NLP Trainer and NLP Master Trainer Candidate 2000
- ◆ French Government Scholarship Holder for 1988-9 (One of 3 in Australia)
- ◆ Australian Institute of Company Directors, Company Directors Course Diploma, UNE, 1994
- ◆ Certified Management Consultant (Institute of Management Consultants)
- ◆ Masters in Linguistics, Université de Paris VIII, Paris, France, 1989
- ◆ First Class BA (Hons), University of Sydney, 1986
- ◆ Top 1% of State HSC, 1982, Dux of School, Tweed River High School
- ◆ MBTI, DiSC and Brain map accredited

## Successful consultant and inspiring trainer

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- ◆ Training NLP and NLP trainers in Europe and Australia, to people from 12 different countries
- ◆ designing and delivering successful training workshops – in the challenging public environment, and in the corporate world. Topics range from Leadership to Influence to Productivity Improvement
- ◆ building teams and corporate cultures
- ◆ restructuring and setting direction
- ◆ creating management systems and performance management systems
- ◆ delivering projects on time and on budget
- ◆ coaching individuals and groups for improved performance
- ◆ developing and mentoring internal consultants
- ◆ improving productivity and measuring performance
- ◆ training quality and project management
- ◆ improving consultants' lives through practical how-to books
- ◆ transforming the consulting industry through public seminars and resources for consultants

## Working with many industries

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- ◆ Insurance and Banking
- ◆ HR and Corporate Services
- ◆ Public Service organisations
- ◆ Consultancies
- ◆ Smaller business
- ◆ Manufacturing and Industrial
- ◆ Local Government
- ◆ Information Technology
- ◆ Sales and Marketing



## Testimonials

### Professional, organised, challenging consultant

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- ◆ Trish Barrett, Director HR, *SAP (Australia and New Zealand)*: "She has the ability to empathise with a company's needs so that the resulting proposal meets realistic requirements, also from a client's perspective she becomes fully committed to the task at hand, is very enthusiastic, and makes people seem enthusiastic"
- ◆ Helen Kamenos – Former Director HR, *Silicon Graphics (Australia and New Zealand)*: "Her approach is both global/strategic and tactical as well. She takes ownership, gets involved in the business, and really knows the customers and the machinations of the people. She adapts into the organisation and becomes part of it"
- ◆ Lee Hansen, Former Director, Sales and Marketing, *Butterworths*: "Her ability to quickly appraise the problem and move to an action plan for resolution"
- ◆ Bilyana Bain, Consultant, *Andersen Consulting*: "She challenges people's thinking"
- ◆ Peter Shmigel, Former CE, *and Beverage Industry Environment Council*: "Quickly and adeptly recognising my need as a client and catering to it. High level of intelligence. Makes learning stimulating and fun"
- ◆ Rebecca Ernst, Office Manager, *Silicon Graphics*, Brisbane: "Taking the time to understand people's comments, not just a 'oh yeah, I know what you mean' "
- ◆ Nick Tunbridge, Formerly *Morgan and Banks*, Parramatta: Great analysis skills together with an ability to get the people at all levels within an organisation to accept and buy in to whatever it is... broad commercial understanding that enables her to know what solutions/change processes or training are the most relevant. Very motivated and enthusiastic ... displays a genuine interest in other people and what they are trying to achieve. This enables her to connect with people and gain their support. Embraces more of the people issues associated with change rather than others who may solely look at the economic.

### Getting advanced information across in an entertaining and memorable way

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From the 9 day public Practitioner program in Neuro-Linguistic Programming – teaching basic communication, coaching and self-management skills

- ◆ "My skills as a Training Consultant have jumped to a new level ... allowed me to build stronger rapport more quickly with my clients... highly interactive, stimulating and I found the richness of the experience to be very motivating" *Laura Templin, Consultant, Mercuri International*
- ◆ "A hugely stimulating and insightful course, beneficial to me on both a personal and professional level. The focus on practical application makes the program instantly relevant and applicable in a business context. Cindy is a lively presenter and her enthusiasm is quite infectious!" *Jackie Rado, Senior Consultant, Galileo Brand Development Company*
- ◆ "Cindy guided us through a maze of concepts and techniques with skill and enthusiasm; her passion is so apparent. The greatest benefit for me has been becoming much more conscious about HOW I do what I do as a facilitator, and using this heightened awareness to create optimal learning environments for others." *Angie Virtue - Axis People Development Facilitators*
- ◆ "Already I have substantial and practical tools to use in all my businesses. The rest will be a major bonus. You take presenting and facilitating beyond Mastery, into the ARTISTRY arena. Very pretty to watch. Thank you for your warmth, enthusiasm and dedication to creating a dynamic learning environment" *Ian Stephens, Consultant and Trainer, The Tall Poppy Academy*.



### Transferring lasting skills with dedication and passion

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From the 18 day public Master Practitioner courses in NLP – the essentials of skills transfer, and advanced coaching and self-management skills

- ◆ “Again, Cindy, thank you for your dedication, passion and efforts during the programs and the added dimension of the constant help and support which you gave to everyone on an ongoing basis which allowed us to integrate the information, and make it our own” *Kerrie Cottrill, Trainer, Mercuri International*
- ◆ “A great insight into my model of the word and mental workings and the variety of techniques I can use to broaden it. I now need to act! It was a real eye opener and highlights how we must take charge of our own destiny and not rely on others to do it for us. On the flip side, it is about broadening choices for others not offering solutions. ‘If I always do what I have always done, then I will always get what I have always got!’” *Nacelle Wilson, Training and Development Manager, NRMA Ltd, Motoring Assistance.*
- ◆ “Cindy is second to none in helping people realise how easy it is to understand others and achieve the results you want; I’m a better communicator, more productive, motivated and happier”. *Tamie Stephens Life Coach*

### Facilitating with colour, movement and fun

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From a 30-minute showcase presentation on internal consulting skills. Attendees were senior HR and training managers, asked to rate presentation out of 20. All feedback was anonymous.

- ◆ [The trainer did] Just about everything [well]. She was enthusiastic and motivating and the session was interesting and educational. 19/20
- ◆ Established enthusiasm and interest amongst the group. All concepts were tied together well and expectations and outcomes were clearly stated. Made participants feel comfortable. 17/20
- ◆ Enthusiastic, got everyone involved; use of colour and music. We accomplished a lot in a half-hour! 19/20
- ◆ Fabulous structure, pace, great use of variety of visuals, plenty of colour and movement 19/20
- ◆ Great enthusiasm – obviously loves her subject. Good use of music and other stimulus. Clear outcomes and followed through on them. 18/20

From seminars run in Adelaide in February 2001

- ◆ “Easy to follow, charismatic method... applies directly to our business and the people we do business with”. *Greg Hamilton, Advertising manager, Sunday Mail*
- ◆ “Fantastic... loved her style... content was really good... everyone left with a smile on their face”. *Craig Walker, Senior HR Consultant, The Mortgage Centre, Adelaide*



## Practical consulting skills and experience

### Expert in process improvement and management systems

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- ◆ working consultatively with clients to reengineer work processes, install management reporting systems, and develop work measurement and planning systems, for in-house projects and outsourced contracts
- ◆ assisting clients to deliver key project results on time and on budget with teams of all shapes, sizes and seniority levels
- ◆ measuring the impact of changed work practices on product and service quality
- ◆ conducting project feasibility studies
- ◆ restructuring organisations.

### Effective change process facilitator

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- ◆ designing and running
  - ◆ Leadership programs
  - ◆ Influence programs
  - ◆ Coaching programs
  - ◆ Productivity improvement programs
- ◆ designing and running workshops in client-handling skills. This includes:
  - ◆ outsourcing and project management, consulting skills and methodology
  - ◆ productivity and performance measurement and improvement, process reengineering, bench marking
  - ◆ influence, leading, managing, communicating, dealing with personality styles and preferences, managing change, increasing customer loyalty, creating workplace peace.
- ◆ delivering training programs to guide participants to:
  - ◆ set and achieve goals
  - ◆ manage and lead people more effectively
  - ◆ recognise and implement best practice
  - ◆ streamline processes
  - ◆ use technology better
  - ◆ solve operating problems
  - ◆ thrive in difficult environments.

### Experienced coach

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- ◆ coaching consultants, senior management teams, Chief Executives, and Managing Directors to enhance their management and consulting style, increase their effectiveness with individuals, and track, measure and understand organisational and professional improvement
- ◆ following up on training sessions with 1 : 1 sessions in the workplace to ensure practical acceptance and application of skills taught in the classroom
- ◆ using diagnostic tools and NLP skills to increase understanding and communication, create workplace peace and ensure acceptance of change programs
- ◆ coaching new consultants in professionalism, marketing, self-promotion, record keeping, business planning and performance management
- ◆ coaching consultants and managers for improved personal and professional effectiveness.



## Detailed employment history

### Management Consultant, Trainer, Author

The Consultants' Consultant and Aragon Gray Pty Ltd (formerly Quality Achievers Pty Ltd), since November 1992

#### Designing and Delivering Change programs

- ◆ developing and delivering a Leadership development program “not like you’d get from AIM” for the *Cancer Council of Victoria Cancer Education Unit*. The program was so successful, other units engaged Cindy to create a program to maximize supporter Contributions in the *Fundraising Unit*. Both programs looked at all four quadrants of Ken Wilber’s model – personal, team, organizational and contextual
- ◆ creating culture change through training and coaching - small group interactions for Call Centre Customer Service Sales people whose job descriptions changed from inbound order taking to include outbound proactive sales follow up (with warm leads) *Toyota Financial Services Customer Service Sales*
- ◆ training and mentoring internal consultants for the *RTA’s Change Management project*. Stage one of the program saved the RTA over \$1 million. The client was so happy she has engaged Cindy at 2 other organisations in the intervening 10 years *also training internal consulting teams at Toyota Motor Company, St George Bank*
- ◆ facilitating public programs in Neuro-Linguistic Programming (NLP) - *Inform Training and Research and own programs*
- ◆ MC’ing a conference for 450 Managers from across Australasia. Ensuring they understood in deed as well as name, what their new culture was. *Unilever Australasia*
- ◆ designing and presenting complex subjects such as influence, change management and project management to consultants, managers, sales people, teachers *North Curl Curl Public School Teachers, Northern Beaches Senior Campus, Traveland Policy Management Services Corporation, Inform public programs, Consultants' Consultant Public Programs, Compaq, CSC Australia, Telstra Global Wholesale, Fujitsu, St George Bank*
- ◆ researching and designing an ownership and customer loyalty training program for *SAP Australia* – so that two day’s content could be delivered in a half-day to fit in with SAP’s busy consultant schedules. Delivering the workshop across Australia and New Zealand
- ◆ coordinating the Customer Feedback Register implementation and rollout for *RTA Customer Service and Quality Management*. Initially informing all of the state offices of its purpose and function. Then writing and running user training, developing the manual, gathering feedback on system requirements and performance, writing change specifications, testing new changes, and informing users. This was a 2.5 year project.

#### Reengineering, restructuring, improving performance

- ◆ restructuring the Human Resources Division of *Ku-Ring-Gai Shire Council* using a facilitative approach, with the intention of reducing internal conflicts and building more effective, cross-functional teams *also conflict resolution and team building at Cochlear, Fujitsu; restructuring at RTA HR Central Services*
- ◆ developing Total Quality Dispensing for the *Pharmacy Board of NSW*; analysing the process, highlighting risks, and making recommendations for Pharmaceutical research grants
- ◆ analysing workloads, processes and potential savings; examining work processes for potential outsourcing and process improvement, reviewing organisational structures and recommending improvements in line with strategy, implementing and strengthening quality systems and attitudes, documenting and improving work flows *at least Butterworths, RTA, SGI (Silicon Graphics Australasia), Sabre Pacific, MSA Australia (Safety equipment manufacturer), ICI Chlorine, Reed Business Production, AAP, RTA ITSB, smaller businesses*
- ◆ reengineering business processes, developing and installing management operating systems to increase profitability and customer service; teaching clients how to do this for themselves *at*



*least RTA, Colonial Mutual Superannuation, AAP Communication Services, Morgan and Banks Information Services*

- ◆ developing a tender briefing document for the outsourcing of a major change project with *Hornsby Shire Council*. This included looking at current and future requirements, as well as specifying cultural fit, performance indicators and success measures

### Coaching Managers and their teams

- ◆ coaching and training 18 supervisors, managers and senior managers at *Colonial Mutual Superannuation (TOP)* through a 3 month intensive program. The coaching program (TOP CAT - TOP Creating Advanced Team Leadership) included content pieces (how to use internal CBA systems) as well as behavioural change (how to give appropriate feedback). Team performance improved considerably over the 3 months, and the project created lifelong managers
- ◆ consulting with senior managers down to team leaders in Colonial Mutual Superannuation on productivity improvements with the SONAR project - Search Out Noise and Reduce).
- ◆ coaching senior managers and their team for stronger productivity, reduced conflict, increased customer rapport, higher emotional intelligence *Toyota Financial Services*
- ◆ coaching business managers and consultants – looking at how their businesses run, how they present and market themselves, how they measure business performance, and how to improve it *Many independent consultants, Public course "What successful consultants want to keep secret", St George Bank, Capral Aluminium Trade Centres*
- ◆ coaching senior managers on presentation skills to minimise nerves and anxiety - *Pfizer Human Resources*
- ◆ working with individuals wanting to set up their own consultancy after retrenchment - *Audrey Page and Associates; private clients*
- ◆ training and coaching managers how to coach staff *Compaq Sales Managers and NRMA Road Services Managers*

### Designing programs and Training Trainers to deliver them

- ◆ designing a training program, and training trainers for a *Commonwealth Bank* project designed to standardise Project Management processes across the bank. Training was delivered by the Bank, but designed based on learning principles to be delivered in 1.5 hour bites for each of 4 information modules
- ◆ training and coaching experienced vocational trainers in NLP based training skills - *Workplace Australia Group*
- ◆ training trainers and designing the Introductory training module for *Credit Suisse First Boston's* Learning Journey across Asia-Pacific. The Learning Journey is an integrated training program, incorporating all staffing levels and types of training, from technical to interpersonal
- ◆ conceptualizing and designing *Conversational Learning Programs* for *Workplace Australia Group* (a Registered Training Organisation) for *Peppers Resorts and Retreats*. Conversational Learning put trainer's and participants' manuals into a single pack, thus reducing preparation time by 70%. It was designed so that participants could follow pictures, read illustrative stories, or do hands-on activities, thus giving trainers latitude to customise to groups and group size. The manual also stood alone as self-paced learning. Topics included Learning more effectively, Communicating more smoothly and Motivating more easily.



## Experienced sub-contractor

- ◆ working on contract and in partnership with consultancies and agencies such as:
  - ◆ The Human Enterprise (Paul Mitchell)
  - ◆ In Corporate (Alan Cartwright)
  - ◆ Discover Performance (Jeff Stibbard)
  - ◆ Inform Training and Research (Philippa Bond)
  - ◆ Audrey Page and Associates
  - ◆ Workplace Australia Group (Judith Bowler)
  - ◆ Polson Training Brokers
  - ◆ Price Waterhouse
  - ◆ Morgan and Banks
  - ◆ GPR (Dehler) Management Services
  - ◆ The Growth Connection (Imogen Wareing)
  - ◆ Peak Performance (Allan Parker)

## Management Consultant - Productivity Improvement

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GPR Management Services Pty Ltd  
January 1990 - October 1992

Coaching Senior Management teams in resource planning, workflow management, process improvement and performance measurement.

Developing and installing management operating systems to increase productivity and profitability.

Training small groups in productivity concepts.

Conducting training needs and project feasibility analyses.

## Masters Study and English Teacher

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Université de Paris VIII, Paris, France.  
September 1988 - December 1989

Teaching English to radiographers, property developers, importers and real estate agents. Studying at the Université de Paris VIII-Vincennes a St-Denis.

## Research Assistant in Linguistics

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University of Sydney, French Department  
January 1988 - September 1988

PC database management and conversion, finding, reading, summarising relevant literature, data analysis.

## Management Consultant

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Andersen Consulting  
January 1987 - January 1988

Software design and development, business process analysis.



## Solid Client Base

### Insurance and Banking

- ♦ AMP General Insurance
- ♦ AMP Motor Insurance
- ♦ Australian Eagle Insurance
- ♦ Colonial Mutual Superannuation (CBA TOP)
- ♦ Commonwealth Bank
  - Retail Banking Branch Efficiency Service and Systems Team
  - Retail Banking Coordination Team
  - Strategic Marketing (BMIM)
- ♦ Credit Suisse First Boston
- ♦ Deutsche Bank
- ♦ St George Bank
- ♦ Macquarie Bank
- ♦ Toyota Financial Services
  - Fleet Services
  - Customer Sales
  - Human Resources

### Manufacturing and Industrial

- ♦ BHP / TEMCO (Ferro-alloy smelter)
- ♦ Bradford Air (Air conditioning)
- ♦ Bridgestone
- ♦ Capral Aluminium Trade Centres
- ♦ Connect Design (Electrical / Lighting Engineering)
- ♦ ICI Chlorine
- ♦ MSA Australia (Safety equipment manufacturer)
- ♦ PGH (Bricks and Pavers)
- ♦ QAL (Alumina smelter)
- ♦ Toyota Motor Company
- ♦ Unilever Australasia
- ♦ Zodiac Australia

### Other industries

- ♦ Audrey Page and Associates (outplacement)
- ♦ Australia Post
- ♦ Butterworths – Sales, Marketing, Customer Service
- ♦ Cancer Council Victoria Cancer Education Unit
- ♦ Cochlear (Sales Division)

### NSW Public Service

- ♦ Roads and Traffic Authority of NSW
  - ♦ Accounting Services
  - ♦ Administration Centres State-wide
  - ♦ Change Management Project
  - ♦ Corporate Services Directorate
  - ♦ Customer Service and Quality Mgt
  - ♦ Driver and Vehicle Registration Processing
  - ♦ HR Central Services
  - ♦ Information Technology Services Branch
  - ♦ Motor Registries State-wide
- ♦ Other NSW public service
  - North Coast Mental Health Service
  - NSW Department of School Education
  - Pharmacy Board of NSW
  - State Rail Authority of NSW (CityRail)
  - Open Training and Education Network

### Administration

- ♦ RTA Accounting Services Division
- ♦ RTA Administration Centres across NSW
- ♦ RTA Payroll and Workers Compensation (HR Central Services)

- ♦ Department of Employment, Education, Training and Youth Affairs
- ♦ Dover Heights and Rose Bay High Schools
- ♦ Freshwater and Beacon Hill High Schools
- ♦ Juvena

### Information Technology

- ♦ AAP Communication Services
- ♦ Compaq
- ♦ CSC Australia
- ♦ Fujitsu
- ♦ Morgan and Banks Information Services
- ♦ Policy Management Services Corporation
- ♦ RTA Data Processing Centre, ITSB
- ♦ Sabre Pacific
- ♦ SAP Australia and NZ
- ♦ SGI (Silicon Graphics)
- ♦ Telstra Global Wholesale

### Local Government

- ♦ Liverpool City Council
- ♦ Hornsby Shire Council
- ♦ Warringah Shire Council
- ♦ Ku-Ring-Gai Municipal Council

### Smaller business

- ♦ Money Penny Services Pty Ltd (film and project accountants)
- ♦ Life Tools Pty Ltd (mail order)
- ♦ Integrated Movement Studios (Pilates exercise studio)
- ♦ Travel Together (corporate travel agents)
- ♦ Your Sanctuary (day spa)
- ♦ Directional Insights (marketing research and insights)

- ♦ Jobfind Centres
- ♦ Kerr Brothers - Burns Philp
- ♦ Mirvac QWSS
- ♦ North Curl Curl Public School
- ♦ NRMA Road Service Division
- ♦ Cancer Council of Victoria – Cancer Education Unit; Community Relations and Fundraising



## Special qualifications

- ◆ Fluent French Speaker (Master's thesis written in French)
- ◆ Accredited to run the Myers Briggs Typology Indicator (MBTI), Brain Map and DiSC
- ◆ Author
  - ◆ *Australian Consultants' Guidebook - Running your own consultancy business profitably and painlessly*, Allen and Unwin 1999, Aragon Gray 2005.
  - ◆ *Consulting Mastery - the ability myth - why being good is not enough* Allen and Unwin 2002
  - ◆ *Skeleton Guide to NLP - A guide to the NLP patterns; NLP Skeleton Guide II; The NLPers Business Pack* Aragon Gray Pty Ltd 2001
  - ◆ *Making your consultancy a business, not a job , Ten (more) ways to promote your consulting business* Aragon Gray Pty Ltd 2003
  - ◆ *The Consultants' Companion – improving your consultancy business 30 minutes a week*, Aragon Gray Pty Ltd 2004
  - ◆ *Creating workplace peace, Getting acknowledged, recognized and rewarded – ethical self-promotion for managers*, in press
- ◆ Certified Management Consultant - Member of Institute of Management Consultants
- ◆ Improvised comedy specialist
  - ◆ Player in Scared Scriptless, Theatresports® weekly improvised shows since 2001
  - ◆ Producer, Scared Scriptless Theatresports® weekly Improvised show, since 2004
  - ◆ Front of house Manager, Enmore and Belvoir Street Theatre performances for Impro Australia Inc, Theatresports® 2002 – 2006 (up to 30 performances a year)
  - ◆ Executive Committee member Impro Australia Inc (a not-for-profit dedicated to the promotion of Theatrical Improvisation, and owners of the Theatresports® Trademark in Australia) 2004
- ◆ Mixed media artist
  - ◆ First art class ever January 2003, mounted first solo exhibition of mixed media art work, February 2004 selling 11 pieces
  - ◆ Ongoing solo and group shows
- ◆ Advisor Young Achievement Australia Business Skills Program, 2002