

Cai Kjaer

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Key Skills

Collaboration, Knowledge Management, Organisational Change, Organisational Network Analysis, Information and Content Management, Project Management and Implementation Management.

Summary

Founder and Partner in Optimice Pty Ltd, a niche company specialising in improving business relationships. Represents US-based Implementation Management Associates (IMA) in Australia and New Zealand, and is accredited in IMA's Accelerating Implementation Methodology.

Up until 2006, a Principal Consultant in Computer Sciences Corporation (www.csc.com) – one of the world's largest IT companies which 70,000 employees worldwide and 3,500 in Australia..

Cai's experience includes consulting and implementation of projects with global blue chip companies. Specifically large scale business transformation and process/technology change projects responsible for getting the human side of implementation right. He has also extensive experience in developing and implementing enterprise-wide Knowledge and Information Management strategies, Communities of Practice and Organisational Network Analysis.

Cai has extensive experience in workshop facilitation at senior and executive organisational levels. His work experience is diverse and he has been working nationally and internationally with a range of clients from government agencies to the world's largest resources company. Cai's expertise has been recognised with a series of invitations to present at industry forums and conferences in Australia and overseas.

On a personal level Cai has very strong interpersonal skills, excellent presentation skills and a very effective communicator. This enables him to translate complex business requirements in to tangible solutions. A good sense of humour and a no-nonsense approach to identifying and solving business issues have led to lasting client relationships.

Clients include:

- BHP Billiton
- Rio Tinto
- New South Wales Department of Health
- AMP
- Queensland Nickel Refinery
- Aristocrat
- BlueScope Steel
- Sydney Catchment Authority
- New South Wales Department of Community Services
- Illawarra Coal
- Hunter Valley Energy Coal
- Integral Energy

PROFESSIONAL EXPERIENCE

OPTIMICE

Partner (Full-time since November 2006)

Founded Optimice in 2004. Optimice is focused on bringing new analytical and facilitative approaches to improving business relationships. Using network analysis techniques like Organisational Network Analysis and Value Network Analysis, Optimice aims to help clients uncover the hidden potential in their business relationships at the personal, intra-organisational and inter-organisational level.

Cai has extensive experience in researching, analysing and facilitating improved business relationships. Using his background in Consulting, Knowledge Management and Collaboration he has developed approaches and techniques which are targeted at improving people relationships to drive better business results.

Projects include:

- **Large human services organisation:** Actively involved in one the most ambitious and strategic project within the client's organisation. The project is aimed at redesigning the way services are delivered to clients. Cai is leading a complete transformation of the organisation's approach to implementing business improvement initiatives by institutionalising the Accelerating Implementation Methodology. More than 300 staff been exposed to Cai's delivery of the methodology and have rated this 9 out of 10.
- **Leading gaming organisation:** Challenged with significant growth and very high degree of business change Cai is assisting the client organisation in proving key staff and senior management with implementation skills.
- **Recruitment Industry Association:** Using Optimice's unique *Accelerated Networking* concept Cai worked with the industry association to make their annual conference a truly networked event. More than 200 conference delegates were connected through mapping of common interest areas.
- **NSW Mining company:** Lead Consultant for the implementation of an Information Management Strategy in support of the organisation's global Information Management Policy with special focus on the human aspects.

Other activities include:

- Cai is driving the development and marketing of **www.onasurveys.com**. This online service aimed at making Organisation Network Analysis projects faster and error-proof. It is the only service available on the Internet which allows users a truly simple and efficient way of collecting data for Organisational Network Analysis.
- Invited to talk about Social Networks at The Hargraves Institute for Innovation (March 2007) as well as Knowledge Management Roundtables in both New South Wales and Victoria (November/December 2007)
- Designed and Delivered Organisational Network Analysis and Value Network Analysis workshops in Victoria and New South Wales.

COMPUTER SCIENCES CORPORATION (CSC)

Principal Consultant, Consulting and Innovation Services (July 2005- November 2006)

Senior Consultant, Consulting and Innovation Services (February 2002 – July 2005)

Lead Consultant, Content Management and Collaboration Practice (April 2002 – July 2005)

Consulting and Innovation Services (C&IS) employs CSC Australia's more than 100 business and IT consultants, and Cai was in this group from 2002 to 2006. In May 2006, he was invited to join C&IS's Strategic Services Group, a special unit aimed securing and enhancing relationships with CSC Australia's top clients and targets.

He has been involved in a substantial number of projects for a large and varied client base.

- NSW Mining Company: Lead Consultant for the implementation of an Information Management Strategy in support of the organisation's global Information Management Policy with special focus on the human aspects. This \$3 million project included all aspects of business change, e.g. developing the business information classification scheme, training strategy, organisational change strategy, communication planning and technology implementation (Documentum).
- QLD Mining Company: Developed an Information Management and Collaboration Strategy for the leading global mining company. With more than 3,000 staff this business unit is one of Australia's leading mining organisations with a highly successful record in the development and management of world-class open cut and underground coal operations. The project identified current risks and opportunities associated with current work practices and delivered a roadmap for improvements as well as provided guidance for the company's global implementation of their Information Management Policy.
- Human Services Department: Working with the Departments the most ambitious and strategic initiative aimed at redesigning the way services are delivered to clients. The objective of the project was to analyse barriers for successful flow of innovative solutions across the top 100 key stakeholders in the program, as well as recommending tangible and proven recommendations for improving these flows.
- Leading Financial Services Organisation: Core member of a small team analysing the collaborative nature of the client's relationship with its IT service provider. The team included leading world experts and authors Rob Cross, Andrew Parker and Ross Dawson.
- QLD Refinery: The organisation is a Queensland-based international nickel business and employs nearly 700 contractors and staff. Following the launch of its parent organisation's global Information Management Policy, Cai was the Lead Consultant for the Refinery's Information Management Strategy project. Phase 1 of the project identified key issues associated with current work practices, established the vision for compliance and developed and costed a road map for implementation. Cai assessed the capabilities of Change Agents, as well as conducting organisational change assessments of the Refinery's ability to sustain the proposed substantial change in work practices.
- NSW Mining Company: Developed a Communication and Collaboration Strategy for the finance, IT and supply business unit. The project included identifying current communication vehicles, target recipients, collaboration practices and recommendations for improvement.

As a direct result of the recommendations another project was kicked off measuring and benchmarking 'Business Effectiveness' of the business unit including developing stakeholder engagement strategy and implementation plans. The success of this project led to a similar project for the Business Improvement business unit.

- Global Mining Company: Designed, developed and implemented the enterprise-wide Information Management Policy and an associated Information Management Practice Maturity Framework. This framework is now the cornerstone for the global Information Management Program. Cai was one of 3 core project team members authoring the company's Information Management Evaluation process, which is being used throughout the organisation for measuring and benchmarking work practices.

Developed, in close collaboration with organisational experts, a series of standards and guidelines in support of the global Information Management Policy.

Extensive experience with implementing the organisation's Information Management Policy led to an ongoing task to facilitate the strategic planning and progress review for the largest business unit in the organisation. Cai was continuously requested to develop and facilitate intensive 2 day workshops for key senior stakeholders within the program to ensure a consistent and effective implementation of the Information Management Policy.

- NSW Mining Company: Led a project collaboration initiative for a AUD\$100 million dollar mine extension project. This involved analysing current work practices and determining both technical and process related requirements and resulted in the deployment of, and training in, a team collaboration tool.
- Leading Australian Financial Services Company: Led a project targeted at the organisation's Executive Leadership. This project addressed issues relating to Personal Information and Knowledge Management coaching executives in improving personal effectiveness.

- WA Mining Company: Developed a Knowledge Management strategy for a major business unit within Australia's largest mining company.
- Global Mining Company: Led an project analysing and forecasting key practice/technology trends in Information Management and Collaboration for large resources company as input to an enterprise-wide Business Information strategy.
- NSW Water Utility: Analysed information and knowledge flows on a Knowledge and Information Audit project identifying practical and achievable areas of business improvement.
- NSW Human Services Department: Piloted a Communities of Practice (CoP) project including coaching in CoP leadership and membership skills/processes and coaching in use of supporting technologies.
- NSW Human Services Department: Worked with NSW Government Department to develop an Information Architecture.
- WA Water Utility: Provided expert advice and support to a project team developing a lessons learned and expertise locator solution
- Global IT Company: Recognised expertise in Social Network Analysis led to the invitation to run networking and collaboration activities at the organisation's Annual Business and Technology Solutions Conference (Miami, 2005) with more than 600 delegates.

In addition, Cai was on the leadership team of CSC Australia's Content Management & Collaboration (CMC) Practice from 2002 to 2004, where he was responsible for building CSC's collaboration capability. The CMC Practice provided CSC's clients with holistic solutions to issues relating to Information Management and Collaboration.

His extensive experience lead to invitation to present at a number of conferences in Australia and internationally. Since 2002, he has been involved in the following activities:

- Presented at Ark Group's 'Structuring Content Through Taxonomies' conference in October 2002.
- Presented Ark Group's 'Intranet Site Visits' in November 2002.
- Ran an executive tutorial at Ark Group's 'Redesigning your Intranet' conference in April 2003.
- Hosted and presented Ark Group's 'Redesigning your Intranet' conference in Singapore April 2003.
- Presented at Ark Group's 'Email Management Conference' in October 2003.
- Presented at the KM Benchmarking Conference in October 2003.
- Presented at IPQC's Enterprise Collaboration Conference in April 2004.
- Presented at Standards Australia's KM Challenge 2004 Conference.
- Ran a half-day workshop at the Portal Benchmarking conference in July 2004.
- Presented at the KM Benchmarking conference in July 2004.

Participant ratings of my presentation skills and relevancy of content have all been between 4 and 5 on a 1-5 scale.

*Knowledge Management Consultant,
Co-leading the CSC Australia Knowledge Program (Nov 2000 - Feb 2002)*

Co-leading the Australian Knowledge Program for CSC Australia (4,500 employees with an annual turnover of USD \$433 millions) reporting to the Chief Knowledge Officer. I was responsible for managing and developing projects with key focus on establishing and improving knowledge processes in CSC Australia.

Key achievements included:

- Responsible for managing the integration of CSC Australia's intranet and the CSC Portal, based on Plumtree portal technology. Integration involved design, development, testing and implementation of portlets (mini-applications).

- Nominated as Reviewer of the CSC Content Management Service Delivery Guide. Supporting CSC Australia's Knowledge Communities with content management strategies and associated implementation projects.
- Facilitating knowledge enabling of CSC Australia business units. This included workshop sessions to determine business case and business needs for knowledge-enablement, followed by design architecture and implementation of virtual collaboration spaces in CSC's knowledge environment.
- Worked closely with a number of business unit representatives regarding knowledge management initiatives, including knowledge audits and knowledge maps. Designed and delivered presentations to new employees, designed and delivered training to leaders of knowledge communities with strong focus on working in virtual teams. Assisted in working with CSC clients to develop strategies and solutions for knowledge management.

Knowledge Program Manager (Nov 1999 - Nov 2000)

Responsible for Knowledge Management in CSC Scandinavia (1,450 employees with an annual turnover of USD 225 millions). I received the CSC Scandinavia President's Award for outstanding performance during 2000 for my efforts in deploying Knowledge Management in CSC Scandinavia.

Key achievements include:

- Managing and developing projects with key focus on establishing and improving knowledge processes in CSC Scandinavia. Responsible for the deployment and roll-out of CSC's knowledge management environment.
- Through development of tailored courses coached and helped staff using the knowledge environment in order for them and CSC to become more successful by reusing existing intellectual capital. Designed and delivered numerous instructor lead classes focused on use of CSC's knowledge environment.
- Collaboration with CSC knowledge teams worldwide developing ideas and initiatives for improving the CSC knowledge environment and knowledge processes. Delivered numerous presentations to clients, senior management on knowledge management and linking this to business outcomes. Also involved in presenting CSC's global capabilities in support of outsourcing deals.
- During August/September 2000 created the knowledge management strategy for all of CSC Scandinavia, which was implemented during the rest of 2000 and continued in 2001. This involved close collaboration with the Chief Knowledge Officer for CSC Europe and the senior management team in CSC Scandinavia.

EDUCATION and ACCREDITATIONS

Master of Law - University of Copenhagen (1988-1993)

Successfully obtained a masters degree in Law. Specialised in Commercial, European and Tax law.

European Young Lawyers Scheme – British Council (Jan 1997 – July 1997)

Received a fellowship from the British Council to study British (Scottish) law at the University of Edinburgh. The study also included practical work experience for both Scottish advocates and solicitors.

Accreditations

In 2006 accredited in Accelerated Implementation Methodology (www.imaworldwide.com). AIM provides a method for ensuring fast implementation of projects through focusing on well-known barriers such as sponsorship, change agents, culture and communication etc.