

## MALCOLM IEUAN ROBERTS

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Successful executive operations leader with University of Chicago MBA and international experience across industry sectors. Dynamically led successful development of Australia's then largest and most complex underground coal project and pioneered sustained culture change.

Uses rigorous continuous improvement methods, systems and tools to coach and support business leadership teams resulting in dramatically improved safety, quality, and productivity. Demonstrable strength of character with exceptional engagement that energises people and develops accountability.

### PROFESSIONAL EXPERIENCE

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CONSCIOUS PTY LTD (trading as Catalyst For Corporate Performance), 1994 - Present

**CO-FOUNDER**, Brisbane, Qld, Australia [www.conscious.com.au](http://www.conscious.com.au)

- 20 years management consulting experience catalysing performance improvement. Clients include Henty Gold, Iluka Resources, Eltin Contractors, GrainCorp, James Cook University, Stairco, MIM, Oakbridge, Xstrata, Shell, Alcan Gove and Montreal staff, South Blackwater, Thiess, Goldfields Ltd; New Zealand: Couer Gold, Solid Energy; India: Caterpillar; USA: DuPont, Iluka Resources.
- As statutory mine manager under contract, doubled development productivity and set New Zealand production record at Solid Energy's Spring Creek Mine and restored regulatory compliance.
- Doubled development productivity at Glencore's Cumnock operation, NSW.
- Achieves results by applying proven process-based Measurement•Analysis•Reporting (M•A•R) system and 7-step continuous improvement methodology. These quantifiably improve safety and attendance while reducing operational and commercial risk and increasing reliability and morale.
- Applies project management tools to track planned culture change – achieved and sustained by consciously redesigning the basic management and leadership systems that drive behavior.
- Provides comprehensive strategic and operational performance improvement by redeploying capital and building competitive advantages to achieve more with less.
- Improves communication, authenticity, and connection at all levels through practical, needs-driven leadership and management coaching. Comprehensive approach boosts clients' bottom line.

ATLANTIC RICHFIELD CO (Gordonstone Joint Venture – American-Australian-Japanese), 1990 - 1993

**GENERAL MANAGER**, Brisbane and Emerald, Qld, Australia

- Led Australia's largest underground coal project through construction, commissioning and operation to record-breaking production and safety, powered by M•A•R system developed using Statistical Process Control from MBA combined with previous operations management experience.
- Initiated the design and negotiated agreement of Australian coal industry's first radically different and modern site-based union award in highly complex project. Gordonstone's early success was due to involving people while maintaining firm industrial relations and holding unions accountable.
- Recruited and prepared 500 people in 15 months. Despite difficult geology, achieved best safety performance of large Australian coal mines at the time.
- First Australian longwall to produce 4 million tonnes per annum (25% higher than Australia's record and double Australia's previous best under comparable high density strata support). The next year it was the first to produce 5 mtpa—due to high standards and high levels of creativity and initiative.
- Underground roadway development rates double the next best in Australia with positive culture producing exceptionally high work quality standards and workforce retention; achieved with no production bonus. Proactively initiated research on next generation development processes.
- New process-based organisation structure and systems subsequently imitated in the industry. Success due to ingraining Statistical Process Control and Total Quality of Management (TQM) tools into M•A•R within core and support activities from operators through to Business Leadership Team.

- Reported to Joint Venture partners who valued high levels of integrity and adaptability.
- Proactively and successfully managed community and environmental expectations and interactions.
- Personal performance repeatedly rated by managing partner Atlantic Richfield's rigorous performance appraisal system as "Exceeds Expectations."

COAL & ALLIED OPERATIONS, Hunter Valley, NSW, Australia, 1982 - 1988

**MINE MANAGER** (Moonee Mine, Wallarah Coal Prep Plant and Shiploader, West Wallsend Mine)

- Rapidly improved work culture and radically changed practices at three sites resulting in greatly improved accountability, safety, productivity and work standards by instilling discipline using process-based systems, and then freeing and connecting people to collaboratively use talents.
- Drove extensive change to remove deeply entrenched managerial and union work practices by applying continuous improvement tools developed from personal benchmarking across industry sectors. Turned-around mines commercially with increased cost control and awareness throughout the workforces. Successfully managed potentially sensitive environmental and community issues.

**SENIOR MINING ENGINEER, then SHIFT UNDERMANAGER** (Liddell Mine), 1982 - 1984

- Improved accountability, safety, regulatory compliance, morale, and performance of shift crews as Undermanager using systematic, detailed analysis, integrity and connected leadership.
- Developed Australian underground coal industry's first computerised performance measurement and reporting system enabling simple visual display of TQM tools. Foundation for future M•A•R.

PEABODY COAL COMPANY and CONSOLIDATION COAL COMPANY, USA, 1979 - 1981

**MINING ENGINEER**, large surface and modern underground mines

- Assisted in pioneering new technology and used data to hold government inspectors accountable.

**UNDERGROUND COALFACE MINER**, four Australian regions, five different mines, 1977 - 1979

- Pursued practical experience with diverse people, methods, conditions, and workplace cultures. Invaluable experience for relating with people at all levels.

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### PROFESSIONAL DEVELOPMENT

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THE UNIVERSITY OF CHICAGO BOOTH SCHOOL OF BUSINESS, **MBA**, USA, 1988 - 1990

UNIVERSITY OF QUEENSLAND, **BE (Honours, Mining)**, Australia, 1973 - 1976

**SITE SENIOR EXECUTIVE CERTIFICATE**, Coal, Qld and **FIRST CLASS MINE MANAGER'S CERTIFICATES OF COMPETENCY**, Coal NSW and Qld

**FELLOW** of the Australian Institute of Company Directors, FAICD, since 2004

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### COMMUNITY CONTRIBUTION

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THE GALILEO MOVEMENT, Australia, 2011 - Present

**PROJECT LEADER**, [www.galileomovement.com.au](http://www.galileomovement.com.au) supplemented with [www.conscious.com.au](http://www.conscious.com.au)

- Took empirical scientific evidence to the fore of the international climate discussion.
- Effective public speaking experience engaging with large crowds and private groups.
- Body of personal work recognised as among the most comprehensive of its type globally.

**CHAIRMAN OF THE BOARD**, Brisbane Montessori School, 1999 - 2003

**BOARD MEMBER**, International Montessori Council, USA global Advisory Board, 2000 - 2008

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