

# MALCOLM ROBERTS CV

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## Malcolm Ieuan Roberts

180 Haven Road,  
Pullenvale  
Brisbane

Q 4069 Australia

Born May 1955  
Married with two children

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-  EDUCATION
-  PREVIOUS POSITION
-  CURRENT POSITION

## Education, employment and experience

-  **1968 – 1972** Brisbane Grammar School
  -  **1973 – 1976** Bachelor of Engineering (Mining, Hons), U of Queensland, Australia
  - 1977 – 1979** Coalface miner in five diverse Australian mines
  - 1980 – 1981** Mining engineer Peabody and Consolidation Coal companies, USA
  - 1981 – 1982** Self-funded travel in all 50 American states, Canada and Britain including visits to mines, factories and research centres
  - 1982 – 1983** Senior Mining Engineer, Coal & Allied underground operations
  - 1983 – 1984** Shift Undermanager, Coal & Allied underground operations
  - 1984 – 1988** Mine Manager, Coal & Allied underground operations mines
  -  **1988 – 1990** University of Chicago Booth Graduate School of Business MBA
  -  **1990 – 1993** General Manager, Gordonstone Coal (Atlantic Richfield Co.)
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-  **1994 – PRESENT** Co-founder & Principal, Conscious Pty. Ltd. trading as Catalyst For Corporate Performance. Work under contract internationally
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- 1999 – 2003** Chairman of the Board of Montessori Ltd, a closely-held public company
  - 2000 – 2010** International Montessori Council Advisory Board, USA
  - 2008 – present** Writing, speaking and consulting on human freedom, leadership and productivity—speaking professionally for corporate clients and pro bono publicly
  - 2011 – present** Project Leader of The Galileo Movement

## Summary of key experience and achievements

- Worked in most Australian states and internationally in eight American states and New Zealand with industry experience in China, Korea, Japan, Singapore, Britain and Canada.
- **Authenticity** and honesty in all executive, management and director appointments repeatedly achieved substantial increases in accountability, safety and **productivity—often doubled**.
- Proven record of radically improving work cultures and removing inefficient management and union practices to cut business risk, improve work satisfaction and lift employee retention. Used detailed personal interaction and systems to develop people's accountability.
- Rapidly hired and successfully led 500 people to achieve business objectives and transform industry practices in complex and rapidly changing operational environment.
- As public company Chairman, improved corporate governance. Developed systems and models that were later adopted by others as recommended practice in Australia and overseas.
- Design and successful implementation of management and leadership systems to sustainably double productivity, lower risk and raise work standards and safety.
- Strategic perspective with attention to detail in troubleshooting management and operations.

## Current responsibilities

### 1994 – present

Co-founder, Principal, statutory managing director of Conscious Pty. Ltd. trading as Catalyst For Corporate Performance. Provides specialised management and leadership services in Australia and overseas: business turnarounds and systematic sustained productivity improvement, working in leadership positions under contract, executive troubleshooting, leadership development and executive coaching. Proven seven-step productivity improvement methodology combining manufacturing and mining methods with internationally proven systems, tools and philosophy. Proven focus on managing variation reduces risk and lifts standards to more quickly improve basic processes and productivity. Practical application of statistically sound methods—Statistical Process Control / Six-Sigma—to enhance people's understanding and control over core processes. Clients include public and private organisations and governments across industry sectors.

#### America

DuPont and Iluka

#### New Zealand

Couer Gold and Solid Energy

#### Australia

Graincorp, Henty Gold, Eltin Contractors, Goldfields Ltd, Oakbridge, Xstrata, MIM, South Blackwater, Brisbane Montessori and Melbourne Montessori, Shell, Alcan Gove and Alcan Montreal staff, NSW government, Thiess, Cumnock Colliery; Manufacturers; Telecommunications; Professional services; Professional speaker for corporate clients and public causes.

As part of standard conditions, all work is guaranteed. No client ever invoked the guarantee

### 2008 – to present Pro Bono work

Pro Bono work holding agencies, academics, politicians and journalists accountable. Recruited to lead The Galileo Movement's internationally recognised media and advocacy campaign. Largely wrote internationally recognised web site that is archived in Australia's National Library. Raised empirical scientific evidence to the fore. Documents and work archived at [www.galileomovement.com.au](http://www.galileomovement.com.au) and personal storage site [www.conscious.com.au](http://www.conscious.com.au). Approached by prominent federal parliamentarians seeking advice.

## Sample Achievements

### As General Manager (1990 – 1993)

Recruited back from America after Australia-wide search by American, Australian and Japanese joint venture. Successfully hired and led 500 people in project development and operation of Gordonstone underground coal mine. Worked under highly complex conditions. Personal performance repeatedly rated by ARCO's annual executive review as "Exceeds Expectations". Responsible for many Australian industry innovations and achievements:

- Negotiated Australian coal's first radically different, site-based enterprise union deal;
- By far the best safety performance of all large Australian underground coal mines;
- Underground development rates double those of next best coal mine;
- In first year of operation became Australia's first longwall to produce 4 million tonnes in a year—25% above previous record and double previous best in equivalent conditions. The next year it was the first to produce 5 million tonnes;
- Exceptionally high workforce retention despite vigorous recruiting by competitors;
- Recruited 500 people in 15 months and set them to work safely and productively;
- Process-based business structure and systems subsequently widely imitated;
- Created positive work culture in which people innovated to master severe challenges;
- Successful ingraining of Statistical Process Control methods and tools in core mining processes from Process Leaders through to operators.

### Spring Creek Coal Mine, Solid Energy, New Zealand, 2005

Appointed following recommendation to Solid Energy from a previous client. As manager under contract, led the turnaround of a highly complex and challenging coalmine using hydraulic mining for production and roadheaders for roadway development. Restored compliance with regulations, raised safety and standards and **more than doubled roadway productivity and set New Zealand production records**. All goals achieved and costs controlled. Solid Energy quickly extended three-month contract to six months, followed by one year and requested ongoing work.

*Further examples  
and greater detail  
are available on  
LinkedIn: Malcolm  
Ieuan Roberts*

## Proven Traits, Qualities and Skills

Personal **accountability** with authenticity, integrity and honesty.

**Strength of character** with reliability, commitment and persistence.

**Energetic and enthusiastic** with balanced, positive outlook.

**Consciousness of personal behaviour.** Care and respect for people. Communication that connects with people through universal human needs.

**Practical understanding of human development, behaviour and consciousness** from decades of diverse personal experience and 15 years of conscious personal exploration.

**Proven leadership.** Managing comprehensive, rapid or incremental organisational **change**.

Proven combination of allowing people freedom to do their job while developing their self-discipline and accountability yet willing to instil discipline as needed. Building relationships with **high levels of mutual accountability**.

**Analytical** skills, vision and strategic perspective combined with grasp of details. Quick learner. Planning and leading projects including organisational development.

Development of organisation's managerial and leadership assets into competitive advantages.

## Ongoing self-funded personal development

- Non-sectarian western and eastern modalities and philosophies developing mindfulness and consciousness: Hoffman 8-day intensive; Vipassana 11-day courses by SN Goenka; Foundation for Inner Peace; Institute of HeartMath certification;
- Management of quality – tools and methods for sustainably raising productivity by systematically reducing variation to control and improve core processes;
- Marshall Rosenberg's 9-day International NVC Intensive Training in communication based on universal human needs;
- Karrass negotiation;
- Parlett communication;
- Outward Bound 26 day Standard Course;
- Extensive research and reading on management and leadership. Visiting leading manufacturers (including Honda America car factories), mines and research centres.

*Greater detail is  
available on LinkedIn:  
Malcolm Ieuan  
Roberts*

## Awards, Qualifications, Professional Memberships

- University of Chicago Graduate School of Business. Awarded American national certificate for results and university extra-curricula award. Initiated, organised and led the first International Leadership Symposium with speakers including former Chairman of British Coal and Motorola Chairman, CEO and President. Six Sigma course at Motorola University, Schaumburg, IL arranged by Bill Smith;
- Fellow of the Australian Institute of Company Directors, FAICD, 2004
- First Class Mine Managers Certificates of Competency, Queensland and NSW, 1983
- Fellow Quality Society of Australia merger into Senior Member of American Society for Quality
- Member of:
  - The Australasian Institute of Mining and Metallurgy;
  - Australian Institute of Management;
  - Society of Mining Engineers (USA);
  - The Institute of Materials, Minerals and Mining (UK);
  - Association for Manufacturing Excellence (USA);
  - Mine Managers' Association Australia

## Volunteer Work

- International Montessori Council Advisory Board
- The Galileo Movement Project Leader
- Brisbane Montessori School
- Yarawa Pony Club
- Public speaking for worthy causes and public groups

## Web sites:

[www.conscious.com.au](http://www.conscious.com.au) personal web site currently restricted by choice to public documentation

[www.galileomovement.com.au](http://www.galileomovement.com.au)

## Referees

Permission can be arranged for speaking with professional colleagues and clients.