



“If you really want to gain meaningful insight into your business, get an external perspective.”

The who why what and how of Xchange Consulting

Expertise

- Organisational Change; strategies and enablement
- Collaboration improving team dynamics
- Practical Innovation Strategies
- Advice on business impacts of new technologies
- Facilitating improved dialogue & understanding between technical staff & snr. Management
- Impartial advocacy for negotiations with technology providers.
- Strategies for improving outcomes from existing technologies
- Overhead's analysis & benchmarking
- Technology & systems integration program development / delivery
- Outsourced & Insourced services
- Business opportunity identification, development & execution



Independence / Advocacy / Strategy / Clarity

Xchange consulting possesses a unique combination of extensive and diverse experience in senior operational management, and the effective deployment of technology. This enables engagement across a broad range of projects to provide analysis and advice with an appreciation of impacts on the whole business not just for departments in isolation.



Lydell Stokes

Empowering people and organisations, removing confusion, educating and shifting individuals and organisations to be more effective – to aid in changing their legacy. To do this with a focus on practical solutions that bring immediate benefit. Applying a knowledge and passion for hands-on as well as strategic implementation of change, innovation (the adjacent possible), technology and high performance cultures.

Twenty (20) years of experience in the Design Technology and Consulting sectors' in various managerial, ownership and project roles, has built a skillset and passion for solving problems through empowerment, application of technology, and simpler workflows. I work to solve problems in often unique ways. My delivery is always clear, honest, un-biased, forthright and immediately applicable.

My approach underwrites knowledge and insight from a strong business / technology background, with a practical wellbeing / personal development foundation.

Competencies: Transformation, Empowerment and Culture shift / Facilitation & Change-process definition and program delivery / Transparency & clarity of purpose / Business systems environment design / Technology and emerging capability application / program creation and management / Stakeholder support and guidance / Application and integration of BIM toolsets and workflows / mapping and clarifying plans for the transition to Integrated Project Delivery (IPD) / Understanding how to get past "that's how we've always done it"

Allow me to help you understand your issues and challenges and convert those into simple, effective and positive change or programs.

Resources

Xchange is passionate about collaboration and has close relationships with thinkers and practitioners both within and outside of the business of making and using the built environment.

The venture kicked off in 2015 with an ANZ-wide senior management forum series which we hosted in collaboration with Marko Misko, the head of Commonwealth Infrastructure practice at Clayton Utz. Through that initiative, significant insights were gained into the reality, views, mood and concerns across industry and government.

Broad based collaboration is not just valuable, it is essential to successfully negotiate and benefit from the changes which are occurring across our industry.

Our operating strategy is to consult with a business to identify opportunities for improvement, define a practical strategy then work with the appropriate technical experts and vendors to realise them.

Xchange is independent and practical and so are our recommendations for suitable collaborators.



Senior managers responsible for an organisation are constantly bombarded with issues that demand a response. Many of these issues are distractions with little or no connection with what the business does. Then there are the Techno/IT tri-acronym's which form a vaguely defined promise to an even vaguer utopian solution: BIM, IPD, ERP, HRM, CRM etc etc. It is a long list a lot to worry about and aspire to.

To support you to navigate your business through all of these crises and challenges there a multitude of solutions, strategies, software, processes, consultants, training courses and a plethora of new management specialties to deal with a seemingly endless increase in demands, threats and complexity. And they are all critical to the ongoing survival of your business and its continuing relevance.

They're not

Xchange was formed to do one thing. **Help companies do what they do better.** To improve the reward, which the business and its staff (which are the business) get from what they do. We want to strip away the jargon and hype to focus on the simple and practical. No smoke, no mirrors.

We also see the opportunity that is the industry itself. When you remove self-interest, sales imperatives and ego you discover real stories. Stories and advice about what is working and what is not, ways of improving and things to avoid. These can then be leveraged or applied across diverse situations and market sectors for unique outcomes.

This industry is changing (it always has) and this is a rare time of great opportunity. Success will go to those who learn to work more closely together and allow the free exchange of ideas and experience, to collaborate.



The emperor's clothes

The following themes provide an indication of our interest and areas where we can make a difference. They are all underpinned by clear independent advice and interest in simple solutions that work.

Clarity.

We understand the agenda behind every piece of advice whether it is internal from staff, or external from vendors and their consultants. We can assist senior management filter the noise and identify the meaningful and doable.

Commercial

What do you do, and how can you do it better? This is our focus and it underpins our methodology and advice.

Our analysis and advice provide a direct link between intervention and a commercial outcome. We are very sceptical of vague promises and ROI claims and anything too good to be true.

Connecting

Modern management practices have created a void between those doing what the business does and the top management. This is one of the more negative aspects of modern business and also easy to remedy.

We also believe strongly in improving the understanding of front line staff of the drivers of business, and senior management in the complexity and challenges in frontline delivery.

Culture

Collaboration is our ethos, silo's are often the reality. We can identify where stereotypes and dislocation are stifling progress and provide strategies to dissolve them.

Complexity

A lot of complexity is a subterfuge to protect interests and, well, sell stuff. We can deconstruct, simplify and demystify a lot of this.

Complexity obscures cause and effect and ultimately accountability. It is also largely unnecessary.

Technology

We have a lot of experience in the successful deployment of technology to improve business bottom lines.

We have also seen many failures. The reality is that there is a large gap between what is promised and the reality of what software can do.

Software is a tool not a solution and many deployments lose sight of what commercial outcomes are being sought. We can refocus on realistic and commercial outcomes. We can also review and advise on how to use existing systems with greater efficiency and reward.

Innovation

The current innovation frenzy is mostly hype and spin. We can clarify what businesses can do within the constraints of their commercial environment and what is a waste of money and effort.

Content

We get the industry; Design, Construction, Management. Everything connected with the built environment is what we understand and what we advise on. We do not agree with universal management applicability. We get the value of knowledge.

How?



Think Plan Act

Every company can do what they do better. It's easy to say and hard to achieve. Any progress is an all of business strategy, technical, organisational, cultural and commercial in a dynamic interrelated environment. None of these strands of organisation will make significant progress in isolation.

We have the diversity of experience and interest to approach solutions from numerous angles and identify clear pathways to meaningful business improvement.

The current tendency is for large complex long term "strategic" change programs. These come with large cost, disruption and a high likelihood of failure. The lure of the heroic also diverts attention from opportunities that are here and now. The current environmental fluidity also requires constant response and adjustment; long term goals will invariably become irrelevant before they are reached.

For every \$ you spend you have to make \$3 back to break even. Every \$ you save is a \$ you save

Value infers "investment" i.e. spending money. We get this and filter our advice with this in mind.

These are generally the steps we take to assist in identifying and developing achievable rewarding things to do what you do better.

Enquire

Our initial formal step is a discovery and education process commencing with a (normally) half day management discussion. Our aim is to both build a holistic picture and cross referential analysis of views from across the operational entity.

We find that these discussions generate numerous and diverse opportunities for the client. These can range from the immediate and easily achieved to the complex and strategic. The background notes and observations are presented back to the management group to digest and prioritise.

Formalise

We then prepare a formal report which details the opportunities and strategies for adoption. This will also include recommendations for appropriate collaborators where required to support the implementation. We canvas and refine in consultation with both management and operational staff to ensure there is both understanding and agreement. This report usually contains costed (actual, or order-of-magnitude) program plan/s for delivery of the recommendations.

Do

Establish a team for the journey and establish a framework for governance and monitoring progress. Facilitate training, technical development, ongoing development