

# Zillay A. Nawab – Excellence & Transformation professional

5/1 Creek Lane 7, Commercial Ave, DHA 7, Karachi [zillay.ahmed@gmail.com](mailto:zillay.ahmed@gmail.com) +92 321 8652419

---

## OBJECTIVE:

To leverage my 37-years of experience in organizational transformation towards achieving world-class excellence via deployment of international best practices, ISO standards and innovative approaches resulting in quick wins, measureable benefits and stakeholder satisfaction

## SPECIALIZATIONS:

- *Business excellence* – framework deployment, implementation facilitation and assessment
- *Process improvement* – mapping, reengineering, continuous improvement
- *Strategy execution* – vision, mission, values, strategic planning, balance scorecard
- *Organizational performance management* – KPI dashboards design and automation
- *Quality management* – ISO 9001 training, consulting and auditing
- *Occupational Health and Safety* – ISO 45001 training, consulting and auditing
- *Environmental management* – ISO 14001 training, consulting and auditing
- *Risk management* – ISO 31000 training, consulting and auditing
- *Asset management* – ISO 55001 training, consulting and auditing
- *Benchmarking* – metric, one-to-one, process and consortia style (multi-industry)

## SECTORS OF EXPERIENCE:

- *Engineering* – electromechanical, process, civil, roads, bridges and infrastructure
- *Construction - site supervision, QA/QC, contract management, reporting*
- *Utilities* – water, waste water and electricity
- *Oil* – production, equipment servicing, manufacturing, drilling chemicals and lube oil
- *Transport* – roads and infrastructure
- *Retail* – shopping malls and retail outlets
- *Hospitality* – hotels and golf courses
- *Concrete* – batching plants, supply
- *IT* – integration and project management
- *Healthcare* – clinics and hospitals
- *Automation* – SCADA systems, process automation, instrumentation panels and controls
- *Banking & Money Markets* – retail, corporate, investment, insurance and stock exchange
- *Information Technology* – systems integration and implementation
- *Manufacturing* – steel, aluminium, electric panels and process automation
- *Automotive* – tractors manufacturing
- *Nuclear* – centrifuge uranium enrichment
- *Fertilizers* – manufacturing and supply
- *Advertising* – graphics, design and production of TV, radio, internet and public campaigns

## **EXPERIENCE SUMMARY:**

### **Business Excellence**

- Developed and led in the implementation of corporate continuous quality improvement projects inclusive of all activities, in alignment with core values, mission and vision
- Conducted process mapping, review and reengineering of internal and external customer facing interfaces, in accordance with best practices and regulatory stipulations
- Developed SOPs and process flow charts (PCFs) in collaboration with internal stakeholders and in consideration with external interfaces
- Developed an integrated approach embedding quality, risk, strategy and performance management, thus minimizing paper, time, people interfaces and enhancing efficiency
- Deployed Philip Crosby's zero-defect model, six sigma, sustainability, Juran benchmarking model, business process reengineering, total quality management and host of other tools
- Project managed organizational excellence initiative (Excellence Canada, EFQM), delivered internal trainings and prepared award winning submission documents
- Led and project managed benchmarking initiatives, both peer-to-peer and multi-industry, via one-to-one and consortium approaches, in Australia, Middle East and Canada
- Managed ISO 9001, ISO 14001 and ISO 45001 certification, including internal and external audits, in-company training/readiness, facilitation, logistics and audit close-out
- Delivered Risk Management ISO 31000 and Asset Management ISO 55001 trainings and provided advisory services in their implementation and certification, respectively
- Designed and implemented internal and external stakeholder (customer) satisfaction surveys, analyzed feedback and advised management on action plan/s and follow-up
- Initiated communication road-shows and town-hall meetings, internally and externally, to listen to stakeholder concerns, share future plans and seek collaboration opportunities
- Designed and implemented a reward and recognition process, wherein, internal and external stakeholders contribution was duly acknowledged and communicated
- Engaged the C-suite in sponsoring continuous improvement initiatives and acting as role models for the stakeholders, to ensure organizational buy-in and commitment
- Project managed corporate risk management project, wherein, the top risks were identified and analyzed with respect to their impact, likelihood and mitigation strategies
- Led process risk identification and analysis project, where all risks associated with the individual process were analyzed and improvement initiatives agreed and implemented
- Facilitated development of risk thresholds and heat maps, in alignment with regulatory stipulations, best practices, international standards and prevalent best practices
- Deployed innovative governance framework supported by intelligent performance dashboards seamlessly exporting/importing data from ERP applications
- Designed and implemented an automated management reporting system aligned to the organizational strategy, key performance metrics and strategic initiatives

## **Strategy Execution**

- Arranged annual offsite strategy retreats for 25-150 delegates, representing the c-suite, their direct reports and representative cross-section of employees. Advised senior management on agenda, retreat format, exercises and inclusion of external stakeholder
- Facilitated sessions to develop and/or refresh the corporate vision, mission and values. Provided expert guidance in development of change agenda, SWOT and PESTEL analysis and stakeholder review. Responsible for documenting and validating outcomes
- Conducted workshops with executive management team to seek agreement on corporate strategic priorities in alignment with the change agenda. Advised on priorities weightings and inter-linkages to implement the balanced scorecard framework and design the corporate strategy map. Communicated the strategy map to stakeholders
- Cascaded the corporate strategic plan to all divisions via meetings and facilitated development /review of their mission and strategic objectives. Developed the divisional strategy maps in alignment with the corporate strategy map, with associated measures
- Coached divisional management on documenting their respective business plans, in alignment with the strategy maps. Facilitated internal knowledge sharing sessions at all divisional levels, to ensure capacity building and get buy-in. Provided on-going advise during preparation of the business plans and gave final approval, before issuance
- Oversaw strategic initiative management, prepared reports/presentations for c-suite and external stakeholders, ensuring alignment with corporate strategy and market conditions
- Conducted research on social, political, environmental, legal and regulatory trends. Prepared executive summaries and reports for the management team. Facilitated strategy review meetings and delivered presentations on relevant issues of concern

## **Organizational Performance Management**

- Facilitated senior management team meetings to agree on key performance indicators, associated initiatives, budgets (if any), ownership per priority and inter-divisional issues
- Designed corporate performance dashboards with key performance indicators at the corporate and divisional levels, for effective organizational performance management
- Developed divisional (project) KPI dashboards and performance metrics, in alignment with the organizational strategy, vision, mission, values and risk management standards
- Reviewed associated resources and work load and made appropriate recommendations, based upon international best practices and ISO standards
- Designed and deployed a structured stakeholder engagement approach, in order to understand and address areas of concern, via electronic surveys and personal interviews
- Served as member Business Intelligence (B.I) Steering Committee tasked with vendor selection, RFP preparation, site-visits, overseeing bidding, award and implementation
- Recommended appropriate technology solutions for managing organizational performance, enhancing transparency, people involvement and implementation of best practices

## Change Management

- Designed change management strategy, sought executive management buy-in via presentations/one-to-one meetings and successfully communicated change agenda
- Developed and implemented change management programme, engaging cross-functional employees, external stakeholders and virtual teams across multiple locations
- Designed communication strategy utilizing an innovative mix of delivery channels, including social media. Developed key messages, posters, banners and newsletters
- Developed and issued executive management reports, board of directors' submissions, external stakeholder reports and recommendations on special projects and programs
- Delivered presentations and facilitated workshops for groups ranging between 12-200 delegates, including executive management team, external stakeholders and employees
- Mentored, coached and trained internal resources to act as change agents organization-wide, gain consensus, unified understanding and shared aspirations, to facilitate change

## Project and Program Management

- Designed and delivered innovative consulting projects successfully within scope, time and budget, whilst managing all stakeholders' expectations and facilitating effective change
- Designed and delivered complex organizational improvement programs comprising of multiple concurrent projects, via effective people engagement, coaching and mentoring
- Delivered measurable benefits in cost savings, time savings, better utilization of resources, funds, technology, employee turnover, profitability, cycle-time and waste reduction

## Sample Consulting Projects:

- **Process and Risk Management;** Objective was to develop corporate risk matrix and map future-state processes with associated risk identification. Salient milestones included as-is process mapping, soliciting agreement on risk thresholds, process reengineering, preparation of risk register and prioritization of improvement initiatives. Project recognized as best practice. Team size 120 cross-functional employees
- **Strategic Planning (Balanced Scorecard-BSC);** Objective was to implement the BSC framework, organization-wide. Salient milestones included development/approval of project charter, development of change agenda, corporate strategy map, strategic plan, suite of key performance indicators, divisional plans in alignment with resource planning and budget. Team size 150 cross-functional employees. Client inducted in Hall of Fame
- **Customer Care project;** Objective to transform corporate culture and become customer-centric. Activities included mapping customer interfaces, designing of future-state processes, development of internal service standards, customer charter, mystery shopping, customer surveys, benchmarking and automation. Benefits realized included 15% increase in customer satisfaction, 5% reduction in employee turnover and 40% increase in profitability. Team size 250 cross-functional employees

- **Quality Improvement Teams (QIT);** Objective to identify cost and time savings deploying lean improvement methodologies. Various projects were initiated in this program. Examples include, New Product Development wherein 50% time saving was achieved. Recruitment, resulting in reducing cycle time by 70%. Project activities included internal team formation, knowledge transfer, mentoring, coaching, facilitation, collaboration and overall management. Team size 80 employees based in 7-countries
- **Service Level Agreements (SLA);** Objective was to identify stakeholder dependencies, develop SLAs', enhance customer focus and employee satisfaction. Salient milestones included stakeholder mapping, prioritization, process improvement, automation and seeking consensus. Activities included development of project charter, getting executive management buy-in, negotiating SLA terms and conditions. Benefits realized increase in internal stakeholder satisfaction by 20%. Team size 200 cross-functional employees
- **Partners and Stakeholders Management;** Objective was to identify improvement and implement change. Salient milestones included identification of stakeholders, value-stream analysis, stakeholder surveys, one-to-one meeting, facilitating workshops and recommending improvements. Team size 24 employees. Project recognized as best practice. Outcome increase in stakeholder satisfaction by 80%

#### **WORK SUMMARY & RESPONSIBILITIES:**

- |                    |  |
|--------------------|--|
| March 2018–Present | <p><b>Consulting</b> – Engro Fertilizer (EFERT), Pakistan</p> <ul style="list-style-type: none"> <li>• EFERT is a leading blue-chip company, listed on Pakistan Stock Exchange, engaged in the business of fertilizer production</li> <li>• Assignment entails review of current Procurement, Materials Management and Warehouse processes, resources, technology and performance metrics. Benchmarking and alignment with international best practices and standards, for realizing measureable improvements</li> </ul> |
| Oct 2012–Present   | <p><b>Consulting</b> – Cole Engineering Group Ltd (COLE) Canada</p> <ul style="list-style-type: none"> <li>• COLE is one of the largest independent consulting engineering firms in Ontario, providing engineering services in the water, transportation, urban development and environmental sectors</li> <li>• Engagement includes provision of consulting services in strategic planning, performance management, project management training, stakeholder engagement and business transformation services</li> </ul> |
| May 2013–Present   | <p><b>ISO Standards development</b> – Standards Council of Canada (SCC)</p> <ul style="list-style-type: none"> <li>• Chair &amp; Member SCC Technical Committees tasked with development of ISO standards, provision of expert advice and advocacy thereof</li> <li>• Contributing Author, Sharing Economy international standard</li> </ul>   |
| April - Aug 2017   | <p><b>Canadian Standards development</b> – Canadian Standards Association</p> <ul style="list-style-type: none"> <li>• Climate Change Adaptation Seed Document development</li> </ul>  |
| June - July 2017   | <p><b>Teaching</b> – Seneca @ York University</p> <ul style="list-style-type: none"> <li>• Guest lecturer, Project management</li> </ul>   |

Aug 2007–Sept 2012 **Government Municipality** – Waste Water Utility, Advisor Excellence

- Reporting to CEO, responsible for performance management, improvement, risk management and process improvement
- Responsibilities included strategic planning, quality management, performance management and business excellence services

Aug 1980-July 2007 **Varied organizations**

- Stock exchange (1-year); Head of Business Excellence
- Banking (3-years); Head of Business Excellence
- Exhibition (1-year); Advisor QA/QC
- Consulting (4-years); President & founder of firm
- Oil (13-years); QA/QC, safety & corporate planning
- Nuclear (3½ years); QA/QC, electron microscopy & metallography
- Automotive (8 months); QA/QC of FIAT tractor parts & vendor selection

#### **EDUCATION & PROFESSIONAL ACCREDITATIONS:**

- B.Sc Metallurgical Engineering, University of Utah, Salt Lake City, USA.
- CBSF; Chartered Business Strategy Facilitator, Canadian Business Strategy Association
- Certified iGrafx Process Mapping and Simulation professional, London, UK
- Six Sigma Leadership Workshop (green belt), Juran Institute, USA
- Certified Philip Crosby QES Instructor, USA
- Certified ISO 9000 Quality Management System Lead Auditor, Dubai
- Certified Internal Auditor, Dubai
- Mini - IPEDT International Program for Development Evaluation Training, Ottawa
- Certified Palladium Strategy Boot Camp, Abu Dhabi

#### **PUBLICATIONS:**

- "*Integrated Implementation of Business Excellence and Management Systems*," ISO New Work Item Proposal under approval by ISO Technical Management Board. Author
- "*Sharing Economy*," ISO International Work Agreement. Co-Author
- "*Technical Journal, Pakistan Engineers Club*." Editor, Publisher and contributing Author
- "*National Bank of Abu Dhabi Annual Report*." Editor, Publisher and contributing Author
- "*Zadco Zoom*." Editor, Publisher and contributing Author
- "*ADSSC Connect*". Editor, Publisher and contributing Author

#### **VOLUNTEER WORK:**

- Member Standards Council of Canada ISO Technical Committees; ISO TC 282 Water Reuse, ISO TC 224 Quality criteria of the service and performance indicators, ISO TC 251 Asset Management, ISO TC 262 Risk Management, ISO TC 312 Excellence in Service
- Member 5th Canadian Quality Congress Committee
- Director and Board Member Toronto Standard Condominium Corporation 1834
- Mentor Standards Council of Canada & Pakathon Toronto

**MEMBERSHIPS:**

- Canadian Public Sector Quality Association
- Canadian Society for Quality
- Association of Change Management Professionals - ACMP
- Strategic Leadership Forum
- Toronto Board of Trade

**PRESENTATIONS – SAMPLE:**

- "*Benchmarking in Canada*" @ ASQ Canada Conference 2017, September 2017
- "*Integrating Business Excellence & ISO Management Systems*" @ 9th Canadian Quality Congress, September 2017
- "*Benchmarking Canada – a unique perspective*", @ 5<sup>th</sup> Canadian Quality Congress, Calgary, September 2013
- "*Balanced Scorecard - Executive Strategy Manager*", @ 5<sup>th</sup> Canadian Quality Congress, Calgary, September 2013
- "*ISO TC 253 Reuse of Waste Water*", @ Western Canada Water, Calgary, June 2013
- "*Breaking Organizational Silos – change management best practice*", @ Association of Change Management Professionals (ACMP) Toronto Chapter, March 2013
- "*Organizational Excellence: an integrated approach*", @ Balanced Scorecard Forum, Dubai, April 2012
- "*Risk Management - best practice approach*", @ Enterprise Risk Management EMEA Conference, Dubai, April 2011

**PERSONAL STATEMENT:**

I am a seasoned result oriented professional with excellent leadership, program management, analysis, negotiation, problem solving and communication skills, with an ability to blend-in and work at all organizational levels. With a passion for writing, I have contributed over 500 articles and features which are published in newspapers, written and produced in-house magazines, annual reports and corporate marketing material. I have a proven track record of engagements which deliver measurable benefits in cost savings, enhanced employee satisfaction, customer satisfaction, waste reduction, risk mitigation, sustainable growth and strategic alignment. I have the depth of experience to delve in and dissect complex business issues and recommend practical solutions. References can be provided, upon request. For additional details please visit my LinkedIn page <<http://ca.linkedin.com/in/zillayahmed/>>.