

DAVID NICHOLAS PULS

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Potts Point NSW 2011

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CAREER PROFILE

My career commenced as a commercial lawyer in the for profit sector. After working for commercial law firms negotiating settlement and litigating contracts, I moved into the not for profit sector. I worked both with clients (Aboriginal Legal Service; HIV/AIDS Legal Centre) and as in house counsel (Royal Australasian College of Physicians). During employment at the latter I began an MBA, and went into management consulting, working with three different management consulting firms before recently beginning my own firm. All of my clients across all those firms have been not for profit, government, and social enterprise. It is what I'm passionate about.

Why: In our world of increasing differences and inequality I want to use my education and skills to work toward social justice.

What: I'm particularly interested in mental health, health, Aboriginal equality, disability, fair treatment of refugees, wellbeing and homelessness, LGBT and other communities.

How: I have particular skills in coaching, facilitation, change management, governance, strategy, business models. I'm back at study completing a qualification in health and wellness.

LinkedIn: <https://www.linkedin.com/in/david-puls-mba-icda-b344b313/>

I value honesty, transparency and authenticity, which I believe are fundamental to good leadership. My five "values in action" (Seligman) are: fairness, equity and justice; leadership; gratitude; love of learning; and curiosity and interest in the world.

KEY CAPABILITIES

- Extensive **senior organisational management experience** including the development and implementation of appropriate policies and structures, governance, strategy and company secretary role.
- Extensive experience working with individuals and groups in varied roles as needed: **Facilitation, negotiation, coaching and teaching**. Able to create environments that are safe, and all voices are heard and all views expressed while ensuring objectives are achieved. More recently working with design theory and co-creating to achieve joint goals.
- A planned and organised approach to **project/program management** that builds in a level of flexibility to adapt to the inevitable changes that occur when working on complex projects.
- Comprehensive and practical experience in **strategic planning** to ensure a clear vision, and designing **business models** that align all of an organisations activities to common goals and client value.
- High level **budgeting and financial management** experience including meeting all financial compliance and reporting requirements. Demonstrated capacity to develop detailed and accurate budgets, and consistently deliver projects within budget.

DAVID NICHOLAS PULS

- Solid capacity to **develop and manage professional relationships**. Able to communicate with diplomacy, tact and integrity, including cross-cultural awareness and sensitivity.
- Strong ability to **coach and develop** highly motivated and performance-focused teams.

MAJOR CAREER ACHIEVEMENTS

- Being a part of an incredibly high functioning senior management team at the Royal Australasian College of Physicians, achieving significant governance and cultural reform across the organisation
- Coaching a senior management team through complex organisational change, focusing on self-management and relationships
- Leading a consulting team through stabilisation to team and personal growth, after the previous manager moved on
- Having the extraordinary privilege of working with the Njaml People of Western Australia on country and hearing the men's' stories as part of Native Title
- Being awarded the Equal Opportunity Commission Human Rights Award for Law as Principal Solicitor of the HIV/AIDS Legal Centre, for producing a resource for solicitors working in prison.

SYNOPSIS

BECOMING/CHANGE

Feb 2017 - present

Founder

I have called my business Becoming/Change

Becoming: grow to be; develop into.

WESTWOOD SPICE

Jan 2013 - Sept 2016

Principal Consultant and Manager, Consulting
Management consulting and strategy

MATRIX ON BOARD

March 2010 - Jan 2013

Manager of Consulting, Consultant & Senior Project Manager

SIGGINS MILLER CONSULTING

2009 - March 2010

Consulting advice in health reform and evaluation for Siggins Miller Consulting

THE ROYAL AUSTRALASIAN COLLEGE OF PHYSICIANS

2008 - 2009

General Counsel & Company Secretary

Senior Executive Officer to the Board and to the CEO

Privacy Officer

Acting CEO

THE ROYAL AUSTRALASIAN COLLEGE OF PHYSICIANS

2007 - 2008

Senior Policy Officer

ADVOCATE IMMIGRATION LAWYERS

2005 - 2007

Solicitor Director & Partner

DAVID NICHOLAS PULS

HIV/AIDS LEGAL CENTRE Principal Solicitor	1999 – 2007
ABORIGINAL LEGAL SERVICE Solicitor and Counsel for Nymal People	1998 – 1999
MICHAEL WHITE & CO Solicitor - Associate General Practice and Insurance Litigation	1997 – 1998
SOLOMON BROTHERS Solicitor – Commercial litigation	1989 – 1996

BOARDS AND COMMITTEES

2016-17	Burning Seed Entity Committee
2014	AID/Watch
2013 -16	Mentor and facilitator at the School for Social Entrepreneurs
2009	Australasian Society for HIV Medicine, Editorial Committee
2008	Royal Australasian College of Physicians, Company Secretary
2006	Member Australasian Society of HIV Medicine (ASHM) Advisory Committee for Medicare Ineligibles study
2006	NSW Health Ministers' Advisory Council Medicare Ineligibles Scoping Party
2005	AFAO – HIV Australia Editorial Advisory Committee
2000	Member Migration Institute of Australia
1999 - 2001	Member PLWHA (NSW) Legal Working Group
1999 -	Board member HIV/AIDS Legal Centre
1989	Independent Chair, Curtin University of Technology Student Guild

LECTURING POSITIONS

2007	Lecturer and Online facilitator, public health aspects of HIV, Masters of Public Health, Sydney University
2006 - 2007	Immigration Advice and Rights Centre (IARC) presenter for seminar series on health policy and health provisions in immigration
2004	ASHM section 100 prescribers course presenter and facilitator for

EDUCATION / QUALIFICATIONS

2012	MBA (Executive), Australian Graduate School of Management, University of New South Wales (Distinction)
1998	Barrister and Solicitor of the Supreme Court of the NSW
1995	Barrister and Solicitor of the Supreme Court of Western Australia
1992	Law: Undergraduate Law for Admission - University of Western Australia
1983	Bachelor of Business (Business Law & Economics) - Curtin University of Technology

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AWARDS

2000 Winner of the Human Rights and Equal Opportunities Commission
Human Rights Award for Law

OTHER INFORMATION:

2016 on Meditation facilitator
2014 Graduate Self Leadership Lab, University of Sydney
2013 – 2016 School of Social Entrepreneurs: Coach and facilitator in Business Model
Theory
2009 ASHM monograph for medical practitioners, Editorial Committee
2005 – 2007 HIV Australia Editorial Committee
2003 ASHM Monograph – Australia’s response to HIV/AIDS (editorial
committee)
2001 ASHM Monograph – A Guide to Clinical Practice for HIV and Hepatitis
2000 The Sentencing Kit
Until 2009 Ongoing contributor to the New South Wales Law Handbook
Until 2009 Ongoing contributor to the Solicitor’s Handbook of New South Wales

DETAILED PROFESSIONAL EXPERIENCE

2017

BECOMING/CHANGE

Founder and Principal Consultant

New business founded on the principal of undertaking work that I love, with people I love, in the sectors I love, to achieve social justice.

Currently undertaking work with a “supply nation” consulting firm in the health sector, and with a marketing firm producing webinars for the not for profit sector.

2010 - 2016

MANAGEMENT CONSULTING

WESTWOOD SPICE

Manager, Consulting

WestWood Spice is a (for profit) consulting company that works solely with not-for-profits, government and social enterprise.

As the Manager of Consulting and as Principal Consultant my role encompasses both:

- Heading up the internal growth strategy for my firm, and
- Delivering client facing project work.

Growth Strategy

We use a “networked model” of consultant/contractors, which poses particular challenges around responding quickly to tenders with ad hoc project teams. I am finding ways to harness our networks quickly, and create quick team cohesion. One of the solutions is in understanding the value we add for sub-contracted consultants, and creating value for them beyond the delivery of projects, in an attempt to capture heart and head. Creating opportunities for sharing and learning is one solution. My role is to manage this network.

We have an emergent growth strategy – we are fortunate enough to have a reputation that brings people to us and we can harness their skills, areas of knowledge and contacts. The challenge of this strategy is to manage the emergent opportunities in a deliberate way, both to create alignment with the rest of the organisation as well as bring a level of focus to what we do. The solution we are trialling is to create more strategic forums and opportunities to capture and then choose between strategies. The challenge in this approach is to align external consultants’ interests with those of the firm. The culture and values of the firm play a large role in aligning interests.

I then work individually with consultants on networking strategies and/ or product development. For example I am currently doing a network map with one consultant of state and federal government in the human services area, and creating a “pitch” document for them. Recently I assisted a consultant in designing a new leadership methodology.

DAVID NICHOLAS PULS

External client work

My external client work has me running and delivering project for not for profits and government, with a specialty in strategy and business models.

A current example of my work is with both large and small disability service providers (St Vincent de Paul, Wesley, Creating Links, Allevia) in helping them understand the impacts for their business model in shifting to a competitive market (brought about by the NDIS and state individualised packaging). Having a long history with and deep understanding for the NFP sector allows me to work with them to bring new concepts to their organisations that previously were “difficult” NFP concepts: such as market segments, delivery channels, unit costing, cash flow and value propositions.

I have worked with a variety of organisations on business strategy and in particular business models, such as Mercy Foundation (homelessness), Willoughby Council (meals on wheels and aged care services), Winanga-Li Aboriginal Children’s and Family Service (childcare and other services).

I also run larger projects, such as the drafting of a Strategic Framework for the Prevention and Management of Chronic Disease in Aboriginal Communities for NSW Health.

I conduct coaching and facilitation for clients, and am currently developing team coaching for senior managers in the disability space.

In my last six months with WestWood Spice I have worked with Disability Services Australia, Karatane, Aboriginal Child and Family State Secretariat, Learning Links, NEAS, the Association of Child Welfare Agencies, North Melbourne Medicare Local, Cerebral Palsy Alliance, the School for Social Entrepreneurs, Winanga-Li Aboriginal Children and Family Services, Department of Health and FACS.

2010 - 2013

MATRIX ON BOARD

Manager of Consulting and Senior Consultant

Matrix on Board is a consulting company that supports and advises not-for-profits and social enterprises.

In 2012 I was the Manager of Consulting in NSW at Matrix on Board, and similarly to my current role I was responsible for both the growth of the unit and delivery of client work. Prior to that role I was a senior consultant.

- As the team leader I was responsible for a projected 20% increase in revenue across the unit. To achieve that I introduced two main initiatives: individual regular coaching for my team (where I undertook the role of coach) and a deliberate networking strategy to drive growth opportunities.
- As a consultant and senior project manager I ran consulting projects that included strategic planning, governance training and support, organisation restructures, risk management and training.

DAVID NICHOLAS PULS

My clients included: New South Wales Aboriginal Land Council, the Aurora Foundation, National Disability Services, Christian Community Aid, UnitingCare, Relationships Australia and the Stolen Generation Council (NSW).

2009 – 2010

SIGGINS MILLER CONSULTING

Senior Consultant

Siggins Miller Consulting specialises in projects in the health sector, for Government, NGOs and private organisations, including in health system reform and evaluation. I had key responsibilities vary on a project by project basis for the management of projects, including stakeholder management, project management, seminar leadership, production of reports and advice.

2008

ROYAL AUSTRALASIAN COLLEGE OF PHYSICIANS

Solicitor and Senior Executive Officer to the Board and the CEO

Royal Australasian College of Physicians (RACP) is a Not For Profit responsible for training, educating and representing over 9,000 physicians and paediatricians in Australia and New Zealand. Its membership is comprised of Fellows of the College in its Divisions of Adult Medicine and Paediatrics, its Faculties (Public Health Medicine, Rehabilitation Medicine, Occupational and Environmental Medicine and Intensive Care) and its Chapters (Palliative Medicine, Addiction Medicine, Community Child Health and Sexual Health Medicine).

My role was as a member of the senior leadership team.

Our greatest achievement as a senior leadership team was in increasing employee engagement. This posed specific and difficult problems for a large membership based organisation, in which the members has a significant impact on staff and staff morale on a day to day basis; including staff reporting to members through an extremely complex governance structure. While we made some structural changes, we were most successful through modelling appropriate behaviour and showing staff that we could have the tough discussions with members. One of the tough discussion with members, and a personal achievement for me, was changing the understanding of governance to bring together the complex financial arrangements between Australia and New Zealand.

2005 - 2007

ADVOCATE IMMIGRATION LAWYERS

Solicitor/Director

Advocate Immigration is an incorporated legal practice, of which I was the sole solicitor/director of the organisation and a partner of the business with three other directors. The practice had a focus on immigration law and a community responsibility in activism and education.

DAVID NICHOLAS PULS

1999 - 2007

HIV/AIDS LEGAL CENTRE INCORPORATED (HALC)

Principal Solicitor - Sydney

HALC is a not for profit and the only full time funded legal centre in Australia dealing with HIV/AIDS related legal issues, having a broad ambit of representation, advocacy, resource production, education and activism.

The Principal Solicitor manages the Centre, reporting back to the elected board. The position is responsible for the day to day running of the practice's client files, management of the resources of the Centre including human resources, strategic planning for production of community resources, attendance at and delivery of community education activities.