



AKMGroup Pty Ltd

OFFICE

PO Box 744
Paddington
Queensland Australia
4064

PHONE

+61 7 38766072
+61 (0) 438635500

EMAIL

n.vogel@akmgroup.com

WEB

www.akmgroup.com

Norbert Vogel Summary Profile

Norbert is currently Director of the Australian Knowledge Management Group providing management consulting services across a range of industry sectors in the fields of Organisational Assessment, Strategic Planning, Change Management and Organisational Performance Measurement.

More recently, Norbert has been involved in the development of customised excellence criteria for the Australian Vocational Education and Training and Natural Resource Management Sectors.

As one of the principal consultants of AKM Group Norbert has been a member of the AUQA National Panel of Auditors and has conducted full audits of a number of major Australian Universities during the past five years.

Over the last two decades, Norbert has played a leading role in establishing an infrastructure and direction for Australian industry to adopt the principles and practices that underpin Business Excellence.

In this capacity Norbert has been an adviser to a number of Peak Industry Bodies in sectors including Health, Aged Care, Local Government and Community Care.

After graduating from Melbourne University with a BSc Honours Degree, Norbert held a number of management positions at BHP in the fields of production, technical services, marketing and organisational development.

He was subsequently appointed to executive corporate positions at BHP and Telstra, holding corporate-wide responsibility for developing and implementing business improvement strategies and establishing internal review processes to drive performance improvement across both organisations. This involved working with the executives on organisational change and its key components, including leadership, people and culture, process improvement, customer and supplier relations, and the implementation of integrated performance management systems. During this period, Norbert established extensive networks of individuals and groups with specific expertise in related fields in Australia and internationally.

From this platform, Norbert was invited to apply his experience and knowledge to the formation of the Australian Quality Council through the merger of five entities. This major national initiative also required the negotiation of acceptance by the Commonwealth of Australia of Peak Body status for the newly merged entity.

Norbert is recognised internationally as a leading figure in developing the Australian Business Excellence Framework, and in establishing the Australian Business Excellence Awards, for which he led some fifty Awards evaluations of organisations within very diverse industry sectors. Prior to taking up his current position as a Director of Australian Knowledge Management Group Pty Ltd, he was Chief Executive of the Australian Quality Council.



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Norbert has presented and published some thirty-two papers on organisational change and associated topics at national and international conferences. He has been an advisor to the Commonwealth Government on Task Forces on a range of national programs including performance measurement, innovation, supply chain management, energy efficiency best practice, quality in education and manufacturing efficiency improvement.

Professional Experience:

- CEO, Director and Board Management
- Change management skills honed in two of Australia's largest Corporations
- Line management and hands-on operational skills within a range of industry sectors
- Consulting experience across a range of management fields including Strategic Planning, Performance Measurement and Improvement, Leadership, Innovation, Customer Orientation, People and Cultural change
- Understanding of the 'Not for Profit', Health and Aged Care, Government, Educational and Natural Resource Management sectors
- Practical experience as a founding evaluator for the Australian Business Excellence Awards