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# A Professional Profile of Chris C Stewart

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## Overview

Chris is a specialist-generalist best known for his ability to develop and translate long term strategies into clear programs of work that he can successfully manage delivery of.

Chris has over 20 years consulting experience providing project management, communications planning, and policy and strategy development services. Historically involved in complex strategy development projects requiring multi-stakeholder coordination (see [LinkedIn Profile](#)), in the past decade Chris has focused on supporting micro and small organisations to adapt to rapidly changing operational business technologies. Throughout his consulting, entrepreneurial and advocacy initiatives Chris has led the creation of over two dozen organisations from concept to steady-state operations, some as a direct capital investor. This hands-on, skin-in-the-game, holistic experience is the touchstone of his value as a trusted adviser to other business owners.



Chris serves clients via [ChrisCStewart.com](#) for personal development coaching and through [Administrivia.com.au](#) where he collaborates on their business venture design informed by crafting their coordinated technology, people and process strategies. He then regularly contracts as a "systems integrator" to transform the existing stack of technology systems that form the bedrock of the business into an integrated system, up-skilling operational staff along the way and providing ad-hoc advisory and troubleshooting support thereafter. Some recent clients whose websites Chris developed include:

- [ArtProcessWork.com](#)
- [Attivare.com.au](#)
- [ArcadiaSoundscapes.com.au](#)
- [DancingFreedom.com](#)
- [DanielSowelu.com](#)
- [DanielWald.com](#)
- [ElestialArts.com](#)
- [ElizaKendell.com](#)
- [GailynnCarroll.com](#)
- [HelenZee.com](#)
- [IlluminaRose.com](#)
- [Laynaelvirafaye.com](#)
- [LoveSelfWhole.com.au](#)
- [LeyolahAntara.com](#)
- [Militem.com.au](#)
- [NicTovey.com](#)
- [PerpetualMojo.com.au](#)
- [RAEFoundation.org.au](#)
- [SaraThorn.com.au](#)
- [SeedChange.com.au](#)
- [ShanueMoroney.com](#)
- [SimplyAwake.com](#)
- [WatersideRoofing.com.au](#)

### Tertiary Qualifications

- Masters of Science in Strategic Foresight, Australian Foresight Institute, Swinburne University (2005).
- Bachelor of Communication (major in Public Relations and Psychology), University Of Canberra (1998).

### Professional Training

- Spiral Dynamics Certification 1 & 2, National Values Centre Consulting.
- Workplace Trainer & Assessor, Australian Qualifications Framework.

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## Previous Professional Experience

### Emergent Insights Consultancy, Centre for Australian Foresight & Other Brands 2003 - 2015

Chris delivered a wide range of projects through Emergent Insights, his boutique management consulting company, and in collaboration under other brands, the diversity of which is demonstrated through the following examples.

As a professional futurist Chris was also a founding member of the Australia Futures & Foresight Association 2007-2010, Co-Chair of the Australasian Node of the United Nation's based [Millennium Project](#) 2009-2012, co-initiated and project managed the inaugural Asia Pacific Foresight Conference in 2012, and Co-Founded and acted as the COO for the Centre for Australian Foresight that operated 2012-2015.

### Department of Justice, Victoria

Chris was the lead strategist on a yearlong project 'Service Delivery Future Directions' for Public Safety Organisations (Ambulance, Fire & Rescue, Marine, Police and Sheriffs) and their long-term ICT procurement strategy. In this multi-stakeholder, critical-

services, long-term strategy and project management environment Chris designed a generic strategy research process, implemented it with 10 government agencies, and delivered a range of advisory services and deliverables for both the agencies and the Department.

In addition, Chris was engaged to lead business planning processes for several Justice internal business units and provide guidance on the practical cultural management of business unit mergers in the context of the Department's regionalisation strategy implementation. Chris was also a key researcher, facilitator and writer of the Department's 2009 Future of Justice scenarios project, working across the Department's executive and external stakeholders.

During 2009-2010 Chris founded Soloren Pty Ltd to provide the Department with a unique multi-disciplinary consulting service provider, including legal, IT, strategy, futures and operational consulting capabilities, that lead the Department's internal research, stakeholder consultation, future visioning and sector re-design efforts in parallel with the Victorian 2009 Bushfires Royal Commission.

### **Department of Sustainability and Environment, Victoria**

Working with the Natural Resources Division, and with their stakeholders, Chris led the development of a Natural Resource Management sector 'value chain' and DSE related business process definition approach. Chris then used this in the custom design of a decision making tools and applications assessment framework, to guide future investment, which was then applied in the development of the Monitoring and Reporting function's Information Architecture re-design.

### **Australian Davos Connection**

Chris was the Project Manager for Davos Connection's Future Summit 2006 "Creating a Better Future" and significantly assisted in preparing for their 2007 Summit. This involved designing the event program, securing sponsorship and managing relationships with speakers, sponsors and the media. Chris also developed and implemented their annual Leadership Awards and Development Program.

### **Melbourne Business School**

Chris developed and delivered training in original approaches to Collaborative Alignment for the prestigious Melbourne Business School's Advanced Management Program in 2006 and 2007.

### **CharterMason**

Chris provided strategy services for the management consulting firm CharterMason in establishing new consulting practice streams in government services and investment services during 2008. Services delivered included leading the development of numerous government tenders, several successful including acceptance to Commonwealth panels, conducting extensive consulting market research and M&A target screening, developing profiles of Federal and Victorian Government future directions and designing and delivering a new business venture Ideation Process. Chris also conducted research into future directions and

commercial due diligence across a number of industries for CharterMason Venture Capital clients.

### **Westpac**

Chris provided cultural, leadership and change management advice to a head of division undergoing significant disruption as a new technology platform was being developed and implemented.

### **Victorian Council of Social Services**

Chris led the design and delivery of an 'Integrally Sustainable' Futures Strategy development process for VCOSS. The project involved working with 25 CEOs from across Victoria's community sector, focused on developing their long term strategy incorporating the design of their policy platform heading into a State election.

### **South East Water (Victoria)**

Working with South East Water's executive team and wider stakeholders, Chris participated as a facilitator and scenario writer in a future scenarios exercise focused on developing innovative customer engagement strategies.

### **Australian Farm Institute**

For the 'Future of Farming' Chris undertook the integral analysis and futures visioning workshop facilitation in conjunction with Synapse Research & Consulting Pty Ltd. The process developed the policy framework and key directions for the AFI leading into the Federal election.

### **Corporate Value Associates**

Through CVA Chris designed, researched and wrote an 'emerging issues wildcards analysis' for this organisation to use and deliver to a major financial services industry corporation.

### **Australian Foresight Institute**

A specialist role for Chris was created at the AFI as 'Integral Analyst.' While at AFI Chris conducted extensive research on a range of topics including case studies on government Institutes of foresight worldwide (published March 2005), and the nature of the Australian Philanthropy and not-for-profit sector, its past, present and potential.

### **Environmental Protection Agency Victoria**

Chris was the lead researcher, strategist and writer of EPA Victoria's "Future of Alternative Transport Fuels and Technologies" report. The project involved industry consultation, technical research, trend identification, technology road mapping, scenario analysis and the development of a customised capability assessment framework. Chris delivered the project with consultants from the National Centre for Sustainability.

## **National Centre for Sustainability**

One of several projects Chris provided advice on for NCS, was researching and writing educational materials on information architecture and training content for their Small and Medium Enterprises Sustainability Assessment and Education Software Tool. Chris also led the design and delivery of the NCS strategic planning process, involving strategic foresight methods.

## **Diabetes Australia NSW**

Chris led the application of a Spiral Dynamics values based framework to a difficult change management process involving the federated structure of the association. Working with the NSW executive management team, Chris provided training in Spiral Dynamics and facilitated the team's implementation of their learnings in both personal and organisational relationships and change processes.

## **Land and Water Australia**

Chris designed and delivered an Australian market capability review of relevant futures services providers for LWA as part of a consulting services provider's pre-qualification project.

## **Department of Defence - RAAF**

Chris got started in futures with leading the development of a long rang communications strategy as part of the RAAF's Oracle 2030 project in 1998-1999. Chris pioneered the development of 'integral theory' public identification and communications methods and was the lead strategist and writer of the 40,000 word strategy document and supporting materials.

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## **Additional Experience**

### **TAFE Lecturing, 2003 - 2005**

Chris has developed and delivered both semester and year-long courses at the TAFE level in Victoria. He presented two streams of an Economy and Society unit for the Liberal Arts courses at Greensborough and Collingwood campuses of the North Melbourne Institute of TAFE. These were "An Integral History of the Political Economy: from the caveman to your personal future." He also presented two Social Research Methods units for Swinburne TAFE, Prahan campus.

### **666 ABC Canberra Local Radio, 2001 - 2002**

In a fast paced broadcast environment Chris performed several roles: namely Production Director and Breakfast Producer. On a daily basis he developed material for broadcast, produced several hours of program involving talk back callers, live interviews and music and pre-packaged segments. All live music played on the station was Chris' responsibility: arranging equipment set-up and engineering them to air. Each afternoon he would strategically plan, write, record, produce and schedule all on-air promotional items. Chris was also responsible

for the establishment and operation of outside broadcasts. In his time at the ABC Chris also filled in the roles of Online Producer and Weekend Mornings Show Producer.

## **Project Evaluation & Management, 1998 - 2002**

Chris led the development and implementation of the communication strategy, processes and products for this contract employment and consulting services company. Through work supporting numerous projects Chris conducted research into the implications of Integral Studies for the future of business practices. While at PEM Chris successfully tutored a Master Project Director in the implications of Integral Studies as a leading edge human resource approach to project team management – these principles were then included in his Masters of Project Management lectures at University of Technology Sydney. As a contractor for PEM Chris also operated as a project/event/stage manager to several entertainment focused organisations, including Jigsaw Theatre Company, The Canberra Theatre, The Canberra International Film Festival, The National Folk Festival, The Malthouse Theatre, The Melbourne Theatre Company and numerous other touring national and international performance companies.

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## **Community Participation**

### **Neurocam, 2003 - 2004**

For Project Neurocam (a federally funded arts program involving 300,000+ participants globally) Chris assisted in exploring the 'information age' and its influence on organisational forms, social networks and perceptions of privacy, security and intelligence gathering. Chris was the founding project manager, played two 'characters' (one the main point of public contact for public participants), and was the operations manager for this ICT intensive project.

### **ACT Filmmakers' Network, 2000 - 2002**

Chris facilitated the development of the vision, strategy and then project managed the establishment of this community arts organisation focusing on film and television. Chris developed and implemented the organisation's structure, policies and processes, stakeholder engagement plan, communications strategy and grant applications securing over \$75,000 in funding in the first year alone. Chris developed and maintained relationships with community members, education institutions, government agencies, arts organisations and professional industry practitioners and bodies.

Chris also project managed the official launch of the Network, with over 200 industry representatives hearing from the Head of SBS Independent and the ACT Minister for the Arts, and established the Network's physical office and resource centre, website (with

extensive membership networking database), "short::seasons" (a quarterly film festival), a filmmaking equipment hire store, and monthly training and information seminars featuring recognised industry representatives.

### **Melbourne Social Forum, 2004 - 2005**

Chris was part of the core team establishing the Melbourne Social Forum. He served on the organising committee, was responsible for the website, event management, and attracting speakers, workshop facilitators, artists and media attention for the inaugural event. Through 2005 Chris continued in an advisory capacity to ensure the development of the community volunteer's capability to successfully govern, plan and manage the event each year.

### **National Youth Roundtable, 2000**

Chris was selected as one of 50 national representatives to the Federal Government's National Youth Roundtable. Chris conducted a research and community engagement project on mental illness and youth, and had consultation sessions with several government MPs including Tony Abbott, Kate Lundy, Peter Reith and Michael Wooldridge.

### **UC Public Relations Association of Students, 1996 - 1998**

Chris founded the University of Canberra's Public Relations Association of Students, developing the organisational structure, guest lecturer series and, in consultation with the faculty and industry, the industry placement / internship program. Chris also led the Association's first internship project for the University's International Film Festival and project managed the opening gala, involving guests from the ACT Government, national film bodies and international industry representatives. For his services to the association and the mentoring of other students, Chris was awarded Public Relations Student of the Year 1998.

### **Mental Illness Education ACT, 1996 - 2000**

Chris was a member of the MIEACT content development and presentation team, regularly teaching in ACT High Schools and Colleges. Chris's updating of the MIEACT course materials contributed to MIEACT receiving the National Community Link Award in 1999 for the National and ACT Health categories.

### **Scouting, 1987 - 2000**

Chris was a member of the Scouting movement through Cubs, Scouts, Ventures and Rovers and served as a Scout Leader. Chris achieved the Queens Scout Award, received special commendations for emergency first-responder services, and served as the ACT Ventures Chairman. For thirteen years of his time in Scouts, Chris participated in 'Gang Show,' the Scout Association's full scale theatre training activity. In 1998 and 1999 Chris was the Director and project manager for the Canberra

Gang Show, managing 100+ cast, 100+ support personnel, and a \$30 000+ annual budget.

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## **Publicly Available Publications**

### **Integral Scenarios, 2008**

Chris was invited to summarise his work over many years on the evolution of scenario methods using Integral Theory - published in Futures (v40, no2, p160-172) special issue on Integral Futures, edited by Professor Richard Slaughter. [PDF](#)

### **ADC's Future Summit Report, 2006**

Chris authored numerous sections and edited this 166 page report. Published by the Australian Davos Connection. [PDF](#)

### **Humanicide: From Myth to Risk, 2005**

Humanicide presents an Integral Theory analysis of the development and potential trajectories of globalisation and outlines a risk profile for humanity in the 21st Century. Published in the Journal of Futures Studies (vol9, no4, p15-28). [PDF](#)

### **Creating and Sustaining Foresight in Australia, 2004**

Written with Maree Conway, the monograph provides a critical review of government foresight programs internationally, and their history in Australia. It benchmarks global best practice and outlines a framework for a national foresight strategy for Australia. Published by the Australian Foresight Institute, as part of their Social Foresight Monograph series. [PDF](#)

[Other papers and reports not formally published are available here.](#)

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## **Referees**

- Cate Turner, ex-Manager, Sustainable Landscape, Department of Sustainability and Environment, Victoria
- Dr Richard Hames, Founder, The Hames Group and Director, Asian Foresight Institute
- James Darling, Chairman TEC Australia, Ex-CEO Soloren, Phillip Web Real Estate, Julia Ross Recruitment and BDM Australia
- Luke Naismith, Ex-Corporate Strategy Manager, Department of Justice, Victoria
- Paul Fox, Group Ex-General Manager, Australian Davos Connection
- Paul Harris, Ex-General Manager, SIPSaCS, Department of Justice, Victoria
- Stephen Richards, Ex-Head, Equity Derivatives Westpac; CEO, Ability Capital
- Tim Hyde, Ex-CEO Riot Act Media Holdings Pty Ltd