



CANOPY
CONSULTING

Nicola Houlding

Accredited Investment Logic Mapping Facilitator



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Managing Director – Canopy Consulting Limited

- Accredited Investment Logic Mapping (ILM) Practitioner
- Better Business Case (BBC) Practitioner
- Qualified 'Transformational Journeys' Facilitator, including the 'Three Horizons' approach (H3 Uni)
- Member of the Business Continuity Institute (BCI)
- PRINCE2 Practitioner
- Lean Six Sigma Green Belt.

Facilitator Profile

Nic brings a wealth of business consulting experience from her background in strategy development, policy advice, business case leadership, and project management.

Nic's ILM facilitation experience includes Defence, Transportation, Community Facilities, 'Three Waters', Climate Change Resilience, Local Government, Health, Corporate and Business Operations areas—helping her clients create compelling, clear, and accessible investment stories.

As a Principal Consultant, Nic has created and launched new services, including Beca's Resilience Practice as well as driving development of their Business Case practice. Her consulting experience is broad—spanning strategy development, organisational resilience and culture improvement through to investment decision support leadership.

Prior to Beca, Nic's experience draws upon two years in a Senior Policy Advisor role within the Science and Innovation sector, four years' market consulting within the global pharmaceutical industry abroad, and more than five years' experience in pharmaceutical manufacturing and process engineering roles in New Zealand and Ireland.

Nic is passionate about the power of great facilitation, and brings fresh, engaging and enjoyable workshop approaches that create group energy and enable a high-trust space. Her diverse background enables her to connect with stakeholders from all backgrounds and levels, as well as consider challenging assignments from many angles.

About Canopy Consulting

Nic founded Canopy Consulting Ltd to allow her to do more of what she is great at and passionate about—helping her clients gain new perspectives on challenges or opportunities, and purposefully navigating critical transitions.

Central to her approach are listening, and achieving purpose clarity—in terms of both understanding and communicating that purpose. Nic applies a range of contemporary techniques, depending on the fit.

Whether clients need assistance to develop and articulate their organisational strategy, lead a business case, or navigate a critical transition, Canopy Consulting strives to provide a first-rate client experience—one that engages stakeholders meaningfully and generates new perspectives.

What is the Investment Management Standard?

The Investment Management Standard (IMS) is a collection of simple, common-sense ideas and practices that help organisations direct resources to deliver the best outcomes. The IMS supports the primary investment decision-making functions of any organisation on multiple levels—from a decision about a single investment initiative to whole-of-organisation decisions that refocus an organisation’s direction.

For more information on how the IMS can be used within your organisation please go to: <https://www.dtf.vic.gov.au/investment-management-standard/applications-investment-management-standard>

How does it work in practice?

As part of the IMS toolkit, the Investment Logic Mapping (ILM) technique is used to ensure that robust discussion and thinking is done up-front—resulting in solid problem and benefit definition before solutions are identified and before any investment decision is made.

Whilst the simple, one-page output (the Investment Logic Map) provides an accessible, evidence-based account of the investment story on its own, the workshop journey to get there is valuable in itself.

Stakeholders are engaged in up to four, two-hour workshops, working together to achieve a consistent definition of the:

1. **Problems** the investment will seek to address
2. **Benefits** expected from doing so
3. range of **Strategic Responses** available
4. appropriate **Solution** options, in terms of business changes and assets.

The ILM provides a strong foundation for business case development going forward, and the workshop process assists in achieving stakeholder ‘buy-in’ and understanding at the outset.

Costs

As part of the engagement you might choose to do one or all workshops. This will depend on the scale, complexity and risk associated with a given investment proposal. The costs below include an introduction to the process, pre-workshop email briefing to participants, facilitation of the workshop itself, production and distribution of a draft output, and incorporation of one round of participant review to produce a final output. Please get in touch with Nic to find out more, and take a look at the [investment management guidance and practices](#).

Shaping new investments	Cost (excluding GST)
Problem Definition Workshop	NZ \$3000
Benefit Definition Workshop	NZ \$3000
Strategic Response Workshop	NZ \$3000
Solution Definition Workshop	NZ \$3000
Business Case Development	Please get in touch with Nic

Contact Nic

Please get in touch with Nic if you would like to discuss an ILM workshop, or something a little different.

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