

### Roles Sought

- Programme Manager/Director
- Programme Office Manager
- Change Manager/Director

### Industries

- Retail
- Financial Services
- FMCG
- Warehousing and Distribution

### Experience

- Post-merger integration/rightsizing/organisational design
- Office relocation
- Global programmes and projects
- Business start-ups and brand launches
- Business change and turnaround initiatives
- Technology Transformation and IT refresh

### Key Skills

- Change Management – preparing the organisation for the unknown, so when the change lands the business can achieve benefit more quickly when the business change is implemented
- Portfolio, Programme and Project Governance – delivering pragmatic controls and management information tailored to the needs of the business
- Communication and engagement skills - to engage and align key stakeholders to key business objectives, resolving conflicts and create a sense of team
- Innovative – is not fazed by difficult problems, remains calm and engineers success
- The ability to engage effectively at all levels within an organisation, from board to shop floor. to ensure all stakeholders key their eye on the prize

### Profile

- Over many years, across a variety of assignments, Steve has demonstrated the ability to analyse situations quickly, determine the desired future state, create plans and mobilise teams to deliver success within any business context
- His methodical approach and personable manner has resulted in a proven track record for delivering challenging turnaround/rescue assignments and both business and technology led transformations programmes. This is critical for success in today's dynamic operational environments, especially when programmes and projects are under pressure to deliver to time cost and quality
- With highly developed "people" skills and a mantra of "Vision into Profit through People", he builds high performing teams and has inspired colleagues to perform to the best that they can be



### Previous Experience

#### 2009 to Current date – Senior Associate -KPMG Advisory (formally Xantus Consulting)

- Implemented and managed robust programme/portfolio governance processes for a Global Transformation Programme within the world's largest drinks company with the aim of taking direct management control away from a third party supplier. This instilled a culture of delivery to time cost and quality into the partnership and delivered significant cost savings for the organisation
- Mobilised a Global initiative for one of the largest worldwide FMCG food producers to deliver "fit for purpose" End User computing to both static and mobile workforce. Led the programme from initiation, through problem definition, partner selection requirements gathering, solution design and a successful proof of concept pilot within Europe

#### 2012 to current date – Associate Programme/Project Management Consultant iMGROUP

- Providing guidance and support to Information Management Practitioners embarking upon multi-million pound BI projects for Blue Chip clients. Provide rigor around the planning and reporting to ensure projects deliver to time cost and quality

#### 1977 to current date – Independent Management Consultant

- Has established long term relationships with clients over the years and undertaking a wide variety of challenging assignments. Has built a reputation for delivering success within a wide variety of industry sectors and business contexts. A selection of projects is listed below

## A selection of past assignments:-

### **Ideal Shopping Direct - Interim Programme Director**

- Established and provided focused leadership and control over a major change programme to support an ambitious strategy for growth of this leading multi-channel retailer
- The portfolio of new and pre-existing initiatives which included new businesses launches, acquisitions, technology refreshes, new brands and a new TV channel
- The programme was organised into 6 key work streams, each sponsored by a board member. At any one time there were up to 30 active projects and programmes running concurrently
- The role encompassed overall accountability for delivering a cultural change, overcoming a high level of cynicism resulting from years of cost cutting prior to the venture capital funded management buy out
- This was an interim role to give the company time to recruit a Group Director of IT who's first task would be to delivered a much needed strategic IT platform refresh. The intention was to handover the change programme once the incumbent had the bandwidth to take over

### **Achievements**

- Organised a company-wide conference for 700 staff. Organised promotional videos, events and workshops to get the staff engaged within the programme. This was based on a half a page brief from the CEO, to create a spectacular event in house on a minimal budget whilst maintaining continuity of business operations (live TV schedule for four TV channels, customer service operations, warehousing and distribution. A comprehensive logistics plan ensured staff got to and from the event venue with minimal risk to business critical operations
- Devised and implemented a pragmatic governance methodology and reporting mechanisms to ensure company resources were effectively targeted towards achieving the key strategic objectives against the backdrop of a fast paced organisation which historically resisted such attempts
- Facilitated sessions with members of the executive team to agree relative priorities of various initiatives to ensure available resources were focused to most effectively deliver success of the strategic objectives
- Successfully delivered a number of key initiatives into business as usual operations and finally handed the programme to the Group IT Director
- Delivered a comprehensive communications plan to all management levels, consisting of project reporting, presentations, monthly newsletters, training, meetings and web conferences
- Successfully delivered a Champions for Change programme incorporating a competency based personal development programme, high performance team development, skills and knowledge transfer and an ideas for change forum
- Successfully handed over to IT Director once he was freed up from the platform replenishment to 3 months ahead of schedule

### **Diageo Plc – Programme Management Consultant**

- Global transformation programme predicated upon a renegotiated partnership deal with the global systems integration partner, taking advantage of the benefits of virtualisation, automated helpdesks and other efficiencies to deliver significant annual cost savings combined with improved user experience
- Role was to provide the programme governance expertise within the global programme leadership team

### **Achievements**

- Successfully implemented and managed robust programme/and portfolio governance processes for the Global Transformation Programme. Negotiated the acceptance of in house processes (previously provided by the global systems integration partner) across the global programme
- Instilled a culture of delivery of promises to time cost and quality across the partnership
- Organised and facilitated quarterly global programme management conferences in order to build relationships and encourage greater collaboration across the global teams

### **Bank of New York/Mellon Bank – Programme Manager**

- Led a post-merger business integration within Ireland and Luxemburg
- The business case was predicated on significant operational savings and ensuring a better customer experience. There were also compliance and regulatory demands to be addressed as a result of the merger
- Scope covered consolidating of properties, IT systems, merging duplicated business operational units in line with an agreed target operating model

### **Achievements**

- Engaged with key the key owners and stakeholder to agree a consolidated future state.
- Developed an integrated transition plan which was subsequently delivered successfully within agreed time, cost and quality measures and with negligible disruption to business critical operations (Client Servicing and Transfer Agency)

## **Reality Group (Shop Direct Group) – Programme Manager.**

- Brought in to rationalise the logistics and call centre operations to deliver £7million pa savings after an initiative to achieve savings had been running for 2 years without delivering any reduced operating costs
- This required a "drains up" review of the customer service operations (both on and off-shore) and one of the UK's largest warehouse and distribution networks and establish scenarios that would deliver the required savings

### **Achievements**

- Successfully ran workshops with key personnel across the business operations to shape up potential future state scenarios
- In parallel development mechanisms to compare on a level playing field the relative merit of each potential scenario
- Ran sessions with the exec board to agree a strategy and set up a programme to deliver the strategy
- The programme delivered on time on budget and exceeded expectations by delivering £8M annual savings

## **Intelligent Finance – Internet Banking Programme Manager**

- Led the design of UK's first "high net worth" internet bank with credit cards and balance netting across accounts
- Based on the Intelligent Finance Model, the brief was for a proposition utilising as much of the vanilla IF platform as possible whilst creating a customer proposition which would be attractive to high net worth clients expecting a premium service
- A key constraint was the timing. This programme had to be initiated without putting the Intelligent Finance launch at risk whilst ensuring the design was signed off by the time the development teams were released from Intelligent Finance launch

### **Achievements**

- Ran a series of workshops to get input from all stakeholders and shaped up a launch proposition which would meet the expectations of the target customer
- Overcame a number of issues arising from the "priority 2 status" of the project and delivered the signed off design on schedule and within budget
- Handed over ownership of the completed design to the delivery partner, ultimately resulting in a successful launch

## **Otto UK – Supplementary Sales Programme Manager**

- Handed over ownership of the completed design to the delivery partner, ultimately resulting in a successful launch
- A short piece of work aimed at improving sales conversion ratios within the customer service contact centre. The biggest opportunity was via supplementary sales mechanisms to capitalise on customer contact time and deliver improved sales results. This was to be achieved by selling complementary products (non-regulated) and financial services add-ons (regulated) sales

### **Achievements**

- Successfully delivered to time cost quality and exceeding upsell targets

## **Otto UK – Overseas Business Launch Programme Manager**

- The objectives was to launch an established UK brand within the Republic of Ireland using as much of the UK infrastructure and systems as possible whilst still being able to achieve acceptable customer service levels

### **Achievements**

- Starting with a blank sheet of paper, ran workshops and meetings to derive a target business and operating model
- Set up a programme of work to ensure all the necessary processes, infrastructure and promotional activity was in place in time for the successful launch of the business
- The business was successfully launched on time and budget achieving and exceeding sales performance expectations

## **PROFESSIONAL MEMBERSHIPS AND COURSES ATTENDED**

RAD Techniques (DSDM)  
Managing Successful Programmes  
Certified NLP Practitioner  
Certified NLP Business Practitioner

## **Nationality**

British

"I have worked with Steve on several occasions and have seen him successfully complete a wide range of different types of work. This has included new business start-up projects through to office re-location projects. Steve has been consistently reliable and successful and always gets the best out of people that he works with." Top qualities: Great Results, Personable, High Integrity  
**Mike Hancox, Ideal Shopping Direct Limited**

"I have known Steve since 1995. He is an admirable Programme Manager with the knack of getting teams of people, often with different agendas, to unite for success. He is highly delivery orientated and never phased by the challenge."  
**Michael Gough, Chief Executive, National Computing Centre**

"I have worked with Steve on a number of challenging assignments and I have found him to be a consistently trustworthy and loyal business partner. I have no hesitation in recommending Steve and particularly appreciate his well-considered approach to difficult and sensitive situations. A great guy to have on your team."  
**Colin Beveridge, Strategy Consultant, The Better Practice Forum**

"There are times when you come across an insightful commercially focused person who adds another dimension to your thinking; Steve is one of these people. Articulate, knowledgeable and the one of best approaches to stakeholder management I've come across."  
**Geoff Major, Owner, BlueDucks Limited**

"I have engaged Steve on multiple occasions and have been able to rely on his delivery skills and creativity on each occasion. He has the ability to take hold of highly complex and sensitive projects and programmes and ensure effective delivery, whilst at the same time ensuring that ownership is maintained across the organisation." Top qualities: Great Results, Good Value, Creative  
**Philip Michell, Director of Consulting Vertex**

"Patten's Law: Leave your ego at the door, I don't care why we are where we are, or how we got here, let's find a solution to the issue and move forward. Ask only questions that require a positive response and channel the positive energy that results in the direction you want to end up"  
**Darren Gwyllym, Programme Manager, Argos Retail Group**

"Steve is a true born leader and role model to all, he is one of those rare people who gives respect and has the ability to manage multiple teams with ease, focusing on inspiring people to be the best they can be. Steve is always passionate, enthusiastic and inspires all within his aura. Steve's greatest strength is his wealth of experience together with his ability to target the true source of failing tasks/projects to turn them in to great successes.  
**Imran Khan, Management Consultant, Accenture**

"Working for Steve was both a pleasure and an education. Steve knows how to get the best out of people to ensure delivery and does it in a way which is a positive experience for all involved. He is always willing to offer advice and support and his valuable advice has continued to help me achieve results in my projects"  
**Gavin Hodge, Project Manager, ARG Equation \ Argos**

"Steve delivers on his promises and is genuinely enthusiastic about achieving positive growth in business through people. An excellent communicator/stakeholder manager and reliable project manager." Top qualities: Personable , Expert , High Integrity  
**Julia Wood Head of Change Otto, Hired Steve as a Business Consultant in 2007**

"Steve is an extremely positive individual who continually brought intellectual challenge and academic rigour to the programme. He worked brilliantly with a variety of stakeholders in a challenging environment."  
**Miles Clark , Programme Manager , Otto UK**

"As well as making change happen, Steve was a guide, tutor, coach and mentor to his business colleagues, helping to deliver a significant development programme, critical to the company at that time. We would have struggled to complete the task without his support."  
**Rob Cook, Head of Customer Service, GUS PLC**

"Steve displayed a rare combination of technical excellence and teamwork ability. He was a master at the upward delegation and was a "go to" guy if you wanted anything difficult done in a compressed time frame. He managed to achieve the awkward deadlines with grace and humour."  
**John Murphy, NatWest Life Assurance**

We brought Steve onto the project to turn around the programme office, which was lacking in overall governance and controls. Steve took to this task with ease, clearly demonstrating his logical, controlled, and determined characteristics. Steve is clearly someone who has managed complex change programmes in the past and his help and advice was highly valued, as was his approach and manner in which he brought people along on the journey with him. His communication and facilitation skills are also excellent, again showing great experience and knowledge. It would be a pleasure to have Steve working on another assignment with me in the future."  
**James Cockroft, Managing Consultant, KPMG Advisory (formerly Xantus Consulting)**