

Les Ormonde

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Profile

An established interim manager with significant experience gained in a variety of sectors. Specialising in delivering improved business results through organisational change and business improvement initiatives, including turnarounds. In addition, Les also has a successful track record of managing multi-national initiatives and technology implementations and is an experienced product manager. Les will adapt his style to the requirements of the situation and will work hard to establish effective stakeholder relations, which combined with a strong delivery ethos, maximise the probability of success.

Summary of Experience and Achievement

Change Leader: Introduced new working practices, and embedded lasting behavioural and cultural change into a number of organisations:

- Led a change initiative to improve business performance: simplifying the organisation - eliminating a directorate and other business units; redeploying 1100 personnel; simplifying business processes; identifying and increasing capability in core competence areas; and initiating a continuous improvement regime
- Assessed the HR practices of a growing consultancy and recommended changes designed to maintain a high performance culture and bring people policies in line with business strategy
- In a traditionally confrontational environment, obtained cross industry consensus between utility companies and 34 highway authorities within London on new working practices needed to support the Transport Management Act 2004
- Played a key role in winning hearts and minds at Director, professional and trade union level for a £1 billion outsource of Defra's IT and business processes
- Used secure email as a vehicle to break down boundaries between 7 Criminal Justice Organisations and the legal professions by getting them to share case information electronically

Programme Director: Operating at board level, ran a number of programmes

- Improved delivery practices in a £70 million transport programme
- Led a 100 man year programme at TfL, two programmes for Exel logistics and a major software development for Mirror Group Newspapers with high levels of customer satisfaction
- Led the implementation of Activity Based Costing for Royal Mail
- Turned around a failing 300 man-year programme for a merchant bank.
- Coach to the Implementation Director of a £1 billion programme to join up Criminal Justice
- Deputy manager of a programme to build a 600 seat call centre for Liverpool Victoria Insurance
- Managed 14 suppliers to build a simulation of the Post Office's strategy in aggressive timescales
- Sponsored the implementation of SAP's project management suite affecting thousands of users

Trouble-shooter and Line Manager: An experienced negotiator and an adept relationship manager, Les has operated successfully in a number of senior positions. Applying a variety of hard and soft techniques, he has resolved a number of challenging situations:

- Diagnosed a failing business process, mobilised and led the resulting change programme
- Embedded product management disciplines and established a new global sales capability as part of a logistics package implementation at Exel Logistics
- Took accountability for turning around under-performing projects and programmes at Integris
- Trouble shooter for the Director, Vodafone Retail dealing with the results of a period of M&A activity
- Helped the new products arm of Vodafone change focus from voice to data solutions
- Unlocked a stalled product selection for an international biosciences company
- Head of information systems consulting at Integris and a member of the senior management team
- At Cap Gemini, managed a group of 60 SAP consultants and 70 IS and technology consultants and was a member of the European Consumer Products and Manufacturing Division management team
- Took over the Group E-Commerce team at Exel logistics, doubling the rate of delivery in 6 months
- UK Product manager for Unisys mainframe integration products
- Led the redesign of Norwich City Council's information systems strategy

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Career History

September 2009 – Current

To counteract the effects of the downturn in the interim management market, established a niche consultancy business specialising in improving organisational performance. www.codynamics.co.uk

December 2008 - September 2009 Sabbatical

After 5 years of uninterrupted work, took a sabbatical to travel and write papers for Warwick University

August 2007 – December 2008 Transport for London

Initially engaged to assess and diagnose an under performing business process intended to generate £50 million of road network improvements yearly, but actually delivering less than £15 million, Les identified a number of necessary changes to organisation, people, process and supporting technology. These were packaged into a change programme which Les then led on behalf of the Chief Operating Officer - Streets. Key features of the initiative were: working with staff and trade unions to reorganise 1170 people from four directorates into three; improving skill levels in selected key competencies thereby reducing reliance on consultants and contractors; simplifying business process and achieving a step change improvement in delivery through the application of Lean principles. The firm yet collaborative nature of consultation with the trade unions was singled out for praise by the chief trade union negotiator. Under Les's direction, the project went on to address the accuracy of time recording and project controls through the introduction of the SAP Portfolio Management suite, its integration with the SAP Financials, HR and Business Warehouse modules and further changes to business process.

March 2007 – August 2007 Transport for London

A portfolio manager for two programmes introducing bus transit routes to the Thames Gateway regeneration area with a combined budget exceeding £70 million and a pipeline of future phases amounting to £150 million. The environment is complex, with key stakeholder groups including the public, Central Government, London Borough Councils as well as several TfL directorates who are delivering the capability and advanced transport technology. Key challenges included land acquisition problems, negotiations with developers and councils and effective branding of the package. Les introduced new ways of dealing with the problems of dealing with a diverse stakeholder group and a number of improvements to programme and project management practices to maximise the chances of success.

October 2006 – November 2006 Moorhouse Consulting

Analysed the HR status of a consultancy company undergoing exponential growth and identified several improvements designed to align people policies with business strategy, introduce high performance work practices across the employment lifecycle and free up management time to spend on maintenance of the psychological contract as well as capability and workforce development.

October 2004 – September 2006 Transport for London

Les took over the LondonWorks programme at Transport for London (TfL) which was seen to be in trouble and not delivering. This £15 million programme introduced a common set of working practices to be adopted by TfL, 33 London Boroughs and up to 140 utility companies. The new practices are supported by IT systems built and introduced by the programme.

The programme's main objective was to optimise the flow of traffic on London's streets by coordinating road and street works. Although timely IT delivery was a key success factor, the change challenge was significant as it required the establishment of consensus across a wide range of stakeholder groups all of whom had competing agendas – especially in the area of agreeing financial charges. Significant pressure also resulted from the need to meet key dates laid down by legislation.

After 8 months concentrated effort, the programme was on course to meet all key objectives. Largely due to the change activities, it was cited as the reason for TfL being awarded 'Highway Authority of the Year 2005' and also resulted in congratulatory letters from a number of commercial organisations to London's Mayor. With only the final legislation pending, the programme was handed to the business to extend the rollout to additional stakeholder groups.

2004 onwards Au Fait Management Ltd

On leaving Capgemini, Les established his own company to provide interim management services.

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1998 – 2004 Capgemini Ernst & Young

Programme Manager

As a Cap Gemini major programme manager, Les undertook a number of successful engagements:

- **Defra:** Managed the Work in Progress work stream for a £1 billion outsource of DEFRA's IT organisation. Defined the offer, the financial model and the approach for the transfer and subsequent completion of 118 projects with a total budget of £214 million. This position required extensive stakeholder management at director level within the department and the department's suppliers.
- **Inchcape:** Programme Manager of a shared risk/reward programme to help a major car distributor re-invent itself through a proposition to replace the private car with a 'mobility package'. Working with the client and various stakeholder groups, the programme defined the market proposition, business and operating models but was forced to stop prior to implementation because the business case was negatively affected by a change in the Inland Revenue's rules regarding asset taxation.
- **Clerical Medical and General:** Led the estimation and planning of a £50 million tranche of IT and business change – part of a post M&A initiative to migrate Clerical Medical's products and books of business to HBOS' operating platform, redefine the relationship with brokers and other third parties and introduce new working practices in preparation for 'A' day.
- **Exel Logistics:** Introduced product management and software delivery disciplines to the development of an in-house software suite. Protocols for Vice President engagement with the product team were established and enforced. A long term product plan was established with input from key customers and Les oversaw the outsourcing of software development and support.
- **Exel Logistics:** Reporting at Group (worldwide) board level, delivered the SCI2 programme. Achievements were: re-engineered a third party logistics package to reproduce in-house functionality; the procurement and commissioning of new data centres and an integration hub; the migration of 24 global customers and several suppliers onto the new environment and establishing a global support model. Legacy systems were supported in parallel by an offshore team. Les was responsible for commercials and negotiated the pricing model which was rolled out on 5 continents. Having identified weaknesses in the business case, he took action which resulted in the establishment of a global sales office, jointly manned with the package supplier to accelerate new customer acquisition. Introducing the new product required changes to working practices in all affected countries. To achieve the expected benefits of changes to working practices and better quality information, the establishment of regional change networks and the sharing of lessons were key to a successful rollout.
- **CJIT:** Coach and right hand man to the Implementation Director at Criminal Justice IT in a £1 billion pound programme tasked with joining up IT and working practices across seven independent Criminal Justice Organisations and the legal professions. Getting agreement and buy in from the heads of the seven Criminal Justice Organisations as well as leading figures in the legal professions was vital. An implementation approach to roll out waves of technology and business change was negotiated. The first wave - exchange of case details with solicitors over the internet using secure email was completed. Les led a study assessing the feasibility of a Criminal Justice shared service centre.
- **Chase Manhattan Bank:** Engaged by Chase Manhattan to turn around a 300 man-year programme to establish back and middle office outsourcing. Through reduced reliance on external consultants and improved governance, processes and organisation, the programme was restored to good health.
- **Trinity Mirror:** Managed a programme to offset revenue decline in traditional newspapers through delivery and outsourcing of 14 portals – 1 per major city, and associated infrastructure. The solution was delivered in challenging timescales with a distributed joint team of 80 software developers.
- **Liverpool Victoria Insurance:** Deputy programme manager, delivering a six hundred seat call centre with integrated CRM, automated leads management and business intelligence for Liverpool Victoria. The new capability delivered increased sales, many operational improvements and the ability to target and personalise financial products to individuals.

Consultant and Interim Manager

Between Programmes at Capgemini, Les undertook a number of interim management roles:

- Represented the UK on the Consumer Goods and Manufacturing division's European SMT
- Line manager of the UK SAP group and also a group of 70 architects and software engineers

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- Facilitated an intense three day event in Sweden with delegates from Europe, Japan and the U.S. for Amersham Biosciences, unlocking a deadlocked strategic product selection
- Whilst running the SCI2 Programme for Exel, took over and built up the Group E-Commerce team with responsibility for an additional £3.5 million budget.
- Trouble-shooter for the director of Vodafone Retail, addressing the problems resulting from a policy of growth through acquisition which had resulted in over 40 overlapping/inconsistent initiatives. A number of high priority problems were resolved, ultimately resulting in a balanced portfolio of projects.
- Managed the CGEY relationship with the senior management team of Vodafone Multimedia as market emphasis changed from voice to data products. A number of joint projects resulted.
- Based in Switzerland, managed a feasibility and design study for General Motors' Europe-wide, multi-lingual intranet with 45,000 users, achieving buy-in from all client constituencies.

1995 – 1998 Integris (Consulting arm of Bull Information Systems)

Head of IS Strategy and Project Delivery

As Head of Technology Consulting, was a member of the UK senior management team and responsible for project delivery.

- **Post Office:** Working with the Post Office Strategy Group, managed a team of 14 suppliers to build a working simulation of the Post Office's future IS strategy. The prototype was presented to the client's top 500 managers using professional actors and was featured on television.
- **Prison Service:** Solution Authority for a joint venture with Deloitte, Sema and BT implementing a £1 billion PFI project to replace the Prison Service IS landscape and business processes.
- **Royal Mail:** Led the successful implementation of an Activity Based Costing system for Royal Mail
- **Norwich City Council:** Defined the Council's IS strategy and prepared the supporting PFI case
- As part of the UK senior management team, Les took accountability for under performing projects. A number of projects were reviewed and recovery actions taken to protect delivery and commercials.

1980 – 1995 Unisys Ltd

Marketing Support and Product Manager

Product Manager for mainframe and communications products: Working primarily in the Finance Sector, Les was promoted into this position via a number of systems engineering and management roles.

Earlier Career

Prior to joining Unisys, Les worked as a telecommunications engineer, designing telecommunications and satellite systems. He also worked in Saudi Arabia for three years, as part of a team commissioning and operating the Saudi air defence system.

Training and Professional Memberships

Les has formal training in Prince 2, MSP, commercial management and accounting, contracts, negotiation, marketing, communication (including media contact), product management, Lean techniques, Six Sigma and the Theory of Constraints – all backed with practical experience. He is a member of the Association for Project Management, the System Dynamics Society and the Institute of Directors.

Les is a keen student of systems thinking and the practical applications of complexity science, both of which can provide deep insight into organisational problems. He is also an experienced facilitator and an exponent of creative problem solving. Current CPD activities include postgraduate study in Engineering Business Management (Warwick University) and the IoD Chartered Director qualification.

Personal Details

Les is 59, and a British citizen. His main interests outside of work are photography, travel and languages. Any spare time is taken up with helping his wife develop 3 acres of garden.