

An experienced IT professional with a strong engineering background. Capable of excelling in both IT organisational leadership and programme/project management domains. His professional IT career began in 1984 and rapidly progressed to leading a large team developing complex real-time software for intelligent PBX telephone systems. A twenty five year track record contains success across a diverse range of critical IT development disciplines including programme management, development, testing, system deployment and live system support. His wider experience encompasses management of development centres, leading specialist resource pools, outsourcing IT services and ICT contract management. His experience spans telecommunications, health and finance sectors; his application experience covers billing, customer relationship management, call-centre and telecommunication networks.

Programme management responsibility has seen him deliver many large technology programmes; successfully taking these projects from initiation through to in-service support. Whilst working within BT he was one of a small group of programme directors trusted to handle the very complex projects upon which critical business outcomes depended. This culminated in his leadership of a programme to ensure BT Retail complied with the rigorous system separation requirements imposed by Ofcom in 2004; a £50 million portfolio of major changes that were independently benchmarked as being one of the most demanding ICT transformation challenges in the world. Other roles have seen him operating as a trouble shooter; a leader brought in to recover struggling programmes. He led a review of a £10 billion defence communications contract and led the recovery of a critical project to implement the UK's core 999 call handling system.

A disciplined methodical approach to programme management is complemented by a focus on maintaining the balance between immediate action and planning for the future. This ethos provides a firm foundation for the leadership of complex large scale programmes that have to deliver to demanding timescales. An ability to attack and manage delivery of both the short term tactical objectives and the long term strategic objectives of a programme ensure activities remain on an overall trajectory for success; the team does not lose sight of the big picture nor find time has passed and now there is not enough time to deliver. His ability to span the business and technical domains ensure that programmes remain aligned with potentially shifting business objectives.

Broad commercial experience as a supplier and purchaser of IT services provides a background that enables leadership, oversight and guidance of commercial activities. As a supplier he established a profitable portfolio of contracts in the Finance and Health sectors leading pre-sales support, bid management and contract delivery management. As a user of IT services has led the outsourcing of large software development contracts.

Strong people skills are founded on his personal characteristics and enhanced by his breadth of experience. These skills have enabled him to achieve effective structural and cultural change within large complex organisations. An understanding of the disruptive impact that change can have on people combined with an ability to recognise their perspectives and address their concerns enable him to motivate people to embrace change. Organisational changes he has led have included transforming single site software development hubs into skills based, geographically distributed operations and outsourcing low level software development to offshore suppliers. Delivery unit management experience includes running a customer relationship management centre of excellence and managing a 150 person software engineering delivery hub.

Able to inspire trust and confidence in his peers his decision making style is to listen, assimilate and to establish a shared understanding of the choices and their advantage and disadvantages prior to the decisions itself. Once the decision is made his leadership skills ensure action is decisive and effective. His understanding of the detrimental impact of uncertainty ensure decision processes are timely.

A strong personal motivation to succeed and a natural tendency to take responsibility for important objectives are key factors contributing to his effectiveness. These attributes are complemented by a deep seated quality ethos. An inherent ability to bridge business and technical domains ensure effective executive level dialogue informed by a comprehensive technical understanding of a problem. The result is a particularly effective operator at senior Programme Director levels.

Senior management strengths have not displaced hands on technical capability. His lengthy background in development provided a full portfolio of development skills and produced a comprehensive understanding of systems, of software and of the weaknesses they both display. These aptitudes are highly applicable in today's increasingly complex high intensity development environments. They allow effective technical oversight of activities, technical intervention where necessary and they form a firm foundation for the direction and leadership of activities to test, evaluate, deploy and commission complex technical solutions.