**CHRIS ROEBUCK**

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**PROFESSIONAL PROFILE**

A senior global entrepreneurial leader with proven success in enabling significant performance improvements and cultural change within complex, multi-tiered organisations through focus on engagement, talent, leadership and transformation. Operating internationally at Board level, has developed and implemented ground breaking programmes maximising performance throughout the organisation, creating a positive and collaborative environment with ethical, entrepreneurial and effective leaders. This has resulted in significant and demonstrable improvements in engagement, effectiveness of implementation and profitability, strengthening organisational culture to support successful transformation through both growth andrecession.

A renowned Author, Public Speaker, Academic and Global Conference Facilitator <https://www.youtube.com/watch?v=rG0VBYxiZzE&feature=youtu.be>

**KEY DATES**

2006-date Independent Director and Consultant (including NHS, Local government, Professional services)

Visiting Professor of Transformational Leadership, Cass Business School

2002-2006 UBS: Global Head of Talent & Leadership

2001-2002 HSBC Investment Bank – Head of Management and Leadership Development, London

2000-2001 KPMG – Development of Outsourcing Business (Interim role)

1998-2000 London Underground – Change & Partnership Director

1983-1998 Capital Consultancy – Director

1978-1983 Royal Engineers – Senior Lieutenant

**CAREER HIGHLIGHTS**

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| **Strategic Performance Improvement & Transformation** |

**UBS: Global Head of Talent and Leadership / Executive Director Strategic Development, Zurich**

Key Facts:

* UBS : 70,000 employees, 5 international Divisions, hubs in Europe, Asia and US;
* A series of global mergers and acquisitions each with differing strategic objectives and cultures that created a series of silos blocking optimised “whole organisation” profitability.

Key Task:

* In a newly established role to create the *“integrated business model”* to deliver **‘One UBS’** for both employees and clients. Introduced a culture of collaboration to breakdown silos, engagement to optimise effort and entrepreneurial mindset to create or identify new business opportunities via ‘I care’ leadership, some of which delivered over £20m profit.

Key Achievements:

* Award winning mentoring, talent and leadership development programmes for Board and top 500 in the Bank including the introduction of a Global Leadership Experience for these key executives, many of them meeting and working collaboratively for the first time;
* New talent identification system and first global high Potential programme resulting in promotion or significant responsibility within 12 months for 80% of programme participants;
* Operating profit up 235%, 14% more profit per employee than competitors, market capitalisation up 130%, all delivered with 3% reduction in headcount.
* Overall transformation and profitability improvement now a Harvard Case Study.

**PRIVATE EQUITY OWNED RESIDENTIAL CONSTRUCTION: Board advisory**

Key Task:

* Enhanced performance through introduction of innovative “I CARE” leadership culture following transfer to PE ownership. Developed capability of senior leaders and cascaded.

Key Achievements:

* Profits increased 40% 2016-2017 through improved stakeholder relationships and employee performance; improved quality assessments, right first time rates and customer service.
* 82% of employees would now recommend organisations as a “great place to work”, up 40% in 2 years.

**KPMG AUDIT: New Business Set Up**

Key Task:

* Develop new outsourcing business for KPMG Audit through building strategic alliances;

Key Achievement:

* Successful launch of new business through creation of Associate Academy and client service framework. Engaged major financial services institutions in buying the service provision.

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| **Strategic Performance & Leadership Development** |

**NHS: Leadership Development Advisor**

Key Facts:

* 1.4 million staff; 10 Strategic Health Authorities; 350 Foundation Trusts.

Key Task:

* Implementation of Best Practice for Talent and Leadership Development across the NHS.

Key Achievement:

* Working with Chief Executives of SHAs and the Director General of Workforce designed and delivered first NHS Talent, Leadership Identification and Development strategy. Designed rapid talent identification tool adopted across much of NHS. Commissioned to write report for Government on developing NHS Leadership. Contributed to set up of NHS Leadership Academy. Delivered leadership development for Executives and NEDs and acted as mentor.

**Magic Circle Law Firms**

* Designed and implemented partner mentoring and leadership development programmes, leading to significantly improved individual skills and performance and cross-practice collaboration.

**HSBC INVESTMENT BANK: Head of Management & Leadership Development, London**

Key Facts:

* 17,000 Investment Bank Staff, 240,000 Group Staff with 5 Business Lines;

Key Task:

* To build a professional Talent team focused on the delivery of targeted business needs,

Key Achievement:

* Developed innovative programmes particularly leadership, succession planning and the first global online performance management system all aligned to drive increased individual performance and so organisational profit. Engaged top leaders to gain buy in for these.

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| **Leading Structural and Cultural Change Programmes** |

**LONDON UNDERGROUND: Change & Partnership Director**

Key Facts:

* £10 billion PFI programme, 22,000 staff, £1.5bn/pa revenue;

Key Task:

* To deliver new partnership and customer focus culture within a heavily unionised, political environment during a period of deep cultural and organisational change;

Key achievement:

* Creating new vision and values with workforce, team briefing system for effective communication cascade, and an organisational partnership culture and mindset agreed by both public and private elements of PFI so post implementation they worked in harmony without disruption to 3.5m daily service users. Included all elements of organisational environment from vision & values to performance management and communication to provide complete alignment. Briefed tender bidders on “partnership” ethos.

**LONDON TRI-BOROUGH PROJECT: Lead on Culture and Engagement**

Key Facts:

* 3 major London boroughs operating with different cultural and business models were merging service delivery whilst maintaining political and brand identity;

Key Task:

* Develop organisational effectiveness strategy to support 3 new merged service delivery teams operating seamlessly across all 3 boroughs;

Key Achievement:

* New aligned service delivery support team, organisation wide lunchtime leadership workshops used by over 300 people and contributed to £36m cost savings.

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| **Early Career** |

**CAPITAL CONSULTANCY: Director**

Helping SMEs develop critical business skills particularly around leadership as they grow and develop through entrepreneurial and SME phases to ensure effective delivery of business and market offering during expansion.

**ROYAL ENGINEERS: Senior Lieutenant**

Senior Lieutenant, leading 80 front line armoured troops. Acting as mobility advisor and support delivery to senior officers leading of formations of up to 5000 men. Developed new rapid deployment mobility equipment for British Army.

**EDUCATION AND PROFESSIONAL DEVELOPMENT**

MBA: Cass Business School

BSc Economics: University College London

Fellow of CIPD, Companion CMI

Author: *Strategic Leadership Development; Lead to Succeed* and E*ffective Leadership*