

# David Packham

MBA, MSc, BSc, Psychol. Occup (A/B), DipM, PGC (Coaching)

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**Nationality:** British  
**Mobility:** Globally mobile and flexible; clean UK driving licence

## Profile

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David is a transformational change programme manager and organisation development specialist - successfully shaping and delivering a range of complex and large-scale business and IT projects. As a qualified occupational psychologist and certified business coach, David understands how organisation design, capability development and culture impacts business performance. David has transformed businesses across the financial, fast moving consumer goods, retail, energy and government sectors whilst working for “Big 4” consultancies (Accenture, Ernst & Young, Capgemini), The British Council, Shell and IBM. David was also Head of Organisation Development for a professional services organisation. David is financially astute, IT-savvy, and a natural relationship developer with an influential yet challenging style.

## Expertise

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- **Designing and implementing new operating models** delivering the business strategy and customer value proposition. Shaped transformation roadmaps to develop business and people capabilities including account planning, demand management, product /service portfolio development, delivery and customer care. These capabilities integrate into the operating model business infrastructure comprising role and job design, organisation structure, culture, business ecosystem / relationships, performance management, location strategy, HR systems and governance.
- **Business change management experience includes:**
  - Shaping the future business / people change vision: strategic operating models and culture definition.
  - Diagnosing people change challenges: change impact, employee engagement and business readiness.
  - Developing change capability: leadership coaching, change agent networks and skills development.
  - Embedding change: business change management and benefits / performance metrics.
- **Transformation programme management** across large (£10m+) and complex business change programmes. Deployed Managing Successful Programmes (MSP) and PRINCE/2, in combination with consulting and client proprietary methods from inception, through business requirements gathering, solution build, user acceptance testing, deployment and continuous improvement. Responsible for £5m transformation portfolio, with stringent business case requirements. Led Business Unit with £4m revenue, together with accountability for multi-million pound framework agreement bids and third-party contracts.

## Representative Roles, Engagements and Experience

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- **Transformation programme turnaround.** Reshaped a transformation programme failing to make demonstrable progress creating an organisation vision, engaging staff or building capability. A ‘high performing, value-add’ security consultancy was created with the leadership team through definition of future market positioning, value-add services and operating model. The new (100-person) capability-based organisation required a revised role and competency model, a clear reward strategy and mechanisms, enhanced performance management and a practical capability development programme.
- **Organisation ‘right sizing’ (transformation).** As programme manager, led the organisation redesign for a 2,100 person organisation aimed at ‘right-sizing the organisation for affordability’. The 29 physical country locations (and their associated costs) were reduced through standardising roles and consolidating business functions into regional service centres. The organisation review also considered replacing country-based operational staff with mobile contracts-based teams and localising expensive ex-patriot roles.
- **Business change and organisation development qualifications.** Record of academic excellence and best practice research comprises: MSc (Distinction) Organisation Behaviour, British Psychological Society Level A Testing (Ability), British Psychological Society Level B Testing (Personality), Post-Graduate Certificate in Personal & Business Coaching, BSc (First Class) Business Studies & Computing, MBA (Strategic Change) Cranfield School of Management.

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## Representative Roles, Engagements and Experience

/continued

- **Operating model redesign.** Led a £12m technology-enabled investment programme to transform how a global services organisation operated in Europe. Shaped the programme plan, covering (i) operating model restructuring (ii) a new regional customer-led, product development and marketing operating model (iii) more effective and standardised customer-facing business processes (iv) reconfiguration of Finance, HR and IT services to support the new organisation.
- **Process improvement and efficiency.** For a 3,000-person professional services organisation, through (i) separation of systems development and live services (ii) clearer accountabilities for matrix management of skills pools and delivery programmes, and (iii) simplified programme governance. Customer feedback and delivery performance (and resulting bonuses) improved significantly.
- **Operating model review.** Led the 'organisation' workstream for a leading consumer brands company aimed at a step-change in operational quality, efficiency and flexibility. Changes to the matrixed operating model included customer channel strategy, product portfolio management, supply network and supporting information systems.
- **Culture realignment, job redesign and people engagement.** Following a successful bid to take over a £6bn, 10 year outsource contract, led work to replace the previous culture with a more collaborative, yet commercial culture. A 5-year vision was created and new culture values interpreted in this context. Competency Centre leader jobs were redefined utilising Hackman & Oldham's Job-Enrichment Model – making them more meaningful, with clear responsibility for work outcomes. Designed and implemented a 100-person, extended-leadership team engagement programme that articulated required 'transformational leadership' behaviours and provided coaching.
- **Organisation design full lifecycle projects** have involved (i) Current state assessment: ways of working and culture, business requirements and performance gap assessment, together with organisation design principles (ii) Macro-organisation definition: location strategy and influencing factors, key functions and job groups, function-location options, interfaces at global, regional and local level (iii) Micro-organisation design: role specification, job design, business processes, HR systems alignment, organisation structure and (iv) Implementation: transition planning, business impact assessment, and change readiness assessment covering user acceptance testing, training and implementation support.
- **Transformation portfolio leadership.** Successfully shaped the organisation vision and strategy for 2,500-person IT services business unit. Engaged the organisation identifying service, quality and cost improvement initiatives. The initial 40 value propositions were aligned with business imperatives forming a manageable transformation portfolio of 15 projects with varying change impact, Board risk appetite, timescales and investment returns. A Change Board reprioritised the portfolio as change capacity became a major constraint, with 'transformational' and 'business-as-usual' initiatives being managed differently.
- **Developed a leadership talent programme** to improve business change leadership and people management for 600 line-managers, including competency assessment, learning and development resources and supporting systems. Led interactive learning sessions on motivation, employee engagement, performance coaching, empowerment and change leadership - receiving the highest feedback for any course delivered.
- **Change capability development.** Established a 60-strong change agent network to support transformation in a 4,500-person services organisation. Key to change agent success was training in business change principles, a business change toolkit and ongoing coaching. Facilitated workshops and led interventions to create high performance leader and staff teams focusing on: shared performance challenge, commitment, valuing each other, business change competencies, behaviours and feedback.
- **Organisation development toolkit.** Created a best practice repository capturing 20+ years OD and business change experience, including 140+: change programme frameworks, consulting methods, and diagnostics for assessing programme health, employee engagement, business impact assessment, change readiness and culture.

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## Career History

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**Oct 2013 - Present**      **Transformation Manager / Director**      **Interim, Independent Consultant**  
Services provided include organisation strategy definition, transformation programme design, organisation development, operating model definition, leadership development coaching, organisation design, culture change programmes and transformation management. Business school and coaching circle lecturer in 'psychology of business change'.

**Apr-Sep 2014**      **Interim Change Programme Director**      **The British Council**  
Led the Business Transformation Europe Programme - a £12m investment programme to transform British Council operations in Europe. Business objectives were to reduce operating costs £3m per annum, improve the customer experience, whilst significantly increasing market impact, revenue and margin.

**2005-Sep 2013**      **Organisation Development Head**      **Capgemini**  
Led the transformation of a professional services organisation to meet productivity imperative. Reporting directly to the Board of a £6bn outsource organisation, developed and drove the executive people agenda and strategy implementation which included culture re-alignment and employee engagement interventions.

**1999-04**      **Principal**      **Capgemini Consulting**  
Led a number of blue chip organisations through strategy development, operating model design, large scale business change and culture programmes. Integrated the talent management and people performance frameworks, competency and appraisal systems from multiple legacy organisations.

**1996-99**      **Managing Consultant**      **Ernst & Young**  
Reputation for leadership of complex business and IT transformation programmes. Developed senior client relationships, winning new business and extending existing accounts.

**1990-95**      **Senior Consultant**      **Accenture**  
Information systems strategy and architecture engagements including Oracle and SAP package-enabled re-engineering implementations, winning through on a number of potentially problematic projects.

**1984**      **Programme Manager**      **Shell (Internship)**  
Embedded project and programme disciplines within a research and development environment.

**1981-83**      **Financial Analyst**      **IBM**  
Held accounts payable and intercompany accounting roles within the financial controller's area.

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## Clients

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- Air Express International
- Amersham Health
- Asda
- AXA
- Barclays
- British Council
- Cadbury Schweppes
- Centrica
- CG-Norwich Union
- Co-Op (Retail)
- Department for Work & Pensions
- Eastern Power & Energy Trading
- Glaxo SmithKline
- Halifax Bank of Scotland
- HM Revenue & Customs
- The Home Office
- IBM
- Johnson & Johnson
- JP Morgan Chase
- Kelloggs
- Kingfisher Group
- Littlewoods
- Moscow City Council
- Pilkington Group
- Royal & Sun Alliance
- Shell

## Education & Qualifications

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| 2012-2013 | Post Graduate Diploma, Personal & Business Coaching, Chester University.        |
| 2008-11   | MSc. Organisational Behaviour (Distinction), Aston Business School.             |
| 2010      | Occupational Testing – Psychometric Level A & B, British Psychological Society. |
| 1996      | Diploma in Marketing, Chartered Institute of Marketing.                         |
| 1995-96   | MBA (Strategic Change), Cranfield School of Management.                         |
| 1985-89   | BSc. (First Class Honours) Applied Computer Systems, Brunel University.         |
| 1981-83   | 1 S Level (Merit), 3 A Levels (all grade A), Prices College.                    |
| 1976-81   | 8 O Levels (6 grade A, 2 grade B), Cams Hill School.                            |

## Professional Affiliations

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Strategic Planning Society. Aston Business School Work and Organisational Psychology Group. British Psychology Society. 'Barefoot' Coaching Circle.

## Interests

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English Heritage, motorcycling, tennis, coaching circle, modern jive dancing, mountain biking, all things Spanish.

## References and Availability

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References available upon request. Immediate availability for challenging full-time, interim or contract roles.

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