**Ruth Gawthorpe. MIoD**

**Interim OD Expert**

**Driving Transformation Through People**

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***Ruth is a very commercial and business change focused Change Director.  I found her to be very supportive and steadfast with strong stakeholder management skills.  As a result, we successfully delivered stretching business objectives. I would have no hesitation in recommending Ruth as a Transformation Consultant to executives in scale businesses.***

***Trevor Davis. CEO Admin Re.***

**My Profile**

* **Strategic and Commercial.** Developing business models and systematic change plans that enhance corporate performance, individual contribution and increase alignment of people and technology systems so that they deliver organisation-wide effectiveness across a variety of sectors.
* **Organisational Transformation.** Supports Executive Teams to identify the most important priorities to address to achieve required goals, develop the change plan and navigate the business through difficulties/opportunities to sustainable performance
* **Examples of Transformation Programmes Delivery**
  + Designed BGL’s strategy to develop behaviours, knowledge, collaboration and effectiveness of people to enable successful digital change and performance.
  + Developed interrelated programmes to both cost cut and improve on formal and informal business elements including structures, processes, location, offshoring, people strategy and operational standards to achieve a profitable and behaviourally healthy performance culture at HCL.

Delivered new T&C to replace 8 TUPE contracts reducing cost by 1.8m p.a.

* + Transformed Capgemini’s European Outsourced Service to meet challenging SLA’s by improving strategic planning, team design and performance and individual development of employees
  + Delivered Equiniti’s offshore operating model on time/in budget
  + Merger of 2 organisations into new operating model at Sitel with cost saving
* **Global Expertise.** Ensures consistent global direction of strategic, technical and operational interventions that drive high performance in the UK, Europe and Asia.
* **Outsourcing and Offshoring**. Provides expert support for outsourcing and offshoring, mergers, acquisitions and TUPE.
* **Style.** Adaptable, people orientated, hands on, committed, friendly and loyal. An OD expert who leads driven teams to deliver great results for your organisation!
* **Graduate of the Chartered Institute of Personnel and Development** in 1994.

**My Work History**

**The Change Directors Interim Change Management Consultant**

The Change Directors is a limited company for interim contracts.

**BGL Insurance Group OD and Transformation Programme Director**

June 2015 to April 2016

Key achievements: Led OD and culture change strategy to support a stretching **omni-channel** customer

programme, expanding the knowledge and effectiveness of the workforce so that they achieved business goals .

* Analyzed objectives, structure, policy, human resources, compensation, values, attitudes, social relationships and developed an operating model and structure, accompanying people strategy, skills assessment and gap analysis, restructure and talent acquisition plan and a digital skills programme
* Aligned the employee experience and customer journey
* Implementation of complex culture change and agile working roll out to support digital agenda.

**Cap Gemini** –  **Transformation Director**

December 2014 to June 2015

Key Achievement: Led an OD transformation programme to meet challenging SLA’s at Cap Gemini’s Outsourced Shared Service operation in Krakow, securing client retention

* Led a 120 strong team through a cycle of cultural, operational and process development**.**
* Implemented a business resilience model which resulted in service improvements that met SLA’s,
* Used design thinking/agile working to successfully redesign 28 key processes within 6 months, concentrating on one process per week which turned operational performance around
* Rolled out a management development and staff engagement programmes that reduced attrition from 70% rolling annual to 30%.
* The client was delighted with the project outcomes, particularly the improvements to the customer experience and SLA achievements.

**Equiniti Group** **Transformation Programme Lead**

July 2013 to September 2014

Key Achievements:

Successfully offshored an IT and fully regulated BPO Hub to Chennai on time and in budget

* Designed workforce models and structures and set up systems to recruit 300 specialist IT/BPO staff
* Recruited and developed an HR Team and linked HR Systems and policies with the UK.
* Equiniti met their budgeted financial savings and continued to delight their “regulated” clients
* Acquisition, TUPE, cultural and shared service integration of a share administration business

**TEN** **Retained People Director**

Various periods between March 2013 to date

Key Achievements: Developed an Operating Model to devolve decision making from HR to line managers.

* Increased leadership capabilities by ensuring the structures, human resources systems, job designs, communication systems, and leadership/managerial processes fully harness human motivation and help managers and teams reach to their full potential.

**HCL Technologies Change Programme Director**

September 09 to Nov 2012

Key Achievement: One of an Executive Team who transformed a regulated business, delivering profitability.

* Successfully led a major transformation programme to achievea behaviourally healthy performance culture
* Married a new target operating model with senior leadership, structure, policy, HR and reward reform
* Masterminded a project to dismiss and re-engage entire workforce (700 staff) taking 8 different TUPE contracts down to one contract reducing costs by 1.8m p.a.
* Redesigned Performance Management into a ‘real time’ high performance system.
* Introduced an accelerated learning infrastructure and digital learning channels focused

**IFM Interim Change Director**

**February 09 to July 09**

Key Achievement: Developed and embedded HR business partner model across the organisation to support a new Shared Services and deliver improved productivity**.**

**XL Leisure Group Interim Group HR Director**

**August 07 to Nov 08**

Key Achievement: Designed the XL people strategy and recruited a skilled HR team to drive the strategy and put in place a new HR Infrastructure

* Implemented Ceridian HR and Payroll Solution and new HR Model.
* Restructure of airline and redundancy programme of 300 people.
* Identified and addressed overspend of 250K per month against budget.
* Harmonisation of terms and conditions across 7 brands saving £700k per annum

**ETC Venues** – **Interim HR Transformation Director**

Various periods between June 07 to date

Key Achievement: Set up the HR Model, strategy, policy and procedures**.**

* Recruited and developed HR team
* Developed Recruitment process**.**
* Continue to advise ETC on a retained basis

**SITEL HR and Change Director**

**Jan 06 to June 07 UK, India and Philippines operations**

Key Achievement: One of 6 Directors who engineered a cycle of change to achieve a turnaround in profits, quality, efficiency and behavioural performance

* Upon merger, led large scale restructure, workforce reduction, redundancy programme to achieve cost cutting and an integrated operating model
* Implemented various human resource changes which achieved reduced recruitment cost costs by 80k, reduced labour turnover by 20%, Sickness by 20% and increasing sales by 12%

**Domestic and General PLC – Inkfish Head of HR Call Centres**

**1999 - 2006**

Key Achievement: Ensured that we had the right people with the right skills so that we delivered stretched business growth targets.

* Led an HR and Development team of 45 staff implementing candidate attraction plans, a First Choice Employer Brand and Team Leader Success Stories Programme.
* Developed a structured high volume recruitment system (as many as 270 per month), various Work Life Balance initiatives and reduced resourcing cost by 15% by introducing Workforce Planning
* Implemented Snowdrop HRIS, new HR operating model, services and tools

**1996 - 1999 Bass PLC. Regional HR Manager**

**1994 -1996 Coats Viyella. Site HR manager**

**1990 -1993 Granada Theme Parks. HR Manager**

**Reference contacts are available on request**