

## Aubyn's Case History *Vignettes*

### Organisational and change management consulting

#### Most recent work as an independent consultant and associate

- **2006-2008 – Change implementation programme for international pharmaceutical merger.** Part of a team that has been supporting the integration of two pharmaceutical companies across international borders and guiding the change implementation of a radically new operating model. Carried out initial change diagnosis interviews with senior management and has since been supporting members of the extended management team and their teams through the challenges of human change process. Designing an facilitating off-site team workshops for four departments on an on-going basis.
- **2007-2008 – Organisational Development and Change Management on Phare TA to SME sector in Romania.** Carried out an Organisational Assessment as a starting point for addressing key organisational issues within the ministry for SMEs. Key programme elements include design of an organisational development programme, selection and training of a change champions team and guiding the new senior management team to lead the change.
- **2005-2006 – research into the impact of networked learning in education.** Engaged with the Networked Learning Communities (NLCs) programme over a one year period and provided different perspectives on the impact of networked learning. Published “The networked Learning change agenda for Local Authorities” (2006). Prior to this worked with the leadership team of the Networked Learning Group to identify emerging challenges within the education system and options for how they adapt to meet them.
- **2005-2006 – Commercial and organisational due diligence.** On behalf of a private equity company preparing to invest in the administrative services sector. Investigated marketing, customers, channels and customer service, as well as contact centre operations and organisational and cultural issues.
- **2005 – research, facilitation and advice to identify future strategy.** Working with the leadership team of a specialist unit within the DfES to identify emerging challenges within the education system and options for how they adapt to meet them. On-going advice on how new commercial approaches to leadership, learning and change could be of value within an educational context.
- **2003-2004 – approach and skills development for business advisers.** Reviewing the developmental needs of business advisors working within a ‘Business Link’ and providing a range of skills development programmes to help them become more client-centred and consultative.
- **2003-2004 – Change programme diagnosis, design and implementation for UK bank.** Working closely with the change programme director to design and implement a critical organisation wide engagement programme to bring about behavioural change in support of new strategy and brand repositioning. Facilitating workshops with the retail bank’s senior management team.
- **2003 – Design of research phase for management development programme.** Working with the Management Development Manager to design the research and development phase of a major Management development Programme using Appreciative Inquiry. Training and supporting the research facilitators team.
- **2002-2003 – management and consultant development for an OD/Training consultancy.** Designing and running a course in consulting and facilitation skills, perspectives and principles for a team of 15 consultants and facilitating the management team to work with the whole company to develop their consulting approach.
- **2001-2002 – Learning and development philosophy and competency development.** Worked with the Head of Training and Development and their management team to develop their learning philosophy and approach to supporting the bank through change. Designing and delivering a ‘Learning and Development Theories’ course for the Training & Development department of a bank (over 200 people).
- **2001-2002 – Cultural change in a charity organisation.** Evolving the culture and developing organisational infrastructure, leadership and management skills for a charity tourist centre. Coaching and supporting the founder in developing management and succession strategies.
- **2001-2002 - Change management to enable rapid business growth.** Worked with a small insurance company on creating the cultural conditions for growth and helping bring about structural changes. Helped the organisation through the transition following change of parent company.

- **2001 – Change management in an Arab Bank.** Worked with a multi-party team to develop the strategic plan for a new direct banking service, and led the change management and cultural change strand of the project, setting up an internal team of change agents to continue the project through implementation.
- **1999-2001 – Worldwide Organisational Transformation Programme.** Diagnosis, design and implementation of a customer focused transformation programme that encompasses the world-wide operations of an international insurance group. The scope of the programme included; organisational restructuring, culture and people development, sales channel improvement, systems and business process development, service quality improvement and the implementation of CRM strategies. This has involved the design and delivery of a CRM Implementation Manual. Subsequent change management workshops have addressed departmental definition and inter-relationship, management development, team building and CRM strategy tailoring.