

Aubyn Howard – Strategic and Organisational Consultant

- *MSc in Change Agent Skills and Strategies (Surrey University)*
- *BSc Economics and PGCE (Primary)*
- *20 years Management Consulting experience*
- *Spiral Dynamics Certified Practitioner*
- *Neuro-Linguistic Programming Certified Practitioner (NPLU)*
- *Course tutor for the Surrey University MSc in Management Consultancy*
- *Four years training and supervision with the Institute of Psychosynthesis*



Services summary

Aubyn Howard helps organisations bring about transformational change and create sustainable long-term health. His integral approach combines intuitive insight with systemic analysis to bring about holistic solutions. He is an experienced facilitator, educator and coach of senior management teams. He also runs open and tailored courses for organisational leaders and practitioners on the subjects of leadership, learning, development, change and organisational consulting.

Consulting services and areas of expertise

- Vision and strategy
- Organisational change and development
- Customer relationship management

Key issues addressed

- Creating a customer oriented organisation
- Evolving organisational culture to meet new challenges
- Implementing organisation wide change
- Developing organisational learning capability

Roles

- Organisational change consultant
- Strategic consultant
- Workshop facilitator
- Course educator
- Development coach

Styles of working

Client-centred, collaborative, facilitative, integrative, holistic, catalytic, challenging, educational, transformative

Approaches include

- Appreciative Inquiry
- Dialogue
- Gestalt consulting
- The Healthy Organisation
- Leadership Development Framework
- Neuro-Linguistic Programming
- Psychosynthesis
- Spiral Dynamics

Professional development services

- Education and development of internal and external consultants, developers and change agents
- Tailored programmes, courses and workshops
- Individual coaching and personalised support
- Open courses on leadership and change, learning and development and organisational consulting
- Shadow consulting and supervision

Consulting career summary

- Clients include: **AA, Abbey National, BAI, Birmingham & Solihull Business Link, BUPA, Cellnet, DfES, Digital, Hays, IBM, ICL, Lloyds TSB, Oracle, Mercedes, Roche, TNT** and other clients in financial services, ICT, media, entertainment and leisure, travel, distribution and transport, pharmaceuticals, healthcare, utilities, and business services. Much of his consulting work has been international, in Europe and beyond including Mauritius, Kenya, Bahamas, Malta and Saudi Arabia.
- A degree in Economics (BSc) and a short career in teaching (PGCE) was followed by 17 years with The **Merchants** Group.
- In the early 1990's he co-founded Merchants Business Growth Consulting and developed the '**Customer Value Management**' approach that sustained the growth of The Merchants Group for the best part of a decade. He designed and edited '**The Merchants International Call Centre Benchmarking Report**' in 1997 and 1998.
- During the 1990's he was an expert on **customer service strategy**, running courses and seminars on a range of subjects including customer relationship management, customer retention and call centre strategy. He was a frequent speaker at international conferences (venues include London, Johannesburg, Sao Paulo, Dubai, Trondheim, Athens and Dublin).
- In March 1999 he achieved an **MSc in Change Agent Skills and Strategies** with the Human Potential Research Group at Surrey University. He designed and ran Merchants' in-house consultants training courses and was a course tutor for the Surrey University **MSc in Management Consultancy**.
- He left Merchants in March 1999 to work as an **independent consultant**. Since then his work has included a strategic review for the Pan-European call centre operation of a car manufacturer and developing the vision and strategy for a UK bank's direct division. During 1999 and 2000 he guided a customer focused change programme that encompasses the world-wide operations of an international insurance group. He then facilitated cultural change for a bank in the Gulf and worked with a small insurance company on creating the cultural conditions for growth. During 2002 he was involved in developing organisational culture, infrastructure, leadership and management skills for a charity tourist centre and running a 'Learning and Development Theories' course for the Training & Development department of a bank. In 2003 he developed and ran consulting skills courses for the business advisers of a Business Link. In 2004 he designed and helped implement a major behavioural and attitudinal change programme as part of a brand repositioning programme within a bank and provided change leadership coaching to executives.
- Since 2005 he has been facilitating the leadership team within part of the DfES to explore their future direction and helping them assess the impact of their programme. He has also carried out commercial and organisational due diligence for a private equity company. Alongside his work with larger organisations he has continued to help a number of small consulting firms with both strategy and people development.

AUBYN HOWARD

Curriculum Vitae

August, 2006

Personal details

Born: 6th February 1958, San Salvador, El Salvador
Nationality: British
Status: Married
UK Address: 9 The Chantry, Headcorn, Kent TN27 9TD
UK Phone: 01622 891122
E-mail: aubyn@powernet.co.uk
France address: Château Chavagnac, 07610 Lempis, Ardèche, France
France phone: +33 (0)4 75 08 33 08

Academic qualifications

An honours degree in Economics at Bristol University (BSc) in 1979 was followed by a Post Graduate Certificate in Education (Primary) at Bristol Polytechnic in 1980.

In March 1999 he achieved a Masters of Science in Change Agent Skills and Strategies with The Human Potential Research Group at Surrey University.

Currently studying for an MA in Applied Psychosynthesis, with the Institute of Psychosynthesis.

Career history

1980-81 **ILEA Secondary School Teacher, Abbey Wood School (Mathematics)**

Sept 1981 **Joined Programmes Limited**

Positions and roles within The Programmes Group:

1981-1983 Telemarketing Agent, Telemarketing Team Manager, Client Services Manager, Marketing Manager, Account Director
1984 General Manager, Market Profile (market research division of Programmes Ltd)
1985-1992 Senior Marketing Consultant
1989-1990 Marketing Director, Strategic Resource and Information Limited
1990 Group Marketing Director

Sept 1992 **Founding member of Merchants Business Growth Consulting Limited**

Positions and roles within Merchants:

1992-1996 Managing Consultant
1993-1994 Strategy Director
1993-1996 Manager of Strategic Planning Consultants Team
1996-1997 Services Development Manager
1997-1998 Head of Customer Management Consulting
1998-1999 Change Manager
1997-1999 Management Consultancy Course Designer and Trainer
1996-1999 Designer and Editor of The International Call centre Benchmarking Report

1997-1999 Study Guide Author and Tutor for Module Two of The Management Consultancy Business School's MSc in Management Consultancy (in partnership with Surrey University)

April 1999 - Independent Consultant, working both directly with clients and as an associate with different consulting firms

Aubyn has 20 years experience as a management consultant, initially as a *marketing and business strategist*, then as an expert in *contact centres, CRM and customer services* and more recently as an *organisational change consultant*. Since gaining an MSc in Change Agent Skills & Strategies with the University of Surrey he has continued to explore a diverse range of disciplines and apply them to organisational practice. He is a certified practitioner in NLP and Spiral Dynamics and has spent four years studying with the Institute of Psychosynthesis.

Aubyn Howard helps organisations bring about customer oriented change by working with senior teams to address strategic and organisational issues. He draws upon his skills and experience as strategic consultant, change agent, facilitator and coach according to the particular needs and situations of his clients. He has applied his core expertise in leadership, change and learning to a variety of organisations in the commercial, education, government and voluntary sectors.

Case histories: most recent work as an independent consultant and associate

- **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.”
- **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 operational 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.
- **2004-2005 – Market facing strategy for IT hardware and services vendor .** Working closely with a client team to develop a business growth strategy encompassing markets, customers, channels, customer management and market facing operations.
- **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.
- **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 re-structuring, 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.
- **1999-2000 – Strategy review and change facilitation.** Leading a strategic review for the Pan-European call centre operation of a major car manufacturer, by guiding internal specialists and the call centre management team. Key issues included competitiveness, service design, internal customer relationships, structure, access and resource strategy, service quality, customer learning systems, internal communication, culture, change and organisational development. The strategy initiation process involved facilitating team building workshops at senior and middle management levels. The review was part of a broader programme that resulted in productivity increases of more than 40%.
- **1999 – Contact centre vision and strategy development.** Developing the vision and strategy for a UK bank's direct mortgage division, working with the management team as well as all levels within the call centre operations. Creating a virtual call centre from four disparate operations and identifying strategies for increasing productivity by more than 50%.

Some example case histories with Merchants (1990-1999)

- Business growth strategy development and implementation for enterprise software supplier; organisational re-structuring, new channels and new marketing technology, techniques and operations
- Customer services improvement planning for mobile communications supplier: reduced costs by 20% and improved quality through changes within systems, processes, people and structure
- Design of blue print for a new direct operations and call centre strategy for Europe covering marketing, sales and customer services activities, for a major IT vendor : common infra-structure and best practice implemented across previously disparate country operations
- Design of new direct selling call centre operation for mobile communications supplier: became largest single new customer channel, with customer acquisition team outperforming conversion targets by 100%
- Designed major VAR marketing support programme for hardware vendor, involving on-line database access, marketing training and business consultancy support: delivered business generation capability to a whole network of VARs
- Marketing training and cultural change programme for major IT vendor: transformed the group's understanding and application of marketing
- Customer relationship management strategy and design of new customer facing teams for major UK bank: increased the productivity of sales people and reduced cost of appointment generation
- Marketing department review and re-design for treasury department of major UK bank: created a market focused structure that is growing the banks income
- Business modelling, business case analysis, customer management strategy development, change strategy and facilitation for mail services supplier: set up a new customer management call centre operation supported by new database and tele-business systems, has led to doubling of revenues and profits through direct communication with customers
- Facilitated the vision for a World-wide Customer Database and Customer Management Strategy for an International Express Delivery Company. Subsequently developed the top level business requirements document for new systems, working with over thirty managers in eight countries