

JEAN GAMESTER

Doctorate in Organisational Change (in progress)
MA Economics, MSc Human Resource Management,
Dip HE (Open), MSP, Prince2, ITIL, Coaching ILM L5
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PROFESSIONAL EXPERIENCE

Change Consulting, Programme & Interim Management, for clients including BT, Imparta, AVDC, The Storytellers, Open Limits via Semaphore Consulting, 2012 to Present

- ***Change Consulting for BT (Jan 2019-Present),***

development of future state agile business models for IT within the broader BT ecosystem, in collaboration with people across BT in the UK and India and their partners.

- Researching current state of agile delivery within the IT software development space, as well as with partners and customers. Focusing on defining maturity levels across key levers, key performance indicators, modelling demand, supply and outcomes as well as defining roles, capabilities and organisational design implications for the future.
- Engaging with people across the ecosystem, using design thinking techniques like empathy mapping and problem statement creation to envisage what future state could look like, and the steps we can take to get there.

- ***Interim Head of Change Management Centre of Excellence for IT in BT (Jul 2018-Dec 2018),***

setup of the function, delivering and developing an ADKAR and human centred design based change strategy and approach to drive engagement, skills development and change adoption across an extensive transformation portfolio for 11,000 people in IT, their customers and partners. The Da Vinci transformation involves organisational development and restructuring, culture change, service design, agile and devops implementation, evolving partnership arrangements, data insights and digital, automation, operational improvement and enterprise architecture evolution. Activities included;

- Growing, coaching and leading a team of change and communications specialists, building our engagement and delivery approach grounded in ADKAR change as well as human centred design, as well as strong external practice, so we can serve programmes and the broader portfolio.
- Facilitating workshops to support the IT leadership team in developing strategy, with the 100 strong transformation community in using storytelling as a tool to enable change and with a joint leadership/partner community on how BT can become a better partner to work with.
- Guiding and coaching transformation programme leads on how to develop their vision and change approach, and how my team can support them in driving communications, engagement, culture and change adoption. Supporting with troubleshooting assessment and resolution planning.
- Conducted research interviews with senior stakeholders to explore the vision and principles underpinning the transformation portfolio, as an input into broader visioning and branding work.
- Coaching the human centred service design bootcamp facilitators and squad coaches in facilitation and coaching skills, so they can get the best out their participants.
- Developing an evolving operating model framework that would support the transformation of a range of transforming functional areas as they go together through a number of change programmes.

- ***Interim Data Transformation Lead for BT (Jan 2018-Jul 2018),***

developing a customer service centred operating model for a 500 person data analytics and data science function working across the UK and Bangalore, India going through disruptive change, as well as leading a team of architects and data scientists delivering solutions across the full BT technology portfolio. Activities included;

- Creating an operating model framework that was accessible and understandable, and acted as a case study the centre of excellence operating model work across IT that followed it. Briefing and coaching the leadership team in what operating models are, how to develop them and how they can

be used to provide clarity to a team in transition and a starting point for onward transformation. Owned the process of operating model and service design across the function.

- Leading workshops on operating model design, including process design and providing clarity on roles and responsibilities, guiding workstream leads on researching, workshop facilitation and decision making.
 - Ran a campaign of engagement and involvement by carrying out briefings and running all day sessions with large groups of people in the UK and India.
 - Led a team of data architects and scientists, coaching them to improve personal and team performance and how they engaged with and influenced their wider stakeholder community.
 - Ran two 8 week workshop series on public speaking and storytelling skills for the Cardiff community, with participants building their skills and confidence over the 8 weeks
- ***Interim Head of Client Service for Imparta (Mar 2017-Nov 2018),*** leading the client service function for this firm delivering a global portfolio of sales and service training. Troubleshooting and driving transformation to improve stability, retention, productivity and client service.
- Worked with Chief Executive and leadership team to identify and plan out a programme of transformation activity across the organisation to improve performance, return on investment and ability to scale to meet growing demand.
 - Transformation of demand management approach, improving how client demand was anticipated, planned for, met and tracked.
 - Dealt with serious morale, wellbeing and retention issues through improving support, resourcing and tools to manage workflow, performance, risk and empowerment.
 - Sponsorship, scoping and procuring expertise to drive the move from Microsoft Dynamics to Salesforce.com and Cloud Coach for sales, marketing, portfolio and project management.
- ***Change consulting, strategy, product development & leadership development with Open Limits (Aug 2014-Mar 2017). Assignments included;***
- For BT, designed and ran an intervention for a programme team in crisis for this high stakes, high profile, high risk programme that involved different functions needing to come together. The approach involved interviewing key stakeholders and participants and designing empathic team building and business simulation workshops, based on a DevOps scenario, to bridge stronger relationships and a sense of common purpose.
 - For the British Computer Society, carried out an investigation into how their SFIA+ skills framework could be enhanced to move beyond technical skills to incorporate leadership, collaboration and emotional intelligence related skills and behaviours. Involved interviewing experts, running workshops, creating a sample framework of competencies aligned with the existing technical framework to enable BCS to move forward with the programme.
 - For the CIPD, designed and ran a series of workshops and one to one coaching for managers in the IT function to improve leadership, teamwork and performance, including a business simulation based on the Apollo 13 story.
 - For HR Wallingford designed, piloted and productised a complex experiential leadership development business simulation using their Fast Flow Facility, one of the world's largest marine test facilities, and their Ship Simulation Centre which allows ship navigation with real time simulators. Also ran workshops around change management and project management for their programme leaders.
 - For the Henley Business School and the IT Service Management Forum, designed and ran workshops on change leadership and project management, using our 7 stage change framework, from initiation and engagement through to delivering and sustaining the change.
 - For Vodafone, ran workshops to facilitate visioning, service design and change engagement for their CloudStore, a service to broker cloud services Vodafone, having orchestrated these services from a range of internal and external providers like Amazon and Azure. Also delivered a series of executive coaching sessions to support programme delivery and personal growth.
- ***Commercial Transformation Programme Manager, Aylesbury Vale District Council (Oct '15-Nov '16),*** interim leadership of organisation wide cultural change, restructuring, efficiency and income generation to save £5.1m. Strategic development and influencing stakeholders from cabinet and board through trade union and employee communications and engagement.
- Initial implementation of an organisation wide "lift and shift" restructure of the organisation realigning teams into customer facing and back office units to align in readiness for deeper transformation.

- Ran the programme and set up governance, risk management and portfolio/programme management approach for the transformation, from board level steering committee, transition board with leaders from across the organisation and programme team with project managers and PMO to shape and drive the transformation agenda. This included setup of commercial revenue generating activity, business reviews to establish and plan improvement activities based on a business review toolkit we set up for the programme, often involving process improvement, service optimisation and technology investment.
- Led the development of a new cultural framework including vision, values and behaviours, involving trades unions, elected members, cabinet, leaders and staff across the organisation. We then developed this into an organisational development programme encompassing a new grading structure, restructuring, redefinition of all roles and selection process involving assessment centres, interviews and moderation. Led briefings, workshops and put in place training for all leaders and staff in getting the best out of change, as well as understanding and getting involved in driving the change.
- **Strategy development for the digital programme for Gloucestershire County Council (Jun '15-Oct '15),** working with Ameo Consulting to produce the change strategy and business case to enhance digital customer access and reduce total cost of ownership.
 - Initially, evaluating the status of the consulting assignment and understanding customer concerns. Then restructuring and re-planning the work and resourcing to bring it back on track.
 - Then leading the consulting team, joining them in investigating current status, customer needs and digital opportunities in respect of council services to customers, how they could be made more accessible digitally and more cost effectively. The work involved interviews, workshops, data reviews, activity analysis and financial analysis of investments and savings.
 - The resulting digital strategy and business case was constructed in collaboration and was then presented and approved by the council.
- **Change Programme Facilitation Lead for The Storytellers (Jan 2015-Jun 2015),** developing the facilitation community and leading a team of facilitators to deliver a series of culture change workshops for over 1,000 managers in groups of 100 for a major retailer.
 - This was the first time a group of new facilitators were learning to deliver The Storytellers' programme, so my role was to understand the programme myself, document it, coaching and assessing the new facilitators in delivering it.
 - I also delivered a number of the sessions myself, which involved communicating and embedding the leadership team's story and supporting participants in creating their own version of the story, with all its ups and downs, so that it was meaningful to them, and helpful to them as they moved forward with new ways of working and expectations of new leadership behaviours.
 - Following this, I developed an associate community framework and supported The Storytellers in product development, using storytelling to create culture and business change.
- **Interim CEO for Speakers Trust (Mar 2013-July 2014),** Leading the charity, acting as ambassador with funders, sponsors and beneficiaries. Running the operation, balancing the books and troubleshooting operational, cultural, systems and financial challenges, leading internal and freelance staff and working with the board to develop and drive our strategy. Activities included;
 - Re-establishing the confidence of a funder responsible for over 60% of revenue through relationship building, strong reporting and rigour on improving performance and successful delivery of high profile events. Acquiring new funding arrangements and programmes to broaden the portfolio and reach of our training, as well as providing stronger financial stability for the charity.
 - Overturned a critical level of staff and associate attrition through relationship building, performance management, restructuring and improvements in processes and systems.
 - Ran strategy review and planning activities involving trustees, staff, associates and beneficiaries and set up and ran an income generation working group to improve funding and delivery opportunities.
- **Transformation manager for Hoople, serving Herefordshire County Council and Wye Valley NHS Trust (Oct 2012-Mar 2013).** Driving a portfolio of change, as well as to lead and motivate a struggling delivery team. Activities included;
 - Bringing control over the over the change portfolio, establishing current and future demand, ensuring that demand was prioritised, costed, resourced and delivered.
 - Provided support and a reinvigorated sense of purpose and confidence to a team of people who had been TUPE'd from two different organisations, had experienced lots of management changes over

previous years and felt unable to challenge or prioritise the high volume of work coming into them from a wide range of sources.

- Rebuilt professional and commercial relationships with council and NHS trust following outsourcing of IT services to this new services company.

▪ **Programme Manager, Micro Focus, Newbury, UK, (Feb 2012-Nov 2012)**

Responsible for delivering business change, developing and leading a team of project managers and business analysts, collaborating with sales, finance, marketing and IT in a new business change function.

- Developed business case and change strategy for Eloqua sales and marketing automation.
- Development of the new governance, PMO and change framework to support change and transparency as the organisation went through a wide range of changes and improvements.

Programme and Service Management, Buckinghamshire County Council, UK, 2008 to 2012

- ICT service improvement programme manager – cultural and process change, knowledge management, performance management, programme assurance. Improvement of service management systems.
- Transformation programme manager, covering organisational development and productivity workstreams. Provided board assurance and leading improvements to the transformation PMO.
- Led business case development for internal and external back office provision to deliver savings of £3.6m.
- Managed joint procurement for 5 councils covering ICT, HR, Finance and Property in a £450m shared services deal
- Troubleshooting programme manager for failing social care finance and data transformation programme.
- Social care systems services manager and technology transformation lead, systems Northgate & Liquid Logic.

Programme & Account Manager, Sapient, UK and India, 2006 to 2008

- Account/portfolio management and business development for Vodafone UK and Ireland.
- Vodafone.co.uk agile user experience, redesign strategy leader of a 30-person team based in UK, Germany and India in 6 weeks.
- Interface technical testing manager for the Vodafone.co.uk eCommerce engine.

Programme and Project Management, Centrica/British Gas/The AA, Windsor, UK, 2001 to 2006

- Head of intranet delivery, managing a portfolio of change, procuring and managed a £9m portfolio of change for 6,000 users worldwide, using outsourced agile developers based in India.
- Programme assurance lead for organisation wide SAP HR implementation.
- Led award winning separation project for Centrica and AA intranet systems when the companies demerged.
- Managed suppliers Accenture, KPMG, Harte Hanks and Detica to implement SAS data warehousing, merging 60m customer records from British Gas and the AA.

Principal Supply Chain Consultant, JBA, UK and Europe, 1993 to 2001

- Design, rollout, training & support of global ERP & supply chain solutions to clients like Panasonic, Elizabeth Arden & Tyco.

VOLUNTEER LEADERSHIP, TOASTMASTERS INTERNATIONAL

- **International Leadership Committee Member** 2018/2020, seeking out and evaluating prospective candidates to serve on the international board, representing 350,000 members in 142 countries
- **Campaign Manager**, co-creating and executing our campaign strategy, leading a highly acclaimed international team to successfully secure the election of our candidate to the international board in 2017
- **Parliamentarian**, providing oversight and mentoring in governing and conducting 200 member district council meetings in the UK and Europe, as well as for international board members, 2017/2018
- **UK District Director**, leading and developing a national team of 50 volunteer leaders to serve 150 clubs and 4,000 UK members UK, 2015 to 2016. Achieved #1 district ranking worldwide for club strength.
- **UK District Leader**, leadership development, succession planning, club and membership growth in the UK and Ireland, 2010 to 2017. Achieved international excellence in education and marketing awards.

EDUCATION AND PROFESSIONAL MEMBERSHIP

- **Doctorate in Organisational Change (in progress)**, 2017-2020, Ashridge Business School, Middlesex Uni
- **Diploma of Higher Education Open, Psychology, Literature & Creative Writing**, 2011, Open University
- **MSc Human Resource Management**, 2008, University of Bedfordshire & CIPD Member
- **MA & BA Economics**, 1991, University College Dublin, Ireland
- **Certified Diploma in Accounting and Finance**, 1993, ACCA
- **MSP, PRINCE2, ITIL, ILM Coaching L5**