

David Steel
Senior Project & Programme Manager

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PROFILE

David Steel is a senior project and programme manager with over 20 years' experience delivering challenging business change, technology implementation and recovery programmes across a broad range of industries in many countries. David's most recent engagements (with PA Consulting) focused on successful definition and implementation of change programmes in the utility, media and technology sectors, where success depended on reconciling the different needs of a broad range of stakeholders. He brings to clients the ability to manage large multi-disciplinary teams to deliver complex programmes against real deadlines.

SUMMARY OF KEY WORK EXPERIENCE

Change & Business Transformation

- Definition and delivery of Reuters' Great Service Programme, targeted at improving customer satisfaction across the complete range of Reuters' markets and products
- Definition and delivery of Thames Waters' STEP Programme, a change programme to transform Thames into the 'leading UK water company', through process excellence
- Design of a new organisation structure and ways of working to facilitate improvements in Energis' delivery of service and products to its customers
- Definition and implementation of Prudential's Retail Strategy Programme, to meet the challenges of the changing financial services market and the growth of new channels
- Delivery of a feasibility study for the 20-year development of Heathrow's transfer baggage system, including the impact of Terminal 5.

Project & Programme Management

- Managing the definition and delivery of a broad range of IT and change projects through Thames Waters' IS Operations Programme
- Managing the testing and commissioning of a new automated baggage system at Denver International Airport
- Managing Philips Semiconductors' programme to implement new processes for the effective allocation of silicon wafer production to market demands
- Defining and managing the project controls for implementing Siemens' new mobile network for the Czech Republic
- Managing the activities of a broad financial and technical consortium to deliver Phase 1 of the privatisation of Türk Telekom.

KEY WORK EXPERIENCE (with PA CONSULTING)

2005 Thames Water: STEP Change Programme

In 2005 Thames Water launched the STEP Programme: a sustainable change programme designed to transform Thames into the “leading UK water company”. The focus of the programme was to improve customer satisfaction by getting the basics right through reliable and repeatable ways of working. This was to be achieved by aligning work around six core business processes and making sure they joined up; as well as by guiding the decisions on which technologies will be used in the future.

David managed the Project Management Office (PMO), working closely with the Director of STEP^{UK}, to define how the programme would be designed, governed and controlled. The PMO was also accountable for measuring performance and assuring the definition and delivery of the portfolio of IT projects to deliver the change. He led a team of over thirty people engaged in the definition and delivery of all aspects of the programme, including the close co-operation with Thames’ American Water partners. This concluded with the successful handing-over of the PMO organisation and processes to Thames’ team at the conclusion of the launch phase.

2004-05 Reuters: Product Service Owner

David worked with Reuters to define the target end-to-end customer experience for a key range of products and to implement a performance management system to achieve those targets. He acted as Product Service Owner, leading the team implementing the performance management reporting framework and working with stakeholders across the organisation to deliver the improvements in performance. The reporting framework was successfully implemented and real improvements in performance have been achieved; for example, halving the number of customer service incidents.

2004-05 Reuters: Great Service Programme

In 2004, Reuters launched the Great Service Programme, targeted at improving customer satisfaction across the range of Reuters’ markets and products. This addressed areas as diverse as sales, operations, product management, news, data, training, e-service and customer support.

David led the programme assurance team, reporting directly to the Great Service Programme Director. He was responsible for driving a forward-looking approach to ensure that actions were initiated early to address any potential shortfalls in expected outcome. The 2004 Great Service Programme achieved a significant measurable rise in customer satisfaction. Following from this success, David supported the Programme Director in designing an even more challenging programme for 2005, focused on greatly improving the end-to-end customer experience.

KEY WORK EXPERIENCE (with PA CONSULTING)

2003-04 **Energis: Product Delivery Transition Project**

PA Consulting supported Energis in designing a new organisation and ways of working that facilitate improvements in the delivery of service and products to their customers. In the case of the Product Delivery division, this meant moving from a traditional functional model with limited service metrics to a model that focused on service performance with the appropriate changes to individual and team behaviours.

As project manager, reporting directly to the Head of Product Delivery, David led a multidisciplinary Energis and PA team organised into five workstreams: organisation & accountabilities, people transition, ways of working, KPIs and systems & facilities. The project was successfully delivered, within budget, to very challenging timescales. The business benefits that resulted from this change were realised directly in terms of faster and better responses to customers, fewer hand-offs, and less re-work: delivering complex solutions whilst assuring product quality.

2001-02 **Thames Water: IS Development Lead Partner**

In 2000, PA Consulting were awarded the contract for IS Development Lead Partner for Thames Water, delivering a broad portfolio of IS projects across the whole of the Thames Water Estate. Within the portfolio David managed the Operations Programme, successfully defining and delivering a broad range of projects valued at over £30M.

The challenges of these programmes included leading a large, multidisciplinary team of Thames business staff and project teams from five IS Development Partners as well as developing effective relationships with a broad range of senior stakeholders across the business. The programme is responsible for the effective delivery of leading edge asset information management, operations control and work management systems. Systems ranged from data warehouse to Notes databases, from real time control systems to large Historian archives, from laboratory scheduling to roadworks scheduling and were successfully taken from business requirement to implementation and handover.

2000-2001 **Philips Semiconductors: Silicon Wafer Supply and Demand Processes**

Philips Semiconductors' normal processes for matching supply of silicon chips to customer demand were facing unprecedented technology market growth; in response, Philips initiated a Recovery Plan. Reporting directly to the Philips Semiconductors CEO, David had overall accountability for definition and implementation of the Plan, which he delivered through managing a multi-disciplinary team of consultant and Philips staff from a wide range of stakeholder organisations.

The Plan focused on changing the process for allocation of silicon wafers and supporting the new process with more effective information. Defining and delivering the plan involved bringing together diverse Philips organisations from across the world and aligning them behind a significant business change initiative. New information systems were developed to support effective decision-making and integrated with the existing systems architecture. David also worked closely with the sales organisation to develop a new customer priority list to target the allocation of scarce supply to future growth customers.

KEY WORK EXPERIENCE (with PA CONSULTING)

- 1999-2000** **Siemens Telekomunikace Ltd: Czech Republic Mobile Network Rollout**
- Siemens faced the challenge of delivering a new GSM network for 50% of the Czech Republic, including Prague, to very demanding deadlines. This required a project management framework, which delivered solid project disciplines appropriate to the technology environment, with a clear business focus.
- David took direct responsibility for delivery of the control, communications and reporting processes that comprised the framework; working directly with the Implementation Manager and leading a team of consultants and Siemens staff. These allowed the implementation team to focus upon the critical activities at each phase of the project and brought much-needed discipline to the project processes. The result was a network 'on air' within 12 weeks of contract award.
- 1999** **London Underground: InfraCos Implementation Programme**
- The Public Private Partnership necessitated London Underground's complete re-design of its operations structure of 12,000 staff into three new businesses (InfraCos). David took the role of change leader for one of the three InfraCos. Working directly with the MD and Board, he managed the development and implementation of the change plans and the new business plans, which effected the transition from a public sector mindset to a quasi-private sector organisation.
- 1998-1999** **Prudential Retail: Retail Strategy Programme**
- Prudential undertook a programme of significant strategic change to meet fundamental changes in the financial services market and the growth of new channels; these changes were delivered through the Retail Strategy Programme. David managed the definition and implementation of the Retail Strategy Programme for the consumer marketing business area and represented consumer marketing on the strategy steering group. His key role was to define what the Retail Strategy meant for consumer marketing, including the Retail Telephony Strategy, which defined the future role of telephony, and call centres in delivering effective customer service. David defined how these changes would be delivered and reconciled the conflicting needs of strategic change and business-as-usual activities across the broad range of stakeholders.
- 1997-1998** **Prudential Assurance: Data Protection Programme**
- Reporting to Prudential's Head of Customer Data, David acted as programme manager for the definition and implementation of the £20 million Data Protection Programme. David was directly responsible for development of the strategy and management of the multi-disciplinary team of over 40 consultant and Prudential staff. The key challenges of the Programme were to reconcile the needs of a broad range of stakeholders and build commitment behind an effective solution. The solution comprised business process re-engineering across 16 business areas as well as the development and delivery of new systems from a number of suppliers.

KEY WORK EXPERIENCE (with PA CONSULTING)

- 1997** **Privatisation Administration of Turkey: Türk Telekom Privatisation Ph.1**
- In 1997 the Turkish government initiated Phase 1 of the privatisation of Türk Telekom. David's principal responsibilities were to co-ordinate the activities of the consortium of seven banks, four law firms, accountants and consultants to meet thirteen deliverables against tight deadlines spread throughout the thirty-week project. This was achieved through the successful establishment of a Turkish project office with associated project controls. All deliverables met the schedule and a productive working relationship was developed across the consortium, the Turkish Government agencies and the Türk Telekom staff.
- 1996-1997** **British Airports Authority: Heathrow Transfer Baggage Project**
- David managed the feasibility study for the development of Heathrow's transfer baggage system over the next 20 years including the impact of Terminal 5. The project focused upon process improvement and infrastructure development as well as the change management essential to build commitment. Recommendations for extensive process change and £200 million of new infrastructure were accepted by all of the key stakeholders from Heathrow Airport Limited and the major airlines including British Airways.
- 1994-1996** **BAE Automated Systems Inc: Denver Airport Baggage System Project**
- PA Consulting was engaged to manage the testing and commissioning of the \$300 million automated baggage system - which had, allegedly, been responsible for repeated failures to open the new Denver International Airport. The PA team achieved contract deadlines previously thought impossible. David developed the test strategy and managed the 12-strong testing and commissioning team. He was responsible for planning and running logistically complex tests (involving upwards of 200 test personnel and 12,000 plus test bags) to commission and hand over the system to tight deadlines. In the latter stages of the assignment David acted as project manager. He liaised with United Airlines senior management on a daily basis and played a key role in the end-game strategy, commercial negotiation and contract close-out.

KEY WORK EXPERIENCE (pre-PA CONSULTING)

1990-1994 Frank Graham Group

David was responsible for establishing project management competency within a traditional civil engineering consultancy. David's key assignment at this time was to enable the MOD Procurement Executive to act as an 'intelligent customer' with respect to a £95m contract for construction and telecommunications implemented at over thirty locations nation-wide. David acted as client project manager with direct responsibility for a multi-disciplinary team of eight professionals overseeing the design, construction, commissioning, testing and handover of the systems. This project was completed on programme and within budget.

1984-1989 Costain Civil Engineering Limited

David joined Costain Civil Engineering as a site project manager in 1980. He undertook a wide range of construction projects during the five years with Costain. Highlights from this experience include acting as personal assistant to the Director of Operations for Eurotunnel while that organisation was formed and gained Royal Assent to the Channel Tunnel programme.

PERSONAL

Education

2002-03	Courtauld Institute of Art Diploma History of Art
1989-90	Warwick Business School MBA (Distinction)
1981-84	University of Bristol BSc Civil Engineering (First Class Honours)

Interests

<i>Photography</i>	Keen photographer (www.davidsteelimages.com).
<i>Art/Architecture</i>	Visiting galleries and gothic churches.
<i>Motor Sport</i>	Spectator at Formula 1, driving track days and occasional racing.

Other

<i>Professional</i>	Member, Institution of Civil Engineers.
<i>Languages</i>	Basic French and Spanish.
<i>IT</i>	Strong in Microsoft products (Word, Excel, Powerpoint, MSProject). Good working knowledge of Mac OS. Basic graphic design with Photoshop CS2. Basic web design with Dreamweaver.

Referees

Available upon request