

David Steel
Senior Project & Programme Manager

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PROFILE

David Steel is a senior project and programme manager with over 25 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 have 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.

HIGHLIGHTS FROM WORK EXPERIENCE

Change & Business Transformation

- Definition and implementation of Thames Water's SAP WAMI Project, to deliver significant business benefits in the areas of work, asset management and information
- Definition and delivery of Thomson Reuters' Customer Service Programmes, targeted at improving customer satisfaction across the complete range of markets and products
- Definition and delivery of Thames Water's STEP Programme, a change programme to transform, through process excellence, Thames into the 'leading UK water company'
- Design of a new organisation structure and ways of working to facilitate improvements in Energis' delivery of service and products to its customers
- 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 Water's IS Operations Programme
- Managing the testing and commissioning of a new automated baggage system at Denver International Airport
- Defining and delivering the offshore migration of Reuters' service reporting function
- 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 PM&M CONSULTING)

- 2009-10** **Thames Water: WAMI (Work, Asset Management and Information) Project**
- In 2009 Thames undertook a major SAP-enabled business change project to realise significant business benefits through transforming the way that it delivers work, manages assets and uses information. Acting as client Project Manager, David worked with key stakeholders across the organisation to build consensus behind the definition of this multi-year change programme. He successfully led a team of over 30 client staff and consultants in the project definition and then procurement of a systems integrator; delivering the contract award and mobilisation of the project ahead of schedule and budget.
- 2009** **Thomson Reuters: Customer Satisfaction Programme**
- David joined Thomson Reuters early in 2009 to design and launch the Customer Satisfaction Programme, reporting to the Programme Director and the Global Head of Customer Services. David led the implementation of the regional centre campaign. He worked with five key operational centres in Asia and Eastern Europe to define and deliver a programme to embed a service culture in operations that are very remote from the end customer.
- 2008** **Sabbatical: In 2008 David and his wife Rachel undertook a 2289-mile walk from their home in London to Santiago de Compostella in Spain.**
- 2007** **Reuters: Off-shoring of Service Reporting**
- Following a detailed evaluation of options, Reuters elected to offshore its service reporting function to Thailand in order to both achieve cost savings and to create a more resilient, client-responsive process. David led the analysis, definition and implementation of this programme, reporting directly to the Head of Service Performance Management. This transformation, including the recruitment of offshore staff, was successfully delivered on-schedule and within budget.
- 2006-07** **Reuters: First Experience Programme**
- Towards the end of 2006, Reuters commenced definition of the First Experience Programme for 2007, targeted at creating an effective segmented service model for a wide range of products and services. David led the programme definition and delivery as well as the establishment of the performance management framework, reporting directly to the First Experience Programme Director. He was responsible for defining a new approach that combined tactical initiatives with service performance management across all of Reuters' key service organisations.
- 2006** **Reuters: Keystone Programme**
- In 2006, Reuters and BT launched the Keystone Programme, targeted at migrating customer communications and data feeds to an Internet Protocol-based technology. David led the performance management activity for this major programme, encompassing over 15,000 sites in over 100 countries worldwide. He designed the performance management approach and the engagement model for Reuters' organisation; enabling critical issues to be identified early in order to drive effective resolution.

KEY WORK EXPERIENCE (with PA CONSULTING)

1994-2005 PA Consulting: Managing Consultant

David worked as a Managing Consultant with PA Consulting for 12 years from 1994 to 2005. Through this period he led many challenging projects across a number of industry sectors and countries. Highlights from this experience are presented below.

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”. David managed the Project Management Office (PMO), working closely with the Programme Director of STEP, to define how the programme would be designed, governed and controlled. He led a team of over thirty people in the definition and delivery of all aspects of the programme, including the close co-operation with Thames’ American Water partners.

2004-05 Reuters: Product Service Owner

David, acting as Product Service Owner, 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 worked with stakeholders across the organisation to deliver the improvements in performance; 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. David led the programme assurance team, reporting directly to the 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 results of which were a significant measurable rise in customer satisfaction.

2003-04 Energis: Product Delivery Transition Project

David, as Project Manager, led a multidisciplinary Energis and PA Consulting team in designing a new organisation and ways of working to facilitate improvements in the delivery of service and products to Energis’ customers. 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. The project was successfully delivered, within budget, to very challenging timescales.

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 both Thames business staff and five IS Development Partners as well as developing effective relationships with a broad range of senior stakeholders across the business.

KEY WORK EXPERIENCE (with PA CONSULTING)

- 2000-2001** **Philips Semiconductors: Silicon Wafer Supply and Demand Processes**
- Reporting directly to the Philips Semiconductors CEO, David had overall accountability for the definition and implementation of a Recovery Plan for the allocation of silicon wafers to Philip's products, which was initiated in response to unprecedented technology market growth. Successful delivery of 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.
- 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. The result was a network 'on air' within 12 weeks of contract award.
- 1999** **London Underground: InfraCos Implementation Programme**
- Working directly with the MD and Board David took the role of change leader for one of the three InfraCos, which comprised London Underground's Public Private Partnership. 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.
- 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.
- 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.

KEY WORK EXPERIENCE (with PA CONSULTING)

- 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.
- 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 at 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 the system to tight deadlines.

PERSONAL

Education

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- 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)

Other

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- Professional* Member, Institution of Civil Engineers.
- Languages* Basic French and Spanish.

REFEREES

- Referees** *Available upon request*