

David Steel
Senior Project & Programme Manager



Email: david.steel@davidsteel.net

Date of birth: 20 December 1961

PROFILE

David Steel is a senior project and programme manager with over 30 years' experience delivering challenging business change and technology implementation 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, finance 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, delivering significant business benefits in the areas of work, asset management and information
- Transforming BMJ's approach to risk management across the product and technology delivery lifecycle
- Definition and delivery of Thomson Reuters' portfolio of customer service projects, targeted at improving customer satisfaction across the complete range of markets
- Definition and delivery of Thames Water's STEP Programme, a change programme to transform, through process excellence, Thames into the 'leading UK water company'
- 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 portfolio 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)

- 2014** **BMJ: Brazil Translation Project**
- BMJ is a provider of both journals and IT solutions to the healthcare industry. In 2014, David led a multinational (multi-location) team of consultants and suppliers in the successful translation and delivery of BMJ's Best Practice to the Brazil Ministry of Health (Best Practice is a point of care tool designed to support clinicians in their decision making through desktop, web or app).
- 2013** **BMJ: Clinical Risk Management Programme**
- In 2013, David joined BMJ to define and then deliver the Clinical Risk Management Programme, to fundamentally change the approach to risk management across BMJ's product and technology delivery lifecycle. This has been achieved through transforming the risk management processes, delivering an ITIL-based incident management framework as well as a strong focus on the business engagement essential to realise lasting change.
- 2010-13** **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. Following the successful delivery of the Project, David managed the transition to business-as-usual operations and defined follow-on projects to realise potential benefits from the solution.
- 2009** **Thomson Reuters: Customer Satisfaction Programme**
- David joined Thomson Reuters early in 2009 to design and launch the portfolio of projects that formed the Customer Satisfaction Programme, reporting to the Programme Director and the Global Head of Customer Services. David then led 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.**
- 2006-07** **Reuters: First Experience Programme**
- Reuters First Experience Programme for 2007 was targeted at creating an effective segmented service model for a wide range of products and services. David led the definition and delivery of the broad portfolio of projects and established the performance management framework, reporting directly to the First Experience Programme Director. Within the same period, David also led the analysis, definition and implementation of the off-shoring of Reuters' Service Reporting function to Thailand.

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, Project Management Practice

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.

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 addressing potential shortfalls in expected outcome across the portfolio of customer service projects, which resulted in 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 transformation from a traditional functional model to a focus on service performance. 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. David managed the Operations Programme, successfully defining and delivering a broad range of projects valued at over £30M as well as leading a large, multidisciplinary team of both Thames business staff and technology development partners.

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 the Recovery Plan for allocation of silicon wafers to Philip's products. 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 the Czech Republic to very demanding deadlines. Reporting to the Implementation Manager, David led a team of consultants and Siemens staff to define and deliver the control, communications and reporting framework. 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 organisation's change and business plans.
- 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.
- 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. David developed the test strategy, managed the 12-strong testing and commissioning team and 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.

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)**

Other

- Professional* Member, Institution of Civil Engineers.
- Languages* Basic French and Spanish.
- Referees* Available upon request