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## PROFILE

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A dynamic transformation leader with a solid mix of general, product, customer, programme, people, change management and agile delivery expertise. Excellent analytical, planning, process, facilitation, organisation development and consulting skills. A consistently distinguished performance record across a wide range of roles. Known for balanced decision-making, creative problem solving, tenacious delivery focus, adaptive execution, entrepreneurial spirit and a passion for learning.

- ✓ Global transformation delivery management
- ✓ Digital and IT strategy and development
- ✓ Turnaround / Change Management
- ✓ Customer Self-Service
- ✓ Organisation & staff development
- ✓ Fintech / Insuretech digital solutions
- ✓ Large-scale iterative software development
- ✓ Application architecture and integration
- ✓ Procurement, acquisition, and servicing
- ✓ IT Governance & Value Management

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## KEY APPOINTMENTS & RESULTS

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### Step Change Consulting ([StepChangeSFR.com](http://StepChangeSFR.com))

August 2012 – Present

*Digital Director (contract) – Community Life ([communitylife.de](http://communitylife.de)): January 2013 – Present*

Founded Step Change to help organisations deliver the foundational change and improvement initiatives needed to survive and thrive in an environment characterised by an unprecedented pace and volume of social, economic, regulatory and technological change. Currently engaged as Digital Director & CTO for Community Life, a 100% digital direct life insurance start-up. I was a major operational, technical, marketing and general delivery force behind the launch and continue to lead the evolving platform.

### Great-West Lifeco Inc. ([greatwestlifeco.com](http://greatwestlifeco.com))

August 2004 – August 2012

*CIO, Europe ([canadalife.co.uk](http://canadalife.co.uk)): August 2007 – August 2012*

Great-West Lifeco Inc. is a large, profitable and highly rated financial services company with interests in life insurance, health insurance, retirement savings, investment management and reinsurance businesses. As CIO, Europe, I led the major operational turn-around of IT service delivery, integrated and consolidated Europe IT delivering 20% in annual synergies, established eBusiness delivery capability (from none to award winning service portals and B2B services) and developed the organisation into a highly professional, value managed, business enabling delivery engine. Through this period of major transformation Employee Engagement favourable scores increased by 33% and unfavourable scores reduced by 48%. Led the creation of strategic and operational plans based on companies' strategies. Successful execution of these plans (involving adjustments to organisational structure, leadership team, contractor mix, architecture, tooling, methods, service offerings, etc.) was transformative.

*Director, Investment Systems ([greatwestlifeco.com](http://greatwestlifeco.com)): August 2004 - August 2007*

As the Director for Investment Systems, I made dramatic improvements in project delivery performance, supplier relationships, planning, budgeting, financial management and reporting. I also led international cross-company joint projects and coordinated development partnerships with related companies. I was the first to successfully develop and secure approval for the business case for much needed Capital Markets software and I established the first and only group-wide single instance shared application having negotiated participation of all 7 asset management companies in the UK, Ireland, Germany, the US and Canada.

### Online Business Systems ([obsglobal.com](http://obsglobal.com)) – General Manager

May 2000 – August 2004

Online is a Winnipeg, Canada headquartered IT professional services firm. As General Manager I was responsible for planning, organising, staffing, executing, and controlling all aspects of Online's Winnipeg business operations. I successfully planned and managed a multi-million dollar P&L, achieving double-digit revenue growth rates and meeting profitability targets. Before my promotion to General Manager I was Delivery Manager, ensuring that Online consistently delivered excellent value for clients in a way that was sustainable and profitable - leading to increased customer satisfaction ratings and improved company results.

### EDS (Systemhouse) - Consultant

August 1997 – April 2000

Successfully delivered key projects for client organisations. As a recognised subject matter expert, I managed the ongoing distribution, orientation, and training of all branch employees on the in-house methodologies, knowledge-base and related products. I was also a leading go-to person for bid response preparation and presentation.

### Rescom

October 1992– August 1997

*Product Manager – International Manager & Market Mate next gen Application Architecture*

Led a software product line designed to meet the accounting, reporting, and client relationship management requirements of investment professionals/firms. My major contributions included client relations, the determination of product direction, identification, definition and prioritisation of system requirements, design of user interface and data model and quality assurance leadership.