

## Richard Smith

19 Brookshill Avenue  
Harrow Weald ♦ Middlesex ♦ HA3 6RZ ♦ UK  
+44 (0)20 8954 9588

[richard.smith@richardsmithassociates.com](mailto:richard.smith@richardsmithassociates.com)

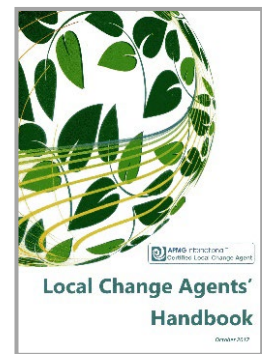
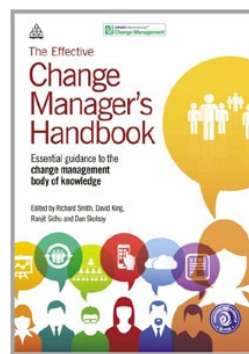
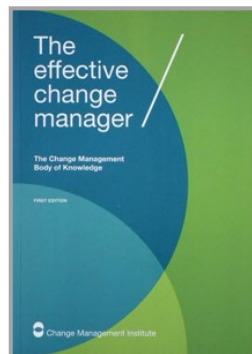
---

### SUMMARY:

Non-exec.board member; board team developer; coach; culture change lead; author.

An independent non-exec, used to chairing board committees and addressing governance issues, and with strong background in organization change/leadership. I focus on developing people and organizations, resolving conflict and constructing collaborative and workable approaches to business change initiatives. Colleagues appreciate my clarity of thought and purpose, especially on governance issues, and my attention to detail. As a leader and colleague I develop easy and constructive relationships with people at all levels. I am seen as a good listener and an effective coach. The diverse global clients with whom I've worked include GKN, Harvard Business School, HSBC, Lloyds Bank, Mars, Nestlé, Roche, Royal DSM and Unilever. Assignments have taken me to over forty countries across six continents, learning much on the way about effective cross-cultural leadership.

### PUBLICATIONS



### SAMPLE CAREER ACHIEVEMENTS:

- ♦ Established reputation for valued contribution in key non-exec. roles.
- ♦ Successfully chaired formation of educational charity with diverse commercial, industrial and educational stakeholders.
- ♦ Designed culture transformation and major restructuring in Financial Services IT Division. Change built service level performance from 97-98% to 99.7-99.8%.
- ♦ Facilitated a country Board of a global f.m.c.g. company to rebuild mutual trust and a common business purpose, helping them to lead fundamental change in the organisation's leadership, culture and structure. Board also remained intact and committed, and sustained business performance, through external changes.
- ♦ Lead author of Kogan Page's ***The Effective Change Manager's Handbook*** – the most comprehensive and accessible practitioner text in the field, of the Change Management Institute's global 'body of knowledge' on Change Management – ***The Effective Change Manager*** – and of the ***Local Change Agents' Handbook***.
- ♦ Building a consulting business with a client list which includes Cazenove, Civil Service College, DSM, Fidelity Investments, GKN, Harvard Business School, Lloyds Bank, Mars Inc., Natural History Museum, NatWest Bank, Nestlé International, Penn State University, PwC, Randstad, Threadneedle Investments, Roche, Rolls-Royce, Thames Water, TNT, Unilever International and professional firms.

## BOARD-LEVEL EXPERIENCE:

- April 2021 to June 2022* **NHS North-West London Clinical Commissioning Group**  
**Lay Member of Governing Body (non-exec. board role c.3 days per month)**  
Providing non-clinical governance development and oversight of the CCG (budget of approx. £4.2bn), to ensure effective health services for NW London. Supported a successful merger (April 2021) of eight CCGs into one for NW London and preparing organisation for further transition to ICB and ICS in July 2022.
- ♦ Strategy development and oversight in complex, multi-stakeholder environment.
  - ♦ Acting as a 'critical friend' to AO, CFO and Governing Body colleagues.
  - ♦ Chairing Board Finance & Performance committee.
- July 2016 to March 2021* **Harrow NHS Clinical Commissioning Group**  
**Lay Deputy Chair of Governing Body (non-exec. board role c.3 days per month)**  
Providing non-clinical governance development and oversight of the CCG (budget of approx. £300M), to ensure effective health services for London Borough of Harrow, and build a successful merger (2020/2021) of eight CCGs into one for NW London.
- ♦ Strategy development and oversight in complex, multi-stakeholder environment.
  - ♦ Acting as a 'critical friend' to Chair and Governing Body colleagues.
  - ♦ Chairing key Board assurance committees of clinical and lay professionals.
  - ♦ Member of Audit Committee and RemCom.
  - ♦ Chairing patient complaints resolution panels as required.
  - ♦ Key role in revising constitution and framing response to regulatory enquiry.
- 2012 to present* **The APM Group Ltd.**  
**Chief Examiner, Change Management Certifications**  
Member of Change Management Examination Panel since 2006; Chief Examiner since 2012. Accountable for integrity and quality of Change Management examinations, including *ex officio* membership of the governance body and engaging internal and external stakeholders.
- ♦ Responsible for developing APMG's strategic partnership with the Change Management Institute (CMI), liaising with their core leadership.
  - ♦ Partnering with CMI to develop the first global 'body of knowledge' for Change Management, *The Effective Change Manager* (CMI, 2013).
  - ♦ Commissioning, co-authoring and lead editing, *The Effective Change Manager's Handbook* (Kogan Page, 2014), leading a 17-strong international authoring team.
  - ♦ Accreditation for local 'change agents', co-authoring the examinable text (2017).
- 1985 to 1988* **Acton Training Services Ltd.**  
**Chairman**  
ATS Ltd. was a consortium Company, composed of several businesses and a local FE college, formed to deliver training services under the (then) Youth Training Scheme. Consortium members had a range of common and conflicting interests. I chaired the consortium through Company formation and achieving Charitable status.
- Other governance roles* Have also held statutory and fiduciary governance roles as a Managing Trustee with charitable organisations:
- ♦ The Claybury Trust (2012-2014) – a relatively 'pure' non-exec. and advisory role.
  - ♦ Kenton Baptist Church (several terms of office, with breaks, 1985-present; currently also Treasurer). Trusteeship here has both operational (executive) and governance aspects. I have developed constitutional documents, gaining agreement from the various internal and external stakeholders, including volunteers, trustees of last resort and the Charities Commission.

## PROFESSIONAL EXPERIENCE:

1994 to present

**Richard Smith Associates** ([www.richardsmithassociates.com](http://www.richardsmithassociates.com))

### **Founding Partner**

Developing a consultancy that works with organisations on OD processes (change leadership, talent and performance management), board/senior team development, developing leadership capability, and L&D issues. The focus of our work is *releasing potential, equipping leaders, facilitating change*.

- ♦ Developed new performance review and succession planning system in a financial services company experiencing 5x growth in 3 years, enabling the European Board to sustain that growth performance.
- ♦ Delivered key multi-year supply chain leader development for global consumer goods organisation (supply chain population >36,000 people).
- ♦ Transformed leadership development in global organisation, engaging and developing both high potential and sustained high-performing leaders.
- ♦ Facilitated heads of department in an Indonesian f.m.c.g. business to develop appropriate (but counter-cultural) influencing skills for international settings.
- ♦ Designed and delivering keynote events for professional groups' international conferences.

1988 to 1994

**Lloyds Bank Plc.**

### **Senior Manager, IT Training Services**

In 1500- to 2000-person organisation I was one of the three senior leaders who developed the division's HR and OD policy and procedures through a period of major change, developing and managing (through managers) business training functions. In these roles I routinely worked with IT Committee (divisional Board).

- ♦ Established internal management/organisational development consultancy.
- ♦ Led transformation of Performance Management in IT Division, balancing personal and career development aspects with critical reward issues.
- ♦ Devised change programme to support major restructuring of software division (c.600 people) maintaining engagement and retaining scarce talent.
- ♦ During Bank reorganisation I devised, financed and carried through an 'internal outsourcing' of services to the Bank's IT Division.

1983 to 1988

**United Biscuits (UK) Ltd.**

### **Training and Development Manager**

I worked with the Factory Board to develop effective procedures to ensure the future skills base of the plant, establishing strong development processes for managers at all levels.

- ♦ Established excellence standards for OD at site and across Division.
- ♦ Co-wrote divisional L&D standards.
- ♦ Major contributor to OD policy/innovative performance management processes.

1979 to 1983

**UB (Foods) Ltd**

### **Management Development and Training Manager**

Building a management development and training function in a conflict-ridden manufacturing site, I established credibility with 'quick win' initiatives.

- ♦ Key initiative delivered operational savings worth 2% of site gross turnover.
- ♦ Engaged the site senior team in personal and business development initiatives, and ultimately facilitated a full team review leading to significant culture change.

## Richard Smith - Curriculum Vitae

1977 to 1979

### **Westons Chemists (UK) Ltd. (Dixon Group)** **Company Training Officer**

- ♦ Established operative and management training up to Branch Manager level.
- ♦ Devised and implemented appropriate appraisal processes at various levels.

#### **LINKEDIN PROFILE:**

[linkedin.com/in/richardsmithassociates](https://www.linkedin.com/in/richardsmithassociates)

#### **KEYWORDS:**

Non-executive Director; Deputy Chair; board committee chair; remuneration committee; audit committee; international experience; organisational change; change leadership; organisational development; leadership; value adding; performance management; coaching; learning and development; psychometrics; conflict handling; facilitator; independent; values-led; relational

#### **EDUCATION:**

1975-1977

### **Middlesex Polytechnic** **Postgraduate Diploma in Personnel Management**

1972-1975

### **London School of Economics** **B.Sc. Economics (Accounting & Finance) - 2:1**

Ongoing

**Continuous Professional Development** includes attendance at professional associations (Change Management Institute, CIPD), relevant workshops and seminars, co-facilitating (with peer review & feedback), reading and researching to support writing projects.

#### **PROFESSIONAL QUALIFICATIONS:**

### **Chartered Fellow of the Chartered Institute of Personnel and Development (Chartered FCIPD)**

(Formerly held 'Fellow' grade in both IPM and ITD)

### **British Psychological Society Level 'B' (Intermediate)**

(Licensed to use many major psychometric instruments)

#### **PERSONAL:**

Full legal name: Ian Richard Smith

Date of birth: 29th December 1953

Married with two independent, adult daughters