

# Jane Hirst

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Jane has the winning combination of being a successful leader and skilled organisational change agent whose expertise has delivered positive change solutions in numerous organisations across the private, public and voluntary sectors. With over 25 years experience of people development, both at a tactical level and in the design and delivery of workshops, Jane has provided businesses with creative learning interventions that have achieved exceptional results. Whilst extremely personable, she is a strong and resilient initiator/facilitator, having the ability to develop business cultures that complement their strategic requirements. She has a passion for generating exceptional customer service both internally and externally by enabling people to be the best they can be.

## **Selection of assignments since working as an independent consultant:**

- Provided managing change workshops for public and private sector organisations to equip them with the skills to lead, manage, facilitate and embrace change taking into account emotional as well as the transactional journey people take. Clients include Tate Galleries, Severn Trent Water, Barnet PCT
- Developed and facilitated customer service and retention skills for Kent Reliance to enhance the skills of their team of Call Centre Staff in Bangalore. The development took the team on a customer journey to ensure they recognised the stereo typical barriers they must face and manage before being able to build a long term relationship with the customer. This development included workbooks, one to one coaching and regular feedback.
- Developed workshops to establish the requirements of contact centres in the monitoring of their staff to build evaluation sheets that link to other performance measures within the organisation. Once created facilitate the writing of definitions documents to ensure calibration between the people who are monitoring the calls.
- Created and facilitated a webex on 'Building Confidence' that was received globally as part of the GE Capital Staff Development month.
- Established the 'future state' of the customer journey with the senior team of Bovis Homes Reviewed and created enabling support structures and designed various interventions to gain buy in to the changes with all levels of staff in the organisation. One element was the design and facilitation of leadership workshops for the senior team to ensure they were displaying role model behaviours through challenging economic times. Facilitated workshops with the Customer Care Department to create a personality and values for their area of the business
- Developed and facilitated 'plain English' sessions for RBS Global Internal Communications teams to understand how information can be lost in translation between countries
- Researched the customer requirements of the Tenet Group to understand what the barriers were to providing excellent service. Designed and facilitated a customer care programme for all leaders and operational staff to attend resulting in an energised workforce focused on improving customer satisfaction and introducing a culture of continuous improvement
- Provided workshops for trainers, supervisors and frontline staff at Admin Re to understand how their attitudes and behaviours had a significant impact on the way the customer felt that they were been treated.
- Facilitated the review of the mission and vision of LEAD International to produce an appraisal system and 360° degree feedback tool that had buy in from all the staff
- Realigned the failing online innovation project at Her Majesty's Court Services to establish key stakeholders, business and system requirements, a cohesive communications plan and a programme for implementation
- Developed, promoted and presented public workshops on CV writing and interview skills, facilitation skills, managing change and customer care.
- Determined a more commercial approach for the Barnet Education Business Partnership integrating business planning and organisation design, marketing and public relations systems which resulted in the charity becoming accredited by the National Education Business Partnership
- Provided executive coaching to managing directors/senior managers of SMEs to develop their potential. In some cases this has included career and outplacement services to enable them to find roles at the next level.
- Launched, managed and facilitated a monthly networking group for business women and more recently a quarterly Business Olympics for local North London business owners who want to learn more about strengthening their business proposition with their people skills, such as managing change, handling difficult conversations, customer service etc

## **Over 18 years spent at Mortgage Express enabled me to deliver the following:**

- Organisational design that embedded a culture of continuous improvement galvanizing the workforce to turn around the failing business in the early 90s, to become a UK Quality Award winning company within five years. This resulted in its status changing from closing down to starting new business again
- Developed and embedded internal communications standards that were congruent with all other activities in the organisation so that all staff were clear of their roles and responsibilities as well as that of the organisation enabling an open and honest culture where everyone's views were taken into account

- Formed a learning and development function that provided blended learning solutions for all staff (frontline to senior team) to achieve the businesses strategic aims. Led to activities such as:
  - Creating senior leadership development programmes to enhance the talent of our top team ensuring it was fit for future economic changes by focusing strategic development of the business as well as introducing coaching skills based on NLP skills to increase team performance
  - Developing an internally led 'Outplacement Service' to enable staff who were being made redundant to be the best candidates for jobs elsewhere. This included help with CV writing, interview preparation, carrying out mock interviews and building on feedback. The sessions also focused on presentation skills so that each candidate developed their potential for the type of role they were applying, minimising any areas that may be portrayed as a weakness.
  - Successfully managing the project to deliver the retraining of 700 staff to become FSA compliant at the same time as introducing a new mortgage application system to improve efficiencies within the business at the same time as meeting new regulatory needs within a three month period
- Held cultural audits for Bradford & Bingley across their operational sites, to understand and highlight best practice of leadership and involvement. Developed and delivered the framework to implement the findings
- Instigated and managed a communication project throughout the operational areas of Bradford & Bingley to introduce consistent communication standards for verbal and written communications. This included the realignment of all standard letters, literature and training but ultimately reducing levels of dissatisfaction and contact rate.
- Reviewed and restructured the contact centres to save sufficient costs eliminating the need to increase the budget when business volumes increased by 25%. Turned around call abandoned rates from nearly 50% to 1% within 5 weeks increasing staff and customer satisfaction as a result.

### Related areas of expertise

- Learning and Development
- Managing Change
- Contact Centre Management
- Internal communications
- Generalist HR skills
- Leading and facilitating culture change and organisational development
- Quality management and assessment
- Customer Excellence
- Process improvement
- Reward & Recognition schemes
- Judge of NCSA, WOW! Awards, EFQM nominees

### Country Experience

United Kingdom, Dubai, Germany, France, South Africa, India

### Employment History

Developing Your Potential	2006 – current	Independent consultant
Mortgage Express	2000 – 2006	Head of Business Excellence
	1998 – 2000	Culture consultant
	1994 – 1998	Customer Service Manager
	1991 – 1994	Senior Training Officer
	1988 – 1991	HR administrator

### Clients

Private	Royal Bank of Scotland, Bovis Homes, Tenet Group, Total, The Money Centre, British Institute of Facilities Managers, Bear Stearns, London Excellence, Dubai Holdings, ReCH Management, BDI Surveys, LEAD International, GE Capital, Kent Reliance, Medtronics, Capita
Public	HM Court Services, Veolia, Department of Work and Pensions, Bradford School of Management, Severn Trent Water, Sentinel Housing Authority, Tate Galleries, Three Valleys, Castle Vale and Lee Housing Associations, Lancashire County Council, National Grid, City West
Voluntary	Business in the Community, Barnet Education Business Partnership, RNLI, MCCH

### Additional

Jane presents regularly at networking events and has spoken on the role of leadership, managing change and customer service for companies such as the Institute of Directors, Dubai Quality conference, Bradford School of Management, British Institute of Facilities Management, Best Practice Club and Customer Service Excellence. She also facilitates meetings for senior teams.

She is a mentor at Woodhouse College and plays an active role on the board of the Careers Academy UK. As well as being the Editor of the Messenger newsletter for the North London Chartered Institute of Personnel & Development. She is also their lead on L&D organising regular events. She is a member of the Virgin Active Member's Forum at Friern Barnet and heads the social activities for her Residents' Association.