

# Jane Hirst

Jane has the winning combination of being a successful leader and skilled organisational change agent whose expertise of inspiring, engaging and developing people has delivered positive behavioural and process change solutions in numerous organisations across the private, public and voluntary sectors. With over 30 years' experience of creating cultures that live and breathe their values, Jane has a track record of enabling staff to be truly proud of what they do, whilst cutting costs and reducing duplication of work, strengthening capability at a strategic and management level. Although extremely personable, she is a strong and resilient leader/facilitator, having the ability to develop business cultures that generate exceptional customer service by removing complexity and replacing it with user friendly systems for both staff and customers.

Jane writes and delivers bespoke materials that focus on the development of emotional intelligence. She is an engaging and all-encompassing facilitator as well as a pragmatic and results oriented coach. Her well-honed organizational and project management skills have evolved through taking businesses (and their people) through various levels of transformation. She uses her excellent communication skills to encourage and motivate people to find sustainable solutions and then enables them to create the ideal platform for the change to take place.

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

- Established the 'future state' of the customer journey for a number of Blue Chip organisations. 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.
- Worked with a number of Clinical Commissioning Groups on various assignments to introduce new performance management systems, culture and engagement conferences, as well as creating integration between various teams to ensure customer centricity. The latest assignment is enabling staff to create a mindset for success.
- Developed a more commercial approach for a charity integrating organisation design principles resulting in the charity becoming nationally accredited
- Worked with the SMT of an established charity to create a balanced scorecard that transparently informed the organisation of key business drivers and subsequently redesigned the performance management system in the business. Embedded into the daily routines of all teams across the organisation
- Facilitated the review of the mission and vision of a global charity to produce a performance management system that included appraisals and a 360° degree feedback tool which had buy in from all the staff
- Provision of 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.
- Developed and facilitated bespoke Leadership and Management programmes for over 250 top leaders of FE Colleges across the UK helping them to align strategies and culture following mergers.
- Following a full needs' analysis for a pharmaceutical company, created modular programmes for managers and customer facing staff to improve efficiency as well as internal and external customer service.
- Developed and facilitated customer service, sales and retention skills for Financial Services Call Centre teams in Bangalore incorporating workshops, workbooks and one to one coaching to build deeper and longer term customer relationships.
- 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
- Launched, managed and facilitated a monthly networking group for business owners who want to learn more about building and strengthening their business proposition whilst focusing on their management skills
- Developed and facilitated employability skills, to bring emotional intelligence to the educational curriculum so as to enhance students capability to stand out from the crowd and work for the companies they'd really like to when they enter the world of employment.
- Developed, promoted and presented public workshops on a variety of skills such as mindset for success, employability skills, facilitation skills, managing change and customer care.
- Continually provides executive coaching to managing directors/senior managers and teams to enable them to unlock and achieve their potential

## **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
- Following a buy-out by Bradford & Bingley Plc, carried out a culture audit across the whole business, informing the Board of findings and recommendations that were approved. Instigated best practice across the whole organisation bringing energy and enthusiasm to new ways of working that provided a greater level of satisfaction to both staff and customers, even though this meant closure and relocation of some departments/teams.
- Formed a learning and development function that provided blended learning solutions for all staff (frontline to senior team) to achieve the businesses strategic aims and bridge capability gaps. 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

- Redeveloping the performance management system with staff focus groups to ensure that individual and team potential was rewarded and recognised in line with business values. This was also linked to 360 appraisals
- Following intensive training needs analysis, created individual performance development plans for each member of staff so that they were aware of the various career opportunities available to them.
- 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
- Developing an internally led 'Outplacement Service' to enable staff who were being made redundant to be the best candidates for jobs elsewhere.
- Instigated and managed a communication project throughout all 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 of all operational staff on all elements of communication, eg face to face, over the phone and in writing ultimately reducing levels of dissatisfaction and contact rates.
- 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

- Organisational Development
- Learning and Development
- Leadership and Management
- Contact Centre Management
- Internal communications
- Coaching and mentoring
- Quality management and assessment
- Culture change
- Customer Excellence
- The Spectrum of Performance Management
- Reward & Recognition schemes
- Project Management

### Country Experience

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

### Employment History

Developing Your Potential	2006 – current	The People Specialist
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

### Range of 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, GE Capital, Kent Reliance, Medtronics, Capita, Parkgate Aspen, We Are Fearless, Mirror Mirror, Vision Nine, ShoutPM, Haverstock Health Limited, Southampton Football Club, Vetsure, MacIntyre Hudson
Public	HM Court Services, Veolia, Department of Work and Pensions, Bradford School of Management, Severn Trent Water, Sentinel Housing Authority, Tate Galleries, Barnet Homes, Three Valleys, Castle Vale, Wandle and Lee Housing Associations, Lancashire County Council, London Borough of Barnet National Grid, West Suffolk College, Barnet & Southgate College, Camden CCG, North Lindsey College, Barnsley CCG, York College, The Wiener Library, Hovingham Primary School, Network Rail, Dorchester County Council
Voluntary	Barnardos, Business in the Community, Barnet Education Business Partnership, RNLI, MCCH, LEAD International, St John's Hospital, Carbon Smart,

### Additional

Jane presents/facilitates regularly at events speaking about Leadership, Managing Change and Customer Service. She is a mentor at Woodhouse College and their Chair of the board of Career Ready UK. She is a judge for both the WOW! Awards and the National Customer Service Trainer Awards and plays an active role in North London CIPD.