

Nicola Busby

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Personal Profile

An experienced business change practitioner, trainer, and author, who has successfully planned and delivered a wide range of transformational change projects and programmes in the corporate and non-profit sectors, including:

- Cultural and behavioural change
- Digital transformations
- Developing change management capabilities

Outcome-focused and with a strong emphasis on the people-side of change, excellent leadership and stakeholder management skills are coupled with the ability to manage complex situations to produce results and ensure positive outcomes for organisations.

Professional Skills

- **Change Management:** developing and implementing change strategies and plans for transformational change projects and programmes; designing and undertaking business readiness assessments; leading on implementation of changes; managing resistance and obtaining buy in for change; designing and delivering blueprints for change
- **Stakeholder Engagement:** developing and implementing stakeholder engagement strategies and plans; building strong senior stakeholder relationships; developing and running Change Agent networks; facilitating events, workshops, surveys and focus groups
- **Training:** developing and delivering bespoke change management workshops and training sessions for organisations. Developing training strategies and managing training programmes and training teams for business change projects. Accredited APMG Change Management and Chartered Management Institute trainer
- **Project and Programme Management:** running business change projects; incorporating change management activities into Prince2, MSP and Agile programmes; managing project governance; managing project risks, dependencies and issues; producing project and programme reporting, including assurance to Board level
- **Communications and Training:** developing and delivering communications strategies and plans; writing and assuring communications; developing training strategies; writing and delivering training materials; developing and managing training teams
- **Benefits Realisation:** developing and delivering benefits realisation strategies and plans; creating benefits baselines, profiles and measurements; embedding and sustaining change for ongoing benefits realisation
- **People Management:** leading teams of change agents, business analysts and trainers; line management and matrix management; planning and executing team and individual development activities; coaching and mentoring at all levels including senior leaders
- **Strategic-level working:** senior member of change departments and large-scale programmes; strategic planning in line with organisational strategy; senior level influencing and negotiation

Professional Experience

July 2016 – present day

Director, Nicola Busby Associates

Business change practitioner, trainer and author. Key achievements include:

- Delivering organisational change and building change capabilities in organisations, including States of Jersey, Network Rail, British Airways, Natural History Museum, RNLI
- Delivering APMG Change Management training, Chartered Management Institute training and bespoke change management and stakeholder engagement training in organisations
- Presenting workshops, webinars, presentations, breakfast briefings on business change to organisations and professional bodies including APM, Deltra Group, CAANZ
- Coaching and mentoring business change managers and leaders
- Publication of *The Shape of Change: a guide to planning, implementing and embedding organisational change*, published by Routledge

December 2014 – June 2016

Business Change Manager, Penguin Random House

Supporting a major integration programme designed to merge the processes, technology and culture of Penguin and Random House to become one company. Key tasks include:

- leading on the people change aspects of a wide range of transformational change projects, including marketing software implementations, internal and external website launches, department restructures, HR, and technology and media
- offering internal consultancy to the newly merged business to embed and mature its approach to change management
- engaging with a wide range of senior stakeholders with differing and complex needs and expectations from the merger

April 2014 – December 2014

Business Change Manager, Financial Ombudsman Service

Key aspects of the role included:

- leading on people change aspects of a wide range of transformational programmes
- embedding change management practices and philosophies within the organisational project management methodology
- coaching and mentoring key stakeholders, project sponsors and managers, and business change owners to successfully plan, implement and embed behavioural change

July 2013 – March 2014

E-file Change Manager, Financial Ombudsman Service

Managed a business change project to move 1,000 employees at the Ombudsman Service from paper-based case handling to electronic casework. Lead on the implementation of major business process, culture and technology changes affecting all parts of the case handling process from initial post sort and scanning to case closure.

October 2012 – April 2013

Head of Change, Circle Housing Group

Responsible for transforming an existing project team into an effective change management function and building change capability throughout the organisation. Key achievements:

- Led on introducing key change management activities into existing project methodologies, including a focus on stakeholder management and benefits realisation
- Transitioned a project management team of 40 into a customer-focussed change management function
- Built change capability throughout the organisation through communications and senior leadership coaching

March 2010 – September 2012

Change Manager, SPIRE Programme, Houses of Parliament

SPIRE was a programme to improve electronic information management throughout Parliament by implementing an EDRMS and delivering an accompanying programme of behavioural change to 1800 users.

The Change Manager role encompassed all user facing activities. Key achievements:

- Developed and delivered the change management strategy and plan for the programme
- Developed a team of nine change agents and trainers, and a network of 60 champions
- Obtained buy-in from the business for the IT, process and cultural changes
- Led on all user-facing implementation activities, managing resistance and providing professional support for local implementation teams
- Developed the training strategy and materials for technology and behavioural change
- Introduced benefits realisation and change management methodologies to Parliament

June 2008 – March 2010

Governance and Leadership Programme Manager, National Council for Voluntary Organisations

The Governance and Leadership team increased the capacity of charities to govern and lead effectively. Key achievements included: managing a number of projects at all stages of the project life cycle; building and maintaining relationships with sponsors and delivery partners; undertaking general management activities including budget management; line management of internal staff and external consultants; monitoring and reporting; operational planning.

March 2007 – May 2008

Business Change Project Manager, National Childbirth Trust

Led an 18 month, UK-wide organisational change from pilot stage to completion, transforming the organisational culture, structure, processes and systems of paid staff and volunteers to ensure increased efficiencies and improved services for clients. Key achievements:

- Developed and implemented efficient and cost effective systems and processes
- Actively worked with over 2,000 affected stakeholders to build support for the change
- Oversaw the recruitment and induction process for sixty new staff members
- Developed and managed a team of 10 full-time and seconded staff

Qualifications

APMG Change Management accredited trainer ChangeQuest, May 2015

APMG Change Management Foundation and Practitioner Maven Training, March 2011

Managing Successful Programmes (MSP) Foundation and Practitioner

Maven Training, February 2011

PRINCE2 Foundation Learning Tree International, March 2010

Masters in Business Administration (MBA) Distinction

University of Westminster, January 2006 - January 2007

Publications

The Value of Business Change in Projects in **Managing Projects in a World of People, Strategy and Change** Routledge (published 2019)

The Shape of Change: A guide to planning, implementing and embedding organisational change Routledge (published June 2017)

Change Readiness, Preparation and Measurement in **The Effective Change Manager's Handbook** Kogan Page (published November 2014)