

Richard Smith

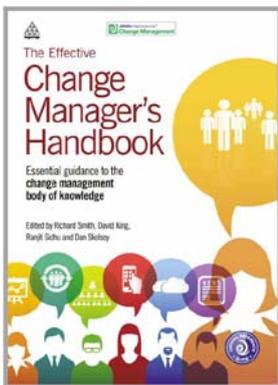
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SUMMARY:

I am an experienced professional and author in the fields of developing people, organisation development and change, who is also regarded as a thoughtful and perceptive contributor to decisions on a range of strategic business issues. I have a clarity of mind and purpose which enables me to develop collaborative and workable solutions to problems. My experience in facilitating groups of business leaders of all disciplines, from middle management to board level and working in forty countries across six continents, has given me a broad perspective on business issues. As a leader and colleague I am able to develop easy and constructive relationships with people at all levels, and am seen as a good listener and an effective coach.

SAMPLE ACHIEVEMENTS:



- ♦ Lead editor and co-author of *The Effective Change Manager's Handbook* – the most comprehensive and accessible practitioner text in the field.
- ♦ Lead author for the Change Management Institute in writing the first global 'body of knowledge' on Change Management – *The Effective Change Manager*.
- ♦ Worked with the country Board of a global company to rebuild genuine mutual trust and a common business purpose in the management team, enabling them to lead fundamental change in the organisation's leadership, culture and structure.
- ♦ Worked with heads of department in an Indonesian f.m.c.g. business to develop appropriate (but counter-cultural) influencing skills for international settings.
- ♦ Orchestrated a new performance review and succession planning system in a financial services company which was facing a period of unprecedented growth, enabling the European Board to regain effective succession management.
- ♦ Working with a major UK qualifications and accreditation body as Chief Examiner for their Change Management examinations.
- ♦ Chaired a consortium of companies and a local FE college to form a Company (and to gain charitable status) to run a managing agency for a Government youth training scheme. Holding together conflicting interests and views was a major challenge, though the Agency ran well and delivered a high value scheme.
- ♦ Building a client list which includes Cazenove, Civil Service College, DSM, Fidelity Investments, GKN, Harvard Business School, Lloyds Bank, Mars Inc.(NAEM), NatWest Bank, Nestlé International, Penn State University, PwC, Randstad, Threadneedle Investments, Roche, Rolls-Royce, Thames Water, TNT and Unilever International as well as smaller clients in professional firms



EXPERIENCE:

1994 to present

Richard Smith Associates (www.richardsmithassociates.com)

Founding Partner

Developing and running a management consultancy business which works with organisations to release potential, equip leaders and facilitate change. The main areas of delivery are OD processes (such as change leadership, talent and performance management), team development/building at board and senior levels, and leadership/management education, training & development. Broader learning and development projects have also been significant in larger client systems. In addition the role includes marketing, business development, client relationship management and managing legal and technical matters. The team of associates with whom I work are all themselves highly experienced professionals in the above fields.

1988 to 1994

Lloyds Bank Plc.

Senior Manager, IT Training Services

This position had three main components:

1. contributing as one of the three senior managers to developing the division's HR policy and procedures through a period of major organisation change
2. establishing an internal management/organisation development consultancy and
3. developing and managing (through other managers) the management and technical training functions.

All these roles routinely involved working with IT Committee (divisional Board). In the course of Bank reorganisation I devised, financed and carried through an 'internal outsourcing' of services to the 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, and also worked across the business on management and organisation development issues (especially performance management/policy matters).

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 which delivered operational savings, engaged the site senior team in personal and business development initiatives, and ultimately facilitated a full team review.

1977 to 1979

Westons Chemists (UK) Ltd. (Dixon Group)

Company Training Officer

Whilst establishing operative and management training up to Branch Manager grade, I also devised and implemented appropriate appraisal processes at various levels.

EDUCATION:

1975-1977

Middlesex Polytechnic

Postgraduate Diploma in Personnel Management

1972-1975

London School of Economics

B.Sc. Economics (Accounting & Finance) - 2:1

Ongoing

Serious **Continuous Professional Development** includes attendance at professional conferences, participating in relevant workshops and seminars, co-training/facilitating with others (with peer review & feedback) and reading professional journals.

**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:

Date of birth: 29th December 1953

Married with two independent, adult daughters