

NEIL GRAHAM MBA

PMO and Business Change Management

+ 44 (0) 7733 308500

neil@neil-graham.com

www.neil-graham.com

I have over 20 years experience in business change and will bring knowledge of best practices from several organisations and industries. I have a very strong track record of successful delivery and making improvements to businesses. My reputation is based on being able to get stuff done and for the effective development of successful project teams. I have delivered change programmes that have involved all business functions and have outstanding testimonials from all my roles. My approaches have been established at several prestigious firms so my ideas are fresh, innovative and relevant.

RECENT EXPERIENCE

Head of Portfolio Management Office

ADP

03/2015 - 07/2018 London HR/Payroll Software & Outsourcing

Remit

Hired to improve the quality of project governance and financial management within UK Implementation Dept. Required to take responsibility for line management of 20 project staff and control a resource pool of 250 HCM, IT and Finance consultants in UK & India

Achievements

- Managed delivery of \$105m customer portfolio of global HR/Payroll SaaS cloud outsourcing projects. Successful client projects included Amazon, Walt Disney, L-Brands, KKR & Co., RS Components, Bristol-Myers Squibb
- Established as top tier of senior management talent. Highest banding scores for all reviews and top international decile rank from 360° feedback. Improved PMO team engagement by 50 points (Kenexa)
- Achieved 35% improvement in project portfolio management maturity (CMMI). Responsible for management of UK's governance framework and collateral
- Received General Manager award for sponsorship of \$2m outsourcing project for an international logistics company
- Achieved 25% increase in customer satisfactions scores (NPS). Highest score achieved in ADP UK's history
- Established ADP Europe's first Data Analytics team. Data cleansed and classified to enable cross-system analysis and prepare for robotic process automation (Blue Prism) and machine learning. New data-based reports produced to improve project governance. New client data analysis consultancy offering to produce \$0.65m in first year
- Received two Spotlight awards for improvements made to project budgeting/financial forecasting and resource allocations. UK approach to capacity planning established as the global centre of expertise at ADP
- Reduced project implementation timescales for small businesses by 50% through switch to agile approach. Cost avoidance of \$350k p.a.
- Restructured offshore resource pool saving \$800k p.a.
- Managed project portfolio during two significant IT product launches: a new European HCM system (iHCM) and a new time & attendance system (RealTime)
- Jointly responsible for successful roll-out of Planview PPM, CPQ Sales system and Oracle Finance system

TESTIMONIALS

"I have tremendously enjoyed working with you, and I have found your approach to project management a big step up from what I have witnessed elsewhere."

Frank Ochsenfeld, Legal Partner, Collier Capital

"Neil is very strong. Everything he does is with consideration, diligence and a constant eye on quality. His PMO processes are envied by others across Europe; and quite simply the improvement in customer satisfaction results is staggering!"

David Kirby, EMEA Executive VP, ADP

"Thank you so much for all your help with the crazy things our clients ask of us. Your creativity is amazing. You always seem to find a way to get things done!"

Anne Morant, Multi-National Clients Director, ADP

"Neil has provided exceptional support and guidance to the UK Project Management Team. He provides clear direction and his open and proactive approach is well received by all members of my team."

Mark Hough, UK Project Management Team, ADP

"This is in no small way down to you. Well done! Please reflect on just what an achievement it is to get a client of this size and complexity implemented so cleanly that we can get them to be a reference client. That's leadership in motion."

David Johnson, Service Director, ADP

"Everyone has enjoyed working with Neil immensely and he has had an incredibly positive impact on both our people and our business."

Joe Mahon, CFO, Collier Capital

"Neil has made a great difference to our ability to deliver. I can fully rely on Neil to deliver on his promises. He remains flexible and adaptable whilst keeping a focus on the long term goals and objectives."

Maggie Bray, Head of Change, RBS Lombard

"Neil's communication skills are first rate: a particular strength is his ability to manage the conflicting agenda that can come with making changes across a business."

Kevin Muller, VP, Climate Change Capital

Business Change Consultant

Coller Capital

📅 10/2012 - 08/2014 📍 London/NY 🛠️ Private Equity

Remit

Develop strategic roadmap for Finance Operations, implement new operating model and improve how the department managed change

Achievements

- Worked with CFO to articulate and architect his vision for Finance and Operations. Designed new Target Operating Model, articulated the strategic approach and wrote the formal business plan. This approach to business planning written up as case study by Innovation team
- Project managed the implementation of a new Middle Office function to improve the management of portfolio risk, debt and FX and boost fund returns and IRR
- Managed formal RFP process to select outsourced fund administration services for new \$6bn fund. Wrote the tender document and reviewed all proposals. Ran a full IT vendor analysis. Chaired the final selection committee with CEO, CIO, CFO and COO. Contract terms delivered an immediate £600k annual cost saving and secured £700k worth of additional services. Management of process commended by consultants from PwC and Citi
- Achieved a 20% increase in departmental ability to manage change (CMMI benchmark)
- Process improvements delivered a £200k annual cost saving

Head of PMO

RBS Lombard

📅 02/2010 - 06/2012 📍 London 🛠️ Corporate Banking

Remit

Set up a PMO from scratch. Improve the management of projects and project finance. Required to recruit 30 project staff and take responsibility for a complex portfolio of legislative change (Basel, AML, Consumer Credit) and transformative change (Lean, Six Sigma, Bad Debt, IT)

Achievements

- Established a PMO in six weeks. Rolled out RBS portfolio governance software across Lombard (Planview). Business Readiness, Benefits Roadmap and Resource Waterfall used to demonstrate best practice across RBS Group
- Delivered projects with £98m worth of tangible benefits and revised risk weighting of assets enabled £1bn of capital availability to RBS group. Divested a non-core business and achieved compliance with all relevant regulations
- Won internal RBS award for work performed with C-level Executive to agree strategic business priorities. Established as top tier of RBS management talent by end of first year
- Improved all business cases that went to RBS Group for approval. £40m of Lombard business cases approved by RBS Group first time. Basel compliance business case used to demonstrate best practice across RBS. Personally secured £3.8m of investment for business improvements
- Project management maturity increased 20% (CMMI)

KEY SKILLS

- Change Management strategy
- Project & programme management
- PMO set-up and governance
- Finance & Project finance
- System development & delivery
- Business transformation
- Business process improvement
- Risk management
- Resource management
- Outsourcing management
- Customer relationship management
- Data analytics

FULL CAREER HISTORY

Head of PMO 03/15 - 07/18	ADP HR/Payroll
Change Consultant 10/12 - 08/14	Coller Capital Private Equity
Head of PMO 02/10 - 06/12	RBS Lombard Corporate Banking
Programme Manager 09/07 - 06/09	Climate Change Capital Asset Management
Programme Manager 01/05 - 09/07	NEC Europe Telecoms/Tech/FMCG
Business Analyst 12/03 - 12/04	Cantor Fitzgerald Investment Banking
System Designer 08/02 - 12/03	Silverfish Software HCM Software
Senior Consultant 08/99 - 07/02	Arthur Andersen Corporate Finance
PA to Head of PMO 08/98 - 06/99	Prudential Insurance
Project Manager 03/97 - 07/98	BT Telecoms
Producer & Director 11/94 - 03/97	Perchance Productions Film Production

QUALIFICATIONS

BSc Psychology 2013	Open University
MBA 2005	Warwick Business School
BA Film & Literature 1994	Warwick University