

NEIL GRAHAM MBA

Change Management

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I have over 20 years' experience in business and IT change management and bring knowledge of best practices from several organisations and industries. I have a very strong track record of successful delivery and a reputation for creativity and for getting things done. I have exceptional testimonials from all my previous roles. My approaches have become established at several prestigious firms, so my ideas are strategic, innovative and relevant.

RECENT EXPERIENCE

Business Consultant

Sage Housing

02/2019 – 02/2020 London Real Estate

Remit

Hired by Blackstone/DJR Consulting to oversee a data improvement programme at Sage Housing. Role expanded to take over the management of an organisational wide ERP implementation

Achievements

- Turned around a struggling ERP implementation. Project brought in on time and under budget. Commendation received from Sage Board and Blackstone
- Designed an enhancement for the third-party ERP system (Aareon QL) to address an issue that was preventing project progression. This enhancement was included as part of third party's core product and rolled out to all other housing clients
- ERP implemented in 5 months with Finance module in 6 weeks. The industry average is 20 months!
- Restructured and streamlined Sage Chart of Accounts. Design classified as best practice and shared across Blackstone portfolio

Head of Client PMO

ADP

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

Remit

Hired to improve the quality of project 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 HCM/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
- 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 RPA (Blue Prism) and machine learning. Launched new client data analysis consultancy offering to produce \$0.65m in first year

TESTIMONIALS

"It has been a monumental effort in getting us to this point. Many weekends and nights have been sacrificed. To bring us this far, facing the obstacles and time pressures you have, is nothing short of outstanding. Thank you!"

Aubrey Price, Head of IT, Sage Housing

"Thanks so much for all your hard work on this – I know there has been a tremendous effort by the team to get us to a great outcome here. We couldn't have ended up in this position without your contributions."

Devin Peterson, COO, Sage Housing

"Thank you for being so good on the project!"

Gavin Lonergan, Finance Control, Sage Housing

"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

"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 to the UK Project Management Team. He provides clear direction and his open and proactive approach is well received by all members of the team."

Mark Hough, Head of UK Project Team, ADP

"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."

Maggie Bray, Head of Change, RBS Lombard

Business Change Consultant

Coller Capital

📅 10/2012 - 08/2014 📍 London 🛠️ 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
- Supported 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)

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

KEY SKILLS

- Business process improvement
- Business planning
- Risk management
- Data analytics
- Change Management strategy
- Project & programme management
- Finance & Project finance
- System development & delivery
- Resource management
- Outsourcing management
- Customer relationship management

FULL CAREER HISTORY

Business Consultant 02/19 - 02/20	Sage Housing Real Estate
Head of Client PMO 03/15 - 07/18	ADP HR/Payroll
Business Consultant 10/12 - 08/14	Coller Capital Private Equity
Head of PMO 02/10 - 06/12	RBS Lombard Corporate Banking
Business Analyst 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 08/98 - 07/02	Arthur Andersen Corporate Finance
Project Manager 03/97 - 07/98	BT Telecoms
Producer & Director 01/95 - 01/97	Perchance Productions Film Production

QUALIFICATIONS

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