

Les Ormonde

BODKINS

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Profile

An experienced interim manager and director specialising in delivering improved business results through organisational change, business improvement initiatives, startups and turnarounds. Les is also experienced in managing technology implementations, usually as part of a larger transformation initiative and also in new product introduction. He will adapt his style to the situation and will work hard to establish effective stakeholder relations, which combined with strong delivery disciplines serve to maximise the chances of success.

Achievements

Business Leader: Les has played an influential role in the creation of a number of businesses:

- A member of the leadership team which created a spinout from an international automotive distributor. The new company was designed around a new product platform and an innovative customer proposition designed to revolutionise the way we look at vehicle ownership.
- Ground floor member of a small project management consultancy subsequently sold to a major service provider.
- Founded his own interim management business and a consultancy specialising in the practical application of the Theory of Constraints and System Dynamics to improve organisational performance.

Change Leader: Introduced new working practices, and embedded lasting change into a number of organisations:

- Led a change initiative to improve business performance: simplifying the organisation - eliminating a directorate and other business units; redeploying 1100 personnel; simplifying business processes; increasing capability in core competence areas; and initiating a continuous improvement regime at TfL
- Assessed the HR practices of a growing consultancy and recommended changes designed to maintain a high performance culture and bring people policies in line with business strategy
- In a traditionally confrontational environment, obtained cross industry consensus between utility companies and 34 highway authorities within London on new working practices needed to support the Transport Management Act 2004
- As the owner of one of the four main streams of work, played a key role in winning hearts and minds at Director, professional and trade union level for a £1 billion outsource of Defra's IT and business processes
- Used secure email as a vehicle to break down boundaries between 7 Criminal Justice Organisations and the legal professions by getting them to share case information electronically for the full lifecycle of an offence from crime to rehabilitation

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Programme Director: Operating at board level, ran a number of programmes

- Improved delivery practices in a £70 million transport programme
- Led a 100 man year programme at TfL, two programmes for Exel logistics and a major software development for Mirror Group Newspapers with high levels of customer satisfaction
- Led the implementation of Activity Based Costing for Royal Mail
- Reviewed a failing 300 man-year programme for a merchant bank. Made several recommendations which got the programme back on course
- Coach to the Implementation Director of a £1 billion programme to join up Criminal Justice
- Deputy manager of a programme to build a 600 seat call centre for Liverpool Victoria Insurance
- Managed 14 suppliers to build a simulation of the Post Office's strategy in aggressive time scales
- Sponsored the implementation of SAP's project management suite affecting more than two thousand users

Trouble-shooter and Line Manager: An experienced negotiator and an adept relationship manager, Les has operated successfully in a number of senior positions. Applying a variety of hard and soft techniques, he has resolved a number of challenging situations:

- Embedded product management disciplines and established a new global sales capability as part of a logistics package implementation at Exel Logistics
- Took accountability for turning around under-performing projects and programmes at Integris
- Trouble shooter for the Director, Vodafone Retail dealing with the results of a period of M&A activity
- Helped the new products arm of Vodafone change focus from voice to data solutions
- Unlocked a stalled product selection for an international biosciences company
- Head of information systems consulting at Integris and a member of the senior management team
- At Cap Gemini, managed a group of 60 SAP consultants and 70 IS and technology consultants and was a member of the European Consumer Products and Manufacturing Division management team
- Took over the Group E-Commerce team at Exel logistics, doubling the rate of delivery in 9 months

Education

Warwick University: Post Graduate Diploma in Engineering Business Management