

Steve Pheasant

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Professional Profile

An **Interim Human Resources Leader** and **Business Change Facilitator** who has an international track record of improving organisational performance across industry sectors. He has proven skills in project delivery, business change management and company transformation. This is allied with significant recent business success in mergers, acquisitions and integration activity in the European geography.

Areas of Expertise

Organisation design, restructuring and integration

- ❖ A major player in the international drive in transforming a manufacturing emphasis business into a customer focused, innovative engineering solutions provider during the four year period to 2009. He organised the information cascade and implementation plans across multiple European businesses of; Leadership training; People talent identification and development; Lean continuous improvement principles; Value Based Selling and Customer Service. These activities contributed towards a three-fold increase in the SPX Corporation share price.
- ❖ Assessed the commercial drivers and key business people within acquired businesses. He worked with business unit management to develop the organisation structure to support the required market approach, capture resource synergies and cost savings. He harmonised employment policies, practices and rationalised human resources suppliers to achieve cost efficiencies. All acquired businesses achieved the 15%+ operating profit and cash generation targets within 15 to 24 months of new ownership.
- ❖ Utilised the same acquisition methodologies on five internally acquired business transfers, ranging in revenue size from \$25m to \$100m. These underperforming businesses were based in the UK, Europe and South Africa. All these businesses were successfully turned around by the exit from underperforming business activities, significantly increasing after sales service revenues and building employee engagement.
- ❖ A project management business was grown from \$5m to \$50m annual revenues during the five year period to 2007. This followed an organisation review, process re-engineering and value analysis exercise. Outsourcing a portion of manufacturing to India and an exit from local fabrication activities resulted from this review.
- ❖ Produced national job family position descriptions and a 2010 salary structure for a UK Institute. The salary structure covers six job levels from entry operative through to senior management within both the private and public sector. Position descriptions were developed, external salary surveys analysed and pay benchmarks established for ongoing reference. An annual salary survey is undertaken.
- ❖ Coordination and active participation in numerous redundancy programmes in the range of 20 to 440 persons, on occasions affecting up to 12 European countries. Ensured the employee consultation processes were legally compliant and that the departure processes were handled with the required dignity.

HR leadership on Mergers & Acquisitions due diligence teams

- ❖ Human resources lead involvement in four acquisitions, two target evaluations and three divestments in the seven year period to December 2008. Two of the acquisitions were global engineering businesses with \$155m revenues/550 employees and \$900m revenues/3000 employees respectively. His due diligence activities have mainly focused on the European geography with additional site assessment visits to South Africa, India and North America.
- ❖ His commercial awareness, interpersonal and cultural skills resulted in the successful integration of the four recent external acquisitions. Using a disciplined project management approach to working with virtual

cross functional teams and statutory authorities he achieved; the transfer of key employee information to the parent IT human resources data systems, introduced HR critical process controls and Sarbanes Oxley compliance requirements. All transfer service agreement datelines were achieved.

Change and Project Management

- ❖ Led the UK test site team for a global HR Information systems project to integrate human resources, payroll, time and attendance and accounting systems activities. By process mapping existing HR activities it was possible to re-engineer and standardise HR processes to gain efficiencies, remove errors and produce timely management information. In the UK subsidiary first year savings of £172,000 were achieved.
- ❖ On the 2007 steering group to achieve operational efficiency across a subsidiary business based in ten European countries. The project goal was to bring about operational excellence by streamlining customer order throughput and deliveries, centralisation of support services and a reduction in the number of legal company entities. Works Councils in four European countries were involved in the consultation process. The final cost of this restructuring project was below budget at \$3.8m cost. All revenue, profit and cash targets were met. Customer sales and service continuity was maintained.
- ❖ Developed and delivered in 2007 a two day management of change workshop for managers in the UK roll out of the SAP manufacturing software package.
- ❖ To correct underperformance in a \$380m project management business he devised, in conjunction with line management and the host learning organisation, a competency based assessment of 67 world-wide project managers. This process involved employee self assessment; web based psychometric input and management assessment. A training and development guide for internal and external training activities was designed to facilitate the new competency development and professional accreditation within the project management community.
- ❖ As interim project manager organised a new centralised European contact centre for the Merrill Lynch Bank wealth management group. The \$16.5m budget project was delivered on time and 5% under budget. The work force was actively involved in the transfer process via focus groups from the six locations that were being merged together. In the new location they were supported by a comprehensive set of processes and IT infrastructure.
- ❖ HR lead for the creation of a commercial UK shared service centre for four product lines involved in commodity trading, administration and shipments.
- ❖ HR coordinator for two head office relocations, involving 400 person headcount transfers, from Central London to new UK provincial locations. Key talent was retained on both these relocation transfers and innovative recruiting methods allowed new location support staff to be recruited prior to the office transfer.

Leadership, Career Development and Talent Management

- ❖ Brought together the management training portfolio and talent development framework for an 8000 headcount IT Company. Leadership, customer service and sales training courses were provided via a newly commissioned training centre and local site visits.
- ❖ Designed and delivered an internal consulting skills course to transform the Human Resources function into a business partner approach.

Executive Coaching and Mentoring

- ❖ Concurrently coached and mentored four general managers and two high potential staff over a two year period to mid 2008. All six individuals progressively took on additional revenue and regional responsibilities totalling \$460m annual revenue contribution.

Human Resources Leadership

- ❖ Has led human resources departments from the start up of the function in a UK setting to running a full professional HR service department (recruitment, rewards, learning and development, employee relations) covering the European Middle East and Africa geography.

Professional Experience

Jan 09 to Present: PBi Consulting Limited - Director of a HR consultancy specialising in organisational change and effectiveness.

Mar 02 to Dec 08: SPX Flow Technology - Human Resources Director Europe Middle East & Africa
- Human Resources Director UK

Sept 99 to Mar 02: PBi Consulting Limited - Director involved on various interim management assignments
- Direct clients included Merrill Lynch Bank, Comparex IT Netherlands, Stratexec venture capital and the Institute of Groundmanship.
- Areas of Stratexec venture capital interim involvement were an on-line recruitment business, a NHS knowledge management provider and interim support to the SME sector

1990 to 1999: Cargill Plc - European Training Manager
- Project Manager
- UK Human Resources Manager

1985 to 1990: BIS Banking Systems International (now Misys) - Worldwide Head of Personnel

1980 to 1985: Burroughs Computers (now Unisys) - Manager, Management Development and Training
- Manager, Human Resources

1978 to 1980: Glynwed Engineering Group- Personnel Manager

1977 to 1978: Chrysler UK- Senior Compensation Analyst

1974 to 1977: Sperry Corporation- Commercial graduate trainee.

Professional Qualifications

BA (Hons), Social Science- Psychology major
DiSC and Myers Briggs Psychometric tools accredited
Kepner Tregoe Problem Solving & Decision Making accredited
Hay MSL job evaluation accredited

Recent Development Courses

Legal seminars on European Employment Law and TUPE Regulations
IMA Interim Management Workshop
ILM Level 7 Certificate in Executive Coaching & Leadership Mentoring- in the study process