

## Globetrotting Interim Manager International Fixer to the Engineering Sector

Managing through and out of difficult situations

Making businesses, business functions and projects hit targets

Analytical skills, hands on style, absolute focus, stamina and a relentless determination to ensure that results are delivered.

- 50 interim assignments completed, 25 years interim experience
- 17 countries
- 80%+ assignments by recommendation/repeat business

### Interim Assignments:

Managing Director, General Manager, Operations Director, Business Development Director, Projects Director, Technical Director, Engineering Manager, Commercial Manager, Programme Manager, Project Manager, Manager.

### Interim Activity:

- Recovery of whole business units (medium and small), business functions, projects, specific situations and service delivery.
- Acceleration of business and project activity to meet challenging targets and deadlines, adapt to ensure delivery.
- Business downsizing, closure and relocation. Managing cross border business activity, projects, process and business relocation.
- Bringing stability (so surprises eliminated) to specific situations where there is an unusual level of uncertainty.

### Interim Sector Experience:

Across many engineering, technology & industrial sectors including: aerospace, automation, automotive, building systems, chemical treatment, composites, conventional energy (gas, coal, nuclear), defence, facilities management, marine and offshore, material handling/logistics systems, mechanical and electrical construction, medical systems, power distribution, precision engineering, process engineering, telecoms, renewable energy (wind, tidal, pyrolysis).

### Interim Anywhere:

International & cross border, assignments based in: Austria, China, Denmark, France, Germany, Qatar, Hong Kong, UK. Working in: Australia, Brazil, Belgium, Canada, France, India, Scandinavia, South Korea, Spain & USA.

### Interim Clients Include:

Areva T & D (now GE), Augeot, Babcock International Group, Britax Rumbold (now Zodiac), Beumer Group, Brush Generators, Brush Power Distribution, Compact Power (now Clinipower), Lifetime Brands, Crisplant (now Beumer), DeWind, DPD, EU Energy, FKI Logistex (now Beumer), Froude Hofmann, Gambro Hospital, GZT, Halma Group (Fortress, HF Securities, Hanovia), Kelvion, Lanzhou Electric/CATUM, Lorne Stewart, MAN Energy Solutions (formerly MAN Diesel and Turbo), Melrose, Mitsubishi Heavy Industries Europe, MPAC Lambert, NEG Micon (now Vestas), Tidal Generation/Rolls Royce (as major shareholder company, now GE), Senior, Vinci (Par Acoustic & Norwest Holst Telecom), Vestas, Weir Group, Wirsbo (Uponor).

**INTERIM ASSIGNMENTS Renewable Specific:** Reverse Chronological order. Weeks are significant time duration, assignments sometimes overlap.

**Vestas Blades AS**

European listed group supplying wind turbines (2MW to 7MW), 17,000 people, €8Bn t/o.

Interim Manager – Denmark site - production development (Nov 2016 to Nov 2017 full time then part time - 44 weeks).

- Get a business critical late starting project going (with no resources allocated) to deliver new production capability.
- Resolve multiple issues and unknowns in an environment of rapid wider management and process change.
- On a rolling basis focused on areas of uncertainty/instability as the project began to staff up and operate in a more mature way.
- Directly manage the most troubled elements back to closure or stability
- Managed tooling to be off the programme critical path despite late design changes and emerging scope.

**Mitsubishi Heavy Industries Europe**

Power generation equipment producer, part of Mitsubishi Heavy Industries, 600 people, £177M t/o.

Interim Programme Manager – Offshore Wind Business (mix of part and full time, Nov 2012 to Feb 2015 - 103 weeks).

- Rapidly brought order to funder (TSB/BIS/Innovate) reporting for a 5 company Consortium (was under threat of withdrawal), restoring funder confidence and ensuring a continuing funding flow (Consortium was developing a portfolio of offshore wind technologies).
- Introduced and ran basic project management tools to bring coordination between Consortium members.
- Managed the Consortium through a contractually and politically difficult period of declaring (previously not visible) underspends (as bad as overspend in this context) and non-conformances, resolved all contractual issues arising.
- Full funding continued (major threat of cessation eliminated). Reconfigured overall project to deliver best value for money and what was realistically achievable. Handed over a now smaller stable project to others.

**Lanzhou Electric Corporation/CATUM (China)**

Chinese motors/generator manufacturer, government stock company. 5000 people, RMB1Bn t/o.

Interim International Projects Director – Wind Business (full time/part time Oct 2012 to Jan 2013 - 13 weeks).

- Follow on from previous assignment to develop and implement first of type assembly processes and tooling.
- Supervised assembly of turbine nos. 3 and 4 ready for final test (using techniques developed for first of type assembly).
- Developed complete process for volume assembly (based on flow line, no cranes; only value added movement, etc.), including all tooling and plant requirement. Package developed including BOM for use as a complete build manual
- Complete assembly pack created (English and Chinese), no other documents required. Packaged in a very user friendly format..

**Lanzhou Electric Corporation/CATUM (China)**

Chinese motors/generator manufacturer, government stock company. 5000 people, RMB1Bn t/o.

Interim International Projects Director – Wind Business (full time Mar 2011 to Aug 2011 - 26 weeks).

- Developed a prototype to volume production concept for a new 2MW wind turbine based on subassembly and flow concepts.
- Developed full work breakdown structure, assembly programme, resource requirement, layout & tooling requirements.
- Created tooling detail and all other production requirements. Instructed purchase on these and all related orders.
- Introduced basic project management tools, created and drove critical part/critical path tracking and expediting to meet assembly start dates. Defined and drove all other preparation for first of type assembly build.
- First of type successfully built using subassembly principles.

**Melrose (Germany and Austria)**

FTSE 100 Industrial Group with diversified engineering holdings. £1100M t/o.

Interim Project Manager (part time & full time Dec 2008 to Nov 2010 - 56 weeks).

- Hands on management and continuous driving of all aspects for recovery (<50% availability) of 30 turbine (40+MW) wind farm in Eastern Austria, bringing it back to near contracted availability - > 90% availability (including turbine equipment change outs).
- Appointed and ensured the compliance of German subcontractors. Negotiated and settled all technical and commercial supplier claims.
- Developed specification and contract for long term service/maintenance agreement. Ran prequalification, tender and contract award process to completion (new contractor appointed).
- Stabilised availability (many major technical issues resolved). Long term support contractor in place and delivering. Provided the technical and operational quantification for major claims and commercial arguments against third parties.

**Tidal Generation**

Start-up technology business developing marine turbines. No turnover, 15 people. Major shareholder Rolls Royce Energy.

Interim Managing Director (full time Dec 2008 to Aug 2009 - 38 weeks).

- Ran the business through a period of intense technical & financial development/change, began the transition from start up to subsidiary.
- Introduced structure such that first of type/series could both be developed with priority to get a machine into the water.
- Brought structure and transparency to operational finances and the key contracts for marine deployment, renegotiated the latter under exceptionally difficult circumstances and financial constraints.
- Minimised conflict between stake holders, ensured deployment progress, tripod foundation system proven, business refinanced.

## EU Energy (Germany)

Markets, designs and manufactures wind turbines primarily in Asia and the US. Start up, 50 people.

Interim Manufacturing Director (full time Jan 2006 to Jan 2007 - 50 weeks).

- Responsible for production planning and manufacturing development into India and US. Reviewed established turbine JV partner in India, concluded not suitable for India manufacturing development, proposed alternatives.
- Developed full manufacturing concept for high volume production-based, highly scalable cell based approach( alternate layouts, resource levels, process control concepts, etc.).
- Volume assembly concepts developed and later implemented in US partner factory, business pack (operational, financial, technical, etc.) developed (never implemented as business ceased).

## DeWind GmbH (Germany)

Utility scale wind energy converter producer, Euro70M t/o, 220 people.

Interim Managing Director (full time Apr 2003 to July 2004 - 48 weeks).

- Took over in a "drop dead" situation. Focused the business on a few critical issues (primarily poor service/availability) to recover reputation – stopped many unnecessary activities, enforced commercial awareness.
- Instigated, and then later drove project/technical/commercial management to ensure that machines delivered did not have historical failings.
- Reduced old debts by £7M, halved penalty payments, priorities set (fix the past), legacy issues managed ahead of new MD arrival , brought key skills into the business to instigate better practice – speed was essential..

## NEG Micon Rotors (part in Australia)

Developer and manufacturer of composite wind turbine rotors. £30M t/o, 300 people.

Interim Projects Director (part & full time May 2002 to Dec 2002 - 30 weeks).

- Developed a structured feasibility study from zero for a modular blade making factory in Australia.
- Completed confirmation of study in Australia. The resulting package was a basis for fully operating production unit within 6 –12 months.
- Defined locations for global roll out for rotor production plants. Configured the full global roll out specification for rapid deployment factories – defined as 26 weeks from commencement to available capacity.
- Australia headline plan developed in 20 days (met target), complete confirmation study/plan produced (implemented 2 years later).

## Interim Assignments: Summary – Reverse Chronological Order

Interim Role	Industry/Sector	Dates	Company	Duration	Source
Project Director	Assembly/Automation	Jan 2022 to May 2022	MPAC	16 wks.	Recommendation
Project Manager	Energy/Systems	July 2021 to Feb 2022	Brush Group	30 wks.	Recommendation
Project Director	Logistics/Automation	Oct 2020 to Mar 2021	Beumer Group	20 wks.	Repeat Business
Project Manager	Logistics/Automation	Jun 2020 to Sep 2020	Beumer Group	16 wks.	Repeat Business
Package Manager	Logistics/Automation	Oct 2019 to May 2020	Beumer Group	34 wks.	Recommendation
General Manager	Marine/Diesel Engines	Dec 2018 to Sept 2019	MAN Energy	40 wks.	Repeat Business
Head of Production	Marine/Diesel Engines	Jun 2018 to Dec 2018	MAN Energy	28 wks.	Repeat Business
Manager	Marine/Diesel Engines	Jul 2017 to Jun 2018	MAN Diesel/Turbo	50 wks.	Repeat Business
Manager	Energy/Renewable	Nov 2016 to Nov 2017	Vestas Blades	44 wks.	Recommendation
Consultant	Industrial/Process	May 2016 to Jun 2016	Kelvion	6 wks	New Client
Manager	Defence/Buildings	Mar 2015 to Feb 2016	Babcock Int.	32 wks.	Repeat Business
General Manager	Environmental/Process	May 2015 to Nov 2015	Augean	24 wks.	New Client
Project Manager	Logistics Automation	May 2014 to Aug 2014	Beumer	11 wks	Recommendation
Manager	Marine/Defence	Nov 2013 to Apr 2014	Babcock Int.	20 wks.	Repeat Business
Manager	Marine/Defence	Nov 2013 to Jan 2014	Babcock Int.	12 wks.	Repeat Business
Project Manager	Energy/Systems	Feb 2013 to Oct 2013	Brush Group	37 wks.	Recommendation
Programme Mgr	Energy/Renewable	Nov 2012 to Feb 2015	Mitsubishi Heavy	103 wks.	Recommendation
Project Director	Energy/Renewable	Oct 2012 to Jan 2013	Lanzhou Electric	13 wks.	Repeat Business
Manager	Marine/Defence	Dec 2011 to Oct 2012	Babcock Int.	32 wks.	Repeat Business
Manager	Logistics/Automation	Oct 2011 to Nov 2011	Crisplant A/S	9 wks.	Repeat Business
Project Director	Energy/Renewable	Mar 2011 to Aug 2011	Lanzhou Electric	26 wks.	Recommendation
Project Manager	Energy/Renewable	Dec 2009 to Nov 2010	Melrose	56 wks.	Recommendation
Managing Director	Energy/Renewable	Dec 2008 to Aug 2009	Tidal Generation	38 wks.	New Client
Integration Mgr	Marine/Defence	Oct 2008 to Nov 2008	Babcock Group	8 wks.	Repeat Business
Project Director	Logistics/Automation	Nov 2007 to Oct 2008	Logistex A/S	38 wks.	Repeat Business
Commercial Mgr	Marine/Defence	Jul 2007 to Nov 2007	Weir S & H	16 wks.	Recommendation
Unit Manager	Energy/Automation	Jan 2007 to Jul 2007	Areva	20 wks.	New Client
Int. Mfg. Director	Energy/Renewable	Jan 2006 to Jan 2007	EU Energy	50 wks.	Recommendation
Manager	Automotive/Systems	Feb 2005 to Feb 2006	Froude Hofmann	49 wks.	Recommendation
Business Director	Logistics/Automation	Jul 2004 to Jun 2005	Logistex A/S	38 wks.	Repeat Business
Managing Director	Energy/Renewable	Apr 2003 to Jul 2004	DeWind GmbH	48 wks.	New Client
Technical Director	Industrial/Process	Nov 2002 to Jun 2003	Hanovia UV	15 wks.	Recommendation
Projects Director	Energy/Renewable	May 2002 to Dec 2002	NEG Micon	30 wks.	Repeat Business
Head of Engineering	Industrial/Process	Mar 2002 to Aug 2002	Senior Flexonics	16 wks.	New Client
Account Director	Building/Services	Aug 2001 to Jan 2002	Lorne Stewart	23 wks.	Recommendation
Operations Director	Industrial/Process	Jun 2001 to Feb 2002	HF Securitie	29 wks.	Repeat Business
Manager	Industrial/Process	Mar 2001 to Jul 2001	Fortress Interlocks	19 wks.	New Client
Manager	Medical/Systems	Oct 2000 to Oct 2001	Gambro Hospal	53 wks.	Repeat Business
Bus Dev Director	Industrial/Telecoms	Jan 1999 to Jun 2001	Norwest Telecom	45 wks.	Repeat Business
Managing Director	Building/ Services	Aug 1998 to Dec 1998	PAR Acoustic	20 wks.	New Client
Operations Director	Industrial/Aerospace	May 1998 to Aug 1998	Britax Rumbold	13 wks.	New Client
General Manager	Buildings/Plastics	Feb 1996 to Feb 1998	Wirso	90 wks.	New Client

## Expert Consultancy Assignments:

Deployment of specific expertise (accumulated through many interim assignments) in hands on advisory roles, clients have included Serco, GZT, Compact Power.

## Career History:

### Babcock Materials Handling Ltd

Turnkey contractors for materials handling systems. £6M t/o, 20 people.  
International Business Development

Director (1994 – 1995)

- Built a business understanding of the Indian power market.
- Rebuilt relationships with key Group companies & contractors.
- Changed approach to pricing tenders, reflecting added value.
- Formed local Indian alliances. Won first targeted contract.
- Managed the business through major change, maintained staff morale during close down and relocation to Germany.

### Strachan & Henshaw Ltd

Materials handling and engineering construction contractor. £70M t/o, 1000 people.  
Commercial Manager/General Manager Business Development (1990 – 1994)

- Responsible for all commercial activity (business development, tendering, commercial contract administration, IT) for Construction Division. Market and business development for three Divisions.
- Created a focused approach to specific market sectors (power generation and process industries). Divisional turnover increased by 100%.
- Created simple, yet effective contract financial monitoring system.
- Driving force in recruitment for and restructuring of Division as business grew.

## Professional Engineer/Technical/Project/Operations Management

Company	Sector	Year	Role
Avon Tyres	Auto Tyres	1988 - 90	Business Development Manager
Goodwin Engineering	Capital Equipment	1984 - 86	Technical Services Manager
Birmid Qualcast	Consumer Goods	1983 - 84	Development Engineer/Project Manager
William Asquith (1981)	Machine Tools	1981 - 83	Development Engineer
Asquith Staveley Machine Tools	Machine Tools	1977 - 81	Technician/Draughtsman/Research Assistant
Rose Forgrove, Joseph Sellers, Halifax Tool	Packaging/Textiles/ Quarry Drilling Machinery	1973 - 77	Factory and Site working as a Trainee Technician

## Education and Qualification:

Institute	Year	Qualification	Comment
Institution of Mechanical Engineers	2012	F.I.Mech.E.	Fellow
Cranfield School of Management	1987	M.B.A.	Self-Financed
Institute of Marketing	1987	Diploma in Marketing	
Institution of Mechanical Engineers	1983	C.Eng. M.I.Mech.E.	Member
University of Manchester (UMIST)	1982	Ph.D.	Sponsored Full/Part Time
Association of Certified Accountants	1980	Certified Diploma in Accounting	Part Time
University of Manchester (UMIST)	1980	M.Sc. (by research)	Sponsored Full Time
The Polytechnic Huddersfield	1978	BSc (Hons) Eng (First Class)	Sandwich

## Associations:

Organisation	Year	Designation	Comment
Asia Turnaround Association	2015	ATTA	Member
Institute for Turnaround (UK)	2015	IFT	Member