

Dr Ruth Murray-Webster

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Executive Summary:

An experienced business manager and organisational change leader, with strong risk and quality management specialisms and a track record of influence and programme delivery across the private and public sectors for multi-nationals and SMEs. Key strengths include: commercially-astute strategies, informed by own academic research that deliver outstanding and quantifiable results; designing and implementing major business architecture and process improvement projects; delivering capability across people, processes and technology to embed new ways of working; and engaging and negotiating with stakeholders at the highest level to ensure superior programme delivery.

Key Skills:

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| <ul style="list-style-type: none">▪ Organisational design and change▪ Programme and project leadership▪ Leading-edge risk management▪ Risk-informed decision making | <ul style="list-style-type: none">▪ Business process improvement▪ Stakeholder engagement and negotiation▪ Business development and improvement▪ Engaging speaking and writing |
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Career Highlights:

- Established portfolio management for an ambitious transformation of processes, systems and ways of working in largest UK ports operator. Engaged the senior team and facilitated decisions about the transformed company operating model; introduced sophisticated risk modelling to aid decisions to balance capability and capacity for change; designed benefit realisation processes and tracking mechanisms; coordinated communications and the engagement of staff. The change was funded and delivering benefits as planned within 15 months and I was able to transition to part-time hours.
- A global mining company needed to transform risk culture of the Group away from a process-only focus to a strategic decision-making 'value-add'. Engaged as a change and risk specialist to mentor Head of Group Risk through a 3-year programme of transformation. Liaised with key stakeholders; assessed existing attitudes and risk processes; devised and prioritised change programme; analysed team strengths; and re-shaped central team. Succeeded in delivering a transformed approach to risk, now embedded into an amended global operating model.
- A global IT Services Company wanted to achieve competitive advantage through its delivery of projects for clients. Appointed as Impact and Development Manager to design solutions that bridged client needs with academic research. Engaged stakeholders over a 5-year period, through acquisition and upheaval; diagnosed issues (internally and clients); critiqued applicability of research outputs; 'productised' thinking; and piloted implementation phase. Succeeded in creating unique products now being implemented globally across Company.
- A British plc merged with a Russian manufacturer of nuclear products. Employed as Quality and Operations Manager to oversee manufacture and QA in the Russian nuclear facility and to secure licensing and export of product from Russia to customers in the UK, USA and Japan between 1994 and 1996. Liaised with stakeholders; established a (then) leading-edge, risk-based quality programme; negotiated and influenced regulators; and improved quality of processes and product. The company still flourishes with a largely unchanged quality management system.

Career History:

Currently

Potentiality UK Ltd: Managing Director and Consultant March 2017 -

Provision of leading-edge risk and change related services in conjunction with 50% role as Director, Change Portfolio and Risk Management for Associated British Ports Ltd.

Associated British Ports Ltd**Director, Change Portfolio and Risk Management****October 2015 – March 2017 (full-time) – on-going (50% time)**

Responsible as Change Portfolio Director for ensuring that priorities are set, resources are allocated and a highly ambitious change portfolio is delivered.

Responsible as Group Risk Manager for transforming how ABP creates value from intelligent risk-taking – embedding changes processes, systems and behaviours.

Previously**KPMG LLP UK – Director, Risk in the Boardroom****September 2014 – September 2015**

Development of internal KPMG capability and client business to bring leading-edge thinking on risk appetite and risk culture to Boards and Executive Teams of FTSE100 companies. Facilitated multiple Board and Executive level sessions. Advised companies in multiple sectors how to connect risk governance and performance.

Lucidus Consulting Ltd**Managing Director and Consultant****July 2003 to August 2014**

Boutique consultancy focused on delivering value from planned change for a range of clients, including Rio Tinto, Shell, SAP, Hoffman La Roche, Hewlett Packard, ING Bank, Qatar Petroleum and Friends Life.

- Responsible for managing the company with a co-Director and 10+ active associates.

- Led acquisition of new clients and securing of repeat business from existing clients through outstanding delivery of planned change related services.
- Provide strategic consultancy to support risk-based decision-making within major government programmes and large listed firms in the UK and Internationally.

Key Projects & Achievements:

- Steered the transformation of the culture and working practices for risk-based decision-making within a global mining company.
- Acted as Impact and Development Manager for a multi-million partnership between a major global IT outsourcing organisation, and Cranfield School of Management.
- Designed and delivered an extensive range of change related management development/learning events across business and industrial sectors, including mining, education, petrochemicals pharmaceuticals, IT, financial services and the NHS.
- Coached SAP delivery managers on how to realise benefits from client investments in SAP software.
- Designed the approach to risk management and risk-based decision making across major projects in a multi-national oil company.
- Coached senior management sponsors of planned change in several multi-nationals.
- Co-authored four books addressing strategic and human aspects of risk management.
- Completed doctoral research into the impact of planned change on strategically-significant organisational routines from the perspective of the recipients of change.
- Author for the UK government's Management of Risk publication.
- Awarded Honorary Fellowship of the Association for Project Management for services to risk and change management.

Earlier Career:

- 08 2000 to 06 2003: Response Business Management Ltd: Managing Director.
- 07 1996 to 08 2000: Fusion Associates (UK) Ltd: Director and Managing Consultant.
- 04 1992 to 07 1996: Amersham International plc: Quality and Operations Manager.

- 09 1978 to 03 1992: ICI plc: Operational Continuous Improvement Manager (88-92), Office Services Manager (85-88), Training Manager (82-85) and Scientific Assistant (78-82).

Qualifications & Training:

- Doctor of Business Administration (DBA); Cranfield University School of Management.
- Managing Successful Programmes Advanced Practitioner; Office of Government Commerce.
- Master of Business Administration (MBA); Henley Management College.
- APM Practitioner Qualification (qualification designer); Association for Project Management.
- PRINCE2 Practitioner; Office of Government Commerce.
- Quality Management Diploma; Chartered Quality Institute.
- Certificate in Training; Chartered Institute of Personnel and Development.

Published books and book chapters

- Organisational Change Explained, edited Coleman and Thomas (2017). Chapter on Organisational change and risk.
- A Risk Management Handbook edited Hillson (2016). Chapter on Risk and Organisational Change
- A Short Guide to Risk Appetite; Hillson, D. A and Murray-Webster, R. 2012.
- A Short Guide to Facilitating Risk Management: engaging people to identify, own and manage risk; Pullan, P. and Murray-Webster, R. 2011.
- Managing Group Risk Attitude; Murray-Webster, R. and Hillson, D. A. 2008.
- Understanding and Managing Risk Attitude (2nd edition); Hillson, D. A. and Murray-Webster, R. 2007.
- Starting Out in Project Management (2nd edition); Murray-Webster, R. and Simon, P. 2006.

Academic papers

Maylor, H., Turner, N., Murray-Webster, R. (2014), "It worked for manufacturing...! Operations strategy in project-based organisations" International Journal of Project Management (forthcoming - expected November 2014)

Pellegrinelli, S., Murray-Webster, R., Turner, N. (2014), "Organisational ambidexterity through projects and programmes" International Journal of Project Management (forthcoming - expected January 2015))

Murray-Webster, R and Maylor, H. (2014), "Too close for comfort? Organizing across temporary/permanent organisational boundaries during planned change to organisational routines" Proceedings of the 30th European Group for Organization Studies conference, Rotterdam, 2014.

Maylor, H., Turner, N., Murray-Webster, R. (2013), "How hard can it be? Actively managing complexity in technology projects" Research Technology Management, July-August, p45.

Murray-Webster, R. and Maylor, H. (2012), "How a well-managed change programme yielded no change and what this tells us about change and control: a structuration perspective" Proceedings of the 28th European Group for Organisation Studies conference, Helsinki, 2012.

Murray-Webster, R. and Hillson, D. (2011), "Using risk appetite and risk attitude to support appropriate risk taking: a new taxonomy and model" Journal of Project, Program and Portfolio Management, vol. 2, no. 1, p. 29.

Pellegrinelli, S. and Murray-Webster, R. (2011), "Multi-paradigmatic perspectives on a business transformation programme", Project Management Journal, vol. 42, no. 6, p. 4.

Murray-Webster, R. and Pellegrinelli, S. (2010), "Risk management reconceived: reconciling economic rationality with behavioural tendencies" Journal of Project, Program and Portfolio Management, vol. 1, no. 1, p. 1.

Personal Details:

- Address: 1 Green Nook Close, Upper Cumberworth, West Yorkshire HD8 8FR
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- Websites and blogs: www.ruthmurraywebster.com and www.rara-risk.com and www.potentiality.uk
- LinkedIn: uk.linkedin.com/in/ruthmurraywebster/

Recommendations:

Ruth is one of the best facilitators of change I have seen. Completely results focused, she builds rapport and influences change through a challenging but engaging approach to all levels of staff. Her tenacity and her understanding of human behaviours allow her to work around human biases and personal agendas to deliver outstanding decisions and outcomes.

Mark Davies, Head of Group Risk, Rio Tinto plc.

Over the past 18 months Ruth has made an invaluable contribution to leading change throughout the organisation.

James Cooper, CEO, Associated British Ports Ltd.

Ruth has played a vital role in the transformation programmes I have sponsored from 2005 to the current day. She has defined programmes, supported planning, resourcing and scheduling, up-skilled and briefed managers, shaped the blueprint and articulated benefits. In 2005, benefits realisation thinking was rare in UK public sector. Without Ruth's expertise and communication strengths buy-in to and delivery of benefits would not have been achieved. It is testimony to Ruth's contribution that as we moved into new phases of work we contracted her repeatedly for programme health checks and indeed more recently here at the University of Nottingham Ruth has worked with my team and others across the University articulating and mapping benefits associated with technology enabled transformation of learning. Personally, I find working with Ruth extremely productive and her constructive challenge and expert contribution is something that I have come to value highly.

Caroline Williams, Director of Libraries and Research and Learning Resources, University of Nottingham.