



## Caroline Gowing

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### PROFILE

Caroline is a highly skilled, customer-focused change and strategy consultant with a proactive and pragmatic approach to problem solving backed up with a robust academic and practical understanding of what makes people and organisations work. She has a strong focus on organisational design and change, a wealth of experience as a professional facilitator and combines first-hand knowledge of operating at the highest levels of business with experienced project and programme management. With a diverse range of experience across business enterprises, she is able to draw on her time in the military and a varied career across the spectrum of large multinationals, small innovative technology companies and charities across the third sector. To support this experience she brings to every engagement a solid understanding of change management, a supportive but challenging application of knowledge and an enthusiastic and energetic approach.

### CAREER SUMMARY

#### Organisational change consultant

Aug 2012 – present

#### Organisational re-design, British Heart Foundation

Jan 2015 – present

- Supported the Fundraising Team in re-designing the organisational construct and supporting processes.
- Undertook interviews with the team to identify issues and strengths, and facilitated a workshop to derive principles to underpin the change and new organisation.
- Future work may include development of a design blueprint, and supporting benefits, risks and implementation plan.

#### Change consultant for the redesign of the Royal Navy HQ

Apr 2013 – Nov 2014

- Led a multi-disciplinary consulting and technical team making fundamental changes to the way the Royal Navy is managed, structured and the functions and processes it undertakes.
- Designed and implemented new governance, processes, ways of working, leadership behaviours and programme management mechanisms.
- Worked to build up and operate a joint industry and MOD team structuring and managing the changes, including development of benefits and risks, a programme plan and supporting development of a blueprint for the four hundred year old organisation.

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## Change implementation lead, Ministry of Defence

Aug 2012 – Apr 2013

- Navy Command lead for the Defence Reform programme transferring responsibility from Head Office to the Commands as part of Financial and Military Capability Transformation.
- Led the stakeholder engagement, implementation planning and delivery and support of the design and rollout of new processes and structures within the Command as well as negotiating complex political and stakeholder environments to enable a successful achievement of a major implementation milestone.

## Independent management consultant

Feb 2008 – present

### Change and strategy implementation

- Supported a range of clients with change programme management and consulting, including process mapping, change planning, organisational assessments, team profile support, executive management, reporting and the implementation of tools and processes.
- Clients include large Defence companies such as BAE Systems, Harris and SAIC, large multinational corporates including BP, professional services firms, and small technology companies.

### Facilitation and coaching

- Facilitated a range of events, including large workshops, small customer engagements, executive meetings, trade associations.
- Coaching support to senior executives, working one-to-one and in groups to support corporate learning and objectives. Mentoring and coaching of young executives in effectiveness and project management.
- A broad range of clients from across the spectrum of industry including security services provision (G4S), infrastructure development (HS2), arts sector (Royal Academy), large multinational corporates (BP), technology retail (Talk Talk) and the charity sector (Plan International, HomeStart and British Heart Foundation).

### Visualisation and decision support

- Specialism in developing requirements and building solutions to meet a range of Management Information needs to support decision making, particularly focused on the needs of the executive.
- Developed and patented a visualisation solution for the articulation of complex hierarchical capability problems in a simple and intuitive visualisation to support decision making.
- Work with solution and tool providers such as Salamander/MooD and Agile Ideas to build information management solutions which work within the processes and governance of clients including the Joint Forces Headquarters (deployed and at base), British Army Special Forces, MOD and corporate clients.

### Stakeholder engagement and planning

- Taking an in depth understanding of how people work, combined with a pragmatic understanding of what makes organisations successful, to build stakeholder engagement plans that can be easily understood and implemented by programmes and projects.
- Supporting senior executives to understand their stakeholder management requirements and to put in place communication and engagement plans that appropriately target their customers and clients.

## Strategy and customer engagement

Jul 2006 – Feb 2008

### Capability and project consultant, BAE Systems

- Embedded as project manager within the MOD, leading a capability change programme and responsible for the planning, stakeholder engagement and governance for the programme.
- Supported the roll out of a new approach to acquisition, Through Life Capability Management, including development of processes and putting in place mechanisms to make implementation successful.
- Leadership of the BAE Systems partnership engagement programme with the MOD, seeking to build relationships and change attitudes between the MOD and its single biggest supplier.

## Experimentation project management

Jul 2004 – Jul 2006

### Capability delivery project leader, Niteworks

- Successfully led and delivered to cost and time a major project that provided high value interventions into the Ministry of Defence and several smaller, highly successful projects.
- Coordination and leadership of a large team, including liaison across the defence partnership, production and running of a Synthetic Environment and extensive relationship management with MOD stakeholders.

## Human design in complex systems

Jan 2003 – Jul 2004

### Human Factors project manager, BAE Systems

- A variety of Human Factors projects involving user design, evaluation, requirements capture and experimentation in a variety of environments including deployed in the Gulf and in warfare training.
- Notable projects included: Joint Operations Picture – human-centred design and integration of situational awareness; Multi-National Experiment – planning and organisation of five coalition nations in dispersed locations; Integrated Sensing – technical lead of a technology requirements, design and evaluation project

## British Army officer

Oct 1997 – Aug 1998

### Second Lieutenant, Royal Logistic Corps

- Short Service Limited Commission as an Platoon Commander of an ammunition squadron, responsibilities included management and training of thirty-five soldiers on military exercise and in barracks

## EDUCATION AND QUALIFICATIONS

- MSc (Distinction). Human Computer Interaction with Ergonomics. University College London.
- BSc (Hons) First Class. Experimental Psychology. University of Bristol.
- MSc Environmental Strategy (ongoing). University of Surrey.
- Management of Portfolios (MoP) Practitioner
- Association of Project Managers (APMP) Level 2
- ILM Level 7 Coaching
- Security Clearance (SC)

## PERSONAL FOCUS

Outside of work Caroline has always had an interest in adventure – her love of flying resulting in light aircraft pilot training, numerous freefall parachute jumps and a recently acquired paragliding pilot's licence. On land and sea she enjoys skiing, mountaineering, hill walking, kayaking and fell running - currently training for her third mountain marathon. Away from the heights, Caroline works as an advisor with the Citizens Advice Bureau and combines her passion for community and environment by being an active member of her neighbourhood Transition Town – working to address climate change at a local level. She has recently moved to North Wiltshire, with her husband Mike.