

## Summary of Experience

Graeme Norris specializes in helping executives and their teams plan and lead major change initiatives, including the mobilization of staff, organizational alignment, and management development to improve business results. Formerly a Vice President with Gemini Consulting, Graeme led their European People and Organizational Change Practice for 12 years. He has led multi-million euro performance improvement efforts for clients like ABB, British Petroleum, Conoco, Dow, Glaxo Smith Kline, Hoffmann La Roche, Kuwait Petroleum, ICI, Neste Oy, Rolls Royce Aero, Shell Chemicals, Statoil, Syngenta and Borealis. His work ranged from organizational design and implementation, multi-culture team building, post-merger integration, outsourcing/off-shoring, and building commitment to new strategic directions and performance demands. Prior to his consulting career, Graeme worked for 12 years with the operational analysis division of British Petroleum, before being appointed Group Strategy Manager, working for the Committee of Managing Directors on the reframing of the corporate business portfolio. This 4-year assignment led to the refocusing of the company's ambitions, restructuring of the businesses, and the alignment of the supporting R&D, IT and HO teams.

## Selected Accomplishments

- Led the process redesign of an oil major's chemical business to improve the marketing and manufacturing of products worldwide where the work involved not only analyzing the margin expected from the various products, the complexity of the processes and their supply and quality issues, but also building the cooperation between the various national teams and resolving the conflicting elements of the performance management systems.
- Helped plan the location of a network of shared laboratory facilities and developed the business case for a significant investment in new equipment for a global pharmaceutical company; the investment decision involved gaining more clarity on the linkages between different research projects, the nature of clinical trials and acceptance criteria of different countries, views on possible tax considerations and the recruitment of skilled staff.
- Used an action-learning approach to help the world's leading photographic company shorten the launch date of a new product from 18 months to 3 months; by building a series of cross-functional teams, insights from the initial product concept and development unit were combined, at a formative stage, with the knowledge of the manufacturing, maintenance and marketing teams where the improved cash flow resulted in many millions of dollars to the bottom-line and the pre-empting of the launch of a rival product from a fierce competitor.
- Facilitated a global strategy review with a sub-committee of the Board of a major gas and chemicals company to gain the commitment and ownership of the recommendations by the alliance partners across the world that led to a series of M&A initiatives being pursued; the work also identified the new role for the central R&D Division and IT Service, and developed the governance structure and coaching programme to guide decisions.
- Following the privatization of Finland's national oil company, helped the CEO and his team develop the new organizational structure and governance processes followed by implementation of a package of lean-process initiatives and management development programmes, both up and down-stream, leading to a sustained improvement in productivity and margins.
- Provided a series of extended performance improvement services for a major international retailer including initiatives helping to design a significant change in the way stores were managed that led to a marked and sustained improvement in results, helping to improve the governance relationships, reorganization and sizing of the Head Office, and helping with the design of their international IT organization including how to gain from an offshore Business Support Centre.
- Provided extensive coaching to the Refinery Manager of a Russian Oil Company in Siberia where the aim was to help the management team plan the upgrade of the plant with technology from Shell, increase compliance to health and safety policies, and meet significant demands from Moscow for improvements in product quality and production; the result of the work was a marked improvement in all performance indicators and selection of the Refinery as "best in class" to transfer to other sites.
- Helped the Managing Director of the largest subsea oil and gas project in Norway address a forecasted 75% increase in cost by creating and leading a dramatic initiative to drive down expenditure that included helping the consortium of oil majors confront difficult choices and design / execute a number of successful lean projects.

## Educational Background

Ph.D., Organizational Psychology, Leeds University  
B.Sc. (Hons), Mathematics, London University  
Corporate Finance Certificate, London Business School