

First name:	Surname:	Brief overview of your background and experience in this SIG subject matter: (maximum 150 words)	What motivated you to put yourself forward for election to the APM Enabling Change SIG committee? (maximum 150 words)	What qualities, skills and experience do you think you'll bring to the APM Enabling Change SIG committee? (maximum 150 words)
David	Appleyard	<p>I'm a senior principal consultant, chartered Project Professional and an APMG Change Management, Prince 2 and PMP Practitioner. I have 25 years experience in Oil and gas exploration as VP for Quality, HSE and Performance, where i was responsible for global quality & HSE management strategy and the executive integration of three companies following a merger. I led the drive to develop change management capability within the company, developing and co-presenting change management training to all management levels. Since leaving this industry I have over 5 years of consultancy experience where i have focussed for the last 3 years on mergers, acquisitions and divestments for a FTSE 100 company and the change challenges these present. I am a leading member of the change management community of practice, a member of the Association of Change Management Professionals and have developed and</p>	<p>I have recently received Chartered status and want to get more involved in the APM moving forwards. I feel I have a significant amount of experience to share in manufacturing and energy industries and want to feed back into the project management community and support the growth of change management as a discipline. I have always contributed to voluntary organisations with extensive experience supporting parents associations at schools in the UK and France and now my children are grown, I am looking for new opportunities to proactively contribute to a worthy cause.</p>	<p>I am an experienced international manager working with C-level executives in FTSE 100 companies. I have over 30 years of project experience in Oil & Gas exploration across the globe and other energy and manufacturing organisations including National Grid, Viridor and Jaguar Landrover. I have developed and delivered change management training programmes and ISO9000 certification models and was at the centre of a two year initiative to support the executive management integration of three companies following a merger. This involved driving alignment to the new company vision, mission and values. I am a strong organiser and am tenacious in reaching the result required.</p>

		delivered internal training in change management within the consultancy.		
Rebecca	Collings	For almost a decade I have led or advised on the delivery of complex projects and programmes, predominantly in senior roles within the Civil Service, currently as a consultant. I fell into a career in project management after a decade leading teams of up to 900 staff to deliver frontline services. I found this a very natural move, having supported staff, stakeholders and customers through transformational change, often unfortunately where the people most impacted by the projects were the last to be involved or even to know they were happening! I wanted to do things differently. I'm very much driven by an interest in people – what motivates them or disengages them and how to bring them together across boundaries and differences of opinion to deliver change and benefits. My focus on the people delivering and impacted by change has been a key to my success.	I am passionate about making change a positive experience for people. For me projects, programmes and change are ultimately about people – those working on them and those that will be affected by them. You can have a fantastic vision or strategy, but if you can't get people to buy into, support or participate in what is required, you're probably doomed to fail. The Enabling Change discipline is exciting to me because it is so dynamic and continually evolves. I would love to play a greater part in influencing and improving the change capability of organisations and individuals. I wish I'd had the benefits of materials and practitioner groups available when I first led projects. It would be fantastic to pay my experience forward to support others. Enabling change is a broad topic and I anticipate being able to learn more myself from the wider committee and practitioners in this role.	The key qualities that I expect will be of value to this committee are my high energy, collaborative style and passion for people. I'm motivated by working on what will make a genuine difference and enjoy generating practical advice and solutions that people will find useful. In my current and past roles, I have built relationships and worked across organisational boundaries to engage on programmes and deliver innovative solutions to programme challenges. I have always considered how best to enable change with my own teams, as well as engaging with other practitioners to learn new methodologies to be able to adopt, evolve and share good practice. In my current role I have developed materials and presented at a webinar to share learning and practice with local authority officers around England on topics relating to project management.
Marsha	Dennis	A high-performing senior leader who brings an impressive track record of delivering complex, large-scale, high-profile business transformations across	This is my second year of being a SIG committee member. I believe that my skills, qualifications and considerable experience make me a strong candidate.	I am an accomplished senior leader specialising in delivery of complex, large-scale, high-profile business transformations across industry and

		<p>industry and government. Career features appointments with: National Crime Agency, Cumbria and Lancashire Council structure, Bank of England, British Transport Police, NHS, MoJ and MoD. Marsha has delivered change transformation programmes worth c.£1.5bn with Network Rail and MoD. Adept in shaping strategic direction and optimising performance, previously providing specialist advice to senior stakeholders on business integration, using project management and change disciplines for the National Crime Agency’s new Joint Operating Model (JOM) and for the MoD new Army Operating Model in response to the COVID pandemic. She has also worked with local government on a discreet piece of work for Cumbria County Council to create a single unitary with Lancashire Council. Marsha was responsible for the implementation strategy and plan, for better integration and delivery. She has an MBA based on Supply Chain Management and Operations and is a Full Member of the Association for Project Management (MAPM) and APM Committee Member for Enabling Change and has recently achieved chartership status (ChPP).</p>	<p>Highly driven and ambitious, I have a genuine commitment to learning and an excellent understanding of the importance of co-operation across sectors, especially at this time. I would relish the opportunity to provide strategic direction at SIG and support the organisation in its goal of better business, better coherence of project management and change.</p>	<p>government. My career features appointments with British Transport Police, NHS, MoJ and MoD. Most recently, I was co-lead on change and separation at final closure stage of a high-profile divestment programme within Network Rail (c.£1.5bn); including responsibility for management of +100 people and financial monitoring. In 2018, I was awarded the Spirit of Transformation award by the MoD for my contribution and efforts having played a key role on the £4bn Defence Estate Optimisation Programme, with notable involvement in programme mobilisation, governance and improving its effectiveness. Shaping strategic direction and optimising performance is a major personal strength. I am experienced at providing specialist advice to senior stakeholders on how business operations can meet enable attainment of strategic goals. Notably I was recognised by senior leadership at Network Rail for providing valued advice and counsel on the Condor project. Previously I have been extremely successful in identifying and achieving</p>
--	--	--	--	---

				operational cost savings and efficiencies; including enabling c.£1.7mm in cost efficiencies as leader of the British Transport Police’s Application Rationalisation Project.
Bernard	Fanning	I was the transition programme manager on Crossrail in 2020/2021 leading the change from construction to operations. I learnt a lot very quickly about how important people are in change and ensuring the organisation is understood. I still have a lot to learn! I also often advocate change from archaic to digital and have developed a number of tools and techniques to help me over the years.	After the transition to Operations on Crossrail, I have taken some time to reflect and realised that I loved the role of managing and delivering change and would benefit from learning more and learning from others who are experts in change. Being able to manage and deliver change successfully will help drive progress in business. I feel the more efficiently that we can deliver change the better the industry will be. I would also like to share my experiences with the group.	I am innovative and open to new ways of working. I thrive in change myself as I find it interesting. I will be challenging and respectful of others views. I like to be collaborative and bring in different perspectives. Finally I think my ability to simplify outputs will benefit the group by reaching large audiences.
Hugo	Minney	Driving change in a number of organisations, particularly through benefits management as both a motivator and a reason for change	Events and publications (blogs) that the committee produces	Wide experience volunteering for professional associations, delivering webinars, and producing published materials
Joy	Ncube	I am Chartered Project Professional with over 15 years experience in the delivery of project, programmes and portfolios in the private and public sector. I am a hybrid professional as my experience also includes business analysis, business architecture and business change. When I’ve held business architecture and business analysis roles, there has	I would like to support the committee in any way I can and, also, help to provide an additional/alternative view of how developments may be applied to the delivery of change in civil service, especially as I am a current serving civil servant. My view is that all projects, programmes and portfolios have a change element to them. Delivery	I am a hybrid professional who approaches and delivers project delivery and strategic thinking and analysis with equal ease. I am a champion of project delivery professionals being hybrid in their experience and skills. S As a current government employee in Whitehall, I believe that there is some room for

		<p>always been a very strong element of systems thinking. I've been delivering end-to-end change for about 15 years with both the private sector and public sector. In the last five years, I've delivered change within the Civil Service and on major programmes. I'm also a certified change management practitioner with skills, experience and certifications in business analysis (business process modelling, requirements engineering and strategic business analysis) and business architecture.</p>	<p>professionals need hybrid skills and a good understand of best practice to be able to successfully deliver change in the future. If COVID has taught us nothing else, it's the need to look at change holistically and not in a silo. I am keen to help develop more hybrid thinking (and doing) when it comes to delivery; a holistic approach to ensuring the intended outcomes of change initiatives are appropriately assessed for impact and purpose and achieved.</p>	<p>systems thinking to be developed and applied to delivery in a more holistic way; and a way that benefits the public and nation at large. I appreciate the importance of understanding and ensuring that user needs and business needs are at the heart of change design before delivering implementation, especially in government and public services.</p>
Ian	Pickard	<p>I have been directly involved in change management in all three organisations I have worked in during my career – UK MOD, QinetiQ and BMT. As Head of Project Management in BMT, I am leading our transformation from a fragmented and inconsistent approach to project management to a coherent, more effective and professional approach to project delivery across our global operations. I joined the Defence Evaluation and Research Agency when it had started its transition to the private sector as QinetiQ. As an Account Manager, I worked in an emerging part of the organisation which not only established and delivered a new customer-focused outlook for the</p>	<p>I was motivated to put myself forward for two main reasons. Firstly I feel that it is important to take opportunities to contribute to organisations from which you have gained benefit. I have done so in my personal life, through volunteering on local and national committees for the main sport in which I participate (racing sailing dinghies). I have also found the development and delivery of in-house project management training, plus mentoring more junior project managers, in my current role very fulfilling. As a result I felt it was an appropriate time to put myself forward to “give back” to my profession via APM. Secondly, while it may be a cliché, I feel that “you are never too old to learn”. I feel that putting</p>	<p>Leadership, wide-ranging change management experience in project-based organisations, excellent communication skills (written and verbal), a focus on people and their role in delivering both successful projects and effective change, an interest in developing, researching, refining and capturing new ideas and approaches, extensive knowledge of project and business management requirements – balancing the needs of specific projects (and their PMs/project teams) with the wider business needs (and executive-level drivers), especially in the context of</p>

		company, but also led the internal transition from being part of the UK MOD to a customer-oriented commercial organisation. I was the most junior Integrated Project Team Leader in the UK MOD's Defence Equipment & Support organisation, during the implementation of the "Smart Procurement" initiative.	myself forward for this SIG committee would offer a useful and appropriate opportunity to broaden my knowledge and understanding of this aspect of project management.	organisations undergoing change/transition.
Donna	Unitt	As a Programme, Project and Change Management professional I have vast experience in large business transformations. I have an interest in Change Management and promoting its awareness	I have been the chair of the Enabling Change SIG for the past two terms and previous to that I was a committee member I would like to continue	As the current Chair and having been involved with the SIG for the past 5 - 6 years I bring knowledge of the SIG and the APM as well as my experience in programmes, projects and large change transformations within my working life
Mark	Vincent	I have 25 years experience supporting companies in fast moving high change sectors and my company is developing behavioural change tools and methods designed to help the change process within companies.	I'd like to offer my experience of change to the wider group and further the development of knowledge and tools relating to change.	A combination of extensive practical and theoretical change experience developed over many years and enhanced in recent years through working with the UWE psychological sciences group and students.
Thomas	Warburton	Tom A Management Consultant with experience in the Public and private Sector, with a wide breadth of knowledge working on some of the largest digital transformation, business change and agile delivery portfolios, programmes, and projects. Working across the justice, defence, energy, and manufacturing. Recently Tom led the business change and optimisation	I have a real passion for change and feel that in many environments I have worked it comes second to delivery. I hope through working within the SIG to be able to promote the need to ensure change is seen as a core component to delivering effective transformation. I also hope to broaden and develop IMD's and other SIG's members organization change	I have experience implementing change across a wide variety of domains (justice, defence, energy, and manufacturing). Along with being involved with setting up two change transformation capabilities within the last two consultancies I have been a member of. I have a unique multi-disciplined skill set that enables me to successfully

		projects within the MET police, which enabled 50,000 people to work in new environments in new ways. Tom is also co-leading the IMD change and transformation capability.	capabilities through effective collaboration.	inspire a wide variety of people in differing environments to collaboratively deliver change effectively. In addition, I am an innovative and determined individual with proven problem-solving skills who is able to understand and communicate complex issues clearly.
--	--	---	---	--