



# CERI WILLIAMS

INNOVATIVE MASTER OF CHANGE

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## > PERSONAL PROFILE

Results orientated, self-motivated and enthusiastic with a proven track record of identifying and delivering improvement initiatives. Forges collaborative and sustainable relationships with key stakeholders through effective engagement. Creative and innovative with superior technical, analytical and visualisation skills. Builds, leads, and motivates high performance teams. Passionate to learn, develop, and share new skills.

## > KEY SKILLS & ACHIEVEMENTS

### QUALITY MANAGEMENT

Pan-BT licence holder for British Quality Foundation (BQF). Owner of Lean & Change Management standards and certification processes (incl. the development and assessment of coaches and assessors).

### LEAN TRANSFORMATION

Transition of Group Finance Shared Services into Group Business Services. Facilitated Sprints & Rapid Improvement Events to design & deliver programme. Realised £1.3m efficiency savings (22/23).

### BEHAVIOURAL CHANGE

Developed and implemented behavioural and cultural change coaching programme. Delivered a 16% productivity improvement to GBS Team Leaders (15% target), realising 116 FTE efficiencies worth >£800k

### TRANSFORMATION PROCESS SYSTEM

Integrated continuous improvement coaching with Rapid Improvement Events to embed traditional improvements with large-scale disruptive change. Introduced a structured problem-solving framework and embedded new ways of working, incl. Lean, Design & Systems Thinking plus Transactional Analysis.

### LEGO SERIOUS PLAY (LSP)

I design and facilitate LSP workshops to build teams, solve problems and innovate. This creative method breaks habitual thinking and is a powerful enabler for right to left thinking & structured problem solving.

## > WORK EXPERIENCE

### + GLOBAL PROCESS ARCHITECT BT Group, Process Excellence & Automation *Feb 20 -*

Delivering lasting change by inspiring an improvement culture and radically re-designing processes. Helping business leaders, team leads, and coaches create high-performing organisations by becoming more agile, adaptive, and innovative.

- Global Continuous Improvement Coaching Lead (defining, planning, scheduling & prioritising coaching)
- Process Excellence Lead (Group Finance Shared Services). Delivered 60 FTE efficiency worth £865k p/a
- Group Finance Shared Services organisational design & integration Rapid Improvement Events (1k FTE)
- Designed & conducted Lean diagnostic assessments to identify and eradicate performance gaps
- Replaced operational busyness KPI's with meaningful PQCD (People Quality Cost Delivery) process metrics then successfully embedded them into daily huddles, dashboards and visual management
- Content creation and development of learning pathways to support coaching framework & BT Academy
- Advanced visual storyteller. Saved >£200k by not outsourcing explainer videos, animations & interviews
- Process Excellence Team development & introduction of strategic planning
- CFO, CEO, MD level intervention requests to diagnose problems and manage projects back on track
- Extensive analytics, data mining and visualisation experience, including design, build & deployment
- Pan-BT Challenge Cup Winner for 'Best Employee Improvement'. BQF Practitioner Award Finalist '23

- + BUSINESS IMPROVEMENT CONSULTANT (4 FTE)** *BT Group, Billing Transformation May 16 - Jan 20*  
Lean, Six Sigma, and Agile evangelist across Billing & Customer Facing Units. Significant use of technical & analytical skills whilst embracing new / emerging technologies that improve business performance, customer experience, and team development.
  - Owner of Group Billing Business Improvement across BT Enterprise, Global Services & Openreach (significant playground for improvement opportunities: 235m bills issued p/a worth £27bn for BT)
  - Onebill Load Solution: £2.5m benefits realised (£1.5m billed revenue & £1m data cleanse)
  - Aged Debt Cleanses: £2.4m benefits realised (£1m Internal Accts, £1.4m Other)
  - Hanging Assets : Call eradication (6 FTE ↓) through fixing root causes; app store debt ↓ 77% (£750k)
  - Misaligned Accounts: Fixed ~150k accts, 33% YoY call reduction into billing (~300 calls p/w)
  - Coach, mentor and develop the Business Improvement team and their capabilities
  - Author & owner of Group Billing and Openreach Ofcom ISA (Information Sharing Agreement)
  - Pan-BT Graduate Recruitment Assessment Centre Assessor
- + BUSINESS IMPROVEMENT CONSULTANT (2 – 12 FTE)** *BT Consumer, Reporting Apr 10 – Apr 16*
  - Primary interface and owner for Customer Experience requests. Requests ranged from CEO & Board level actions, delivery of complex projects, MIS design & automation, BT Annual Report.
  - Owned cross-team workstack (~120 Virtual FTE): Customer feedback score 2.8 out of 3. Saved 265 production hours through efficiency savings eg report rationalisation & skills development.
  - Built and embedded Order Quality Dashboard that delivered a 16% reduction to order delivery time, improved accuracy of data inputs by 15%, and reduced cancelled orders within 28 days by 5.6%
- + BUSINESS IMPROVEMENT CONSULTANT (5 FTE)** *BT Consumer, Sales Transformation Sep 08 – Mar 10*  
Operational lead for KPI Creation & Performance Reporting. Led key projects, including an Industry & BT Award winning Sales Manager Kitbag which drove Sales KPI from 63% to 81.5% in just 14 weeks
- + COMMERCIAL & OPERATIONS MANAGER (10 – 25 FTE)** *BT Group Finance, BT Redcare Jan 02 – Aug 08*  
Owned end to end sales and business transformation for Growth Markets (£39m channel). Promoted to Sales Order Processing Operations Owner (£63m channel). Owned Growth Market

## ➤ EARLY CAREER DETAILS Sep 96 – Dec 01

- + *Internal Auditor & Senior Process Engineer, Alcoa International (Australia)*
- + *Senior Business Analyst, Telstra Corp Ltd (Australia)*
- + *Senior Analyst, International Commercial Management, MCI WorldCom (Europe & Asia Pac)*
- + *Market & Pricing Analyst, Telia UK Ltd (London & Sweden)*

## ➤ QUALIFICATION & TRAINING

- |  |                                   |
|--|-----------------------------------|
| + Certified BQF Master Practitioner (Lean & Change Management) | British Quality Foundation (2022) |
| + Licenced Advanced BQF Assessor (Lean & Change Management)    | British Quality Foundation (2022) |
| + Lean Six Sigma Master Black Belt                             | Claudius Consulting (2019)        |
| + Certified Scrum Alliance Scrum Master                        | QA Ltd & Scrum Alliance (2019)    |
| + Diploma Lego Serious Play Workshop Design & Facilitation     | Rasmussen Consulting (2015)       |
| + Lean Six Sigma Black Belt Certification                      | Renault-Nissan Institute (2005)   |
| + LRQA ISO9001 Certification for Quality Management            | Lloyd's Register (2004)           |
| + BSc (Hons) Product Management & Sociology (2.1)              | Surrey University (1996)          |

*A full list of certifications available upon request. Including BQF, CIMA, CIM, Oracle University, Tableau & Oxford University*

## ➤ INTERESTS & HOBBIES

