INTERIM OPERATIONS DIRECTOR · PROGRAMME LEAD

Operations under pressure, back under control.

IVOLVEMENT BUSINESS DIRECTIONS



For organisations where the operation is under pressure or no longer keeps up with growth. I take the lead with a clear mandate, so processes deliver reliably again, customers get the value they were promised, and the organisation can grow.

Situations I step into

The operation has got stuck
Deliveries slip, backlogs grow and teams are firefighting.

Growth outpaces the organisation
Roles, processes and decision-making have not kept up.

A system implementation that does not land
The operation is not ready, or the system does not fit the way the work is done.

A leadership gap
A vacancy or transition at a critical moment.

How I work

1. Walk along and talk with the people who do the work, and look at the data, to understand the processes and the risks, and to see early on who will help carry the change.
2. Set priorities with management based on the numbers: cost to serve, working capital, capex.
3. Put ownership, decision-making, working groups and a fixed rhythm in place.
4. Improve the processes first, then let systems support them, with testing and go-live guided personally.
5. Step back once the teams run their own processes.

Ways to engage

Interim operations director
Full-time in the seat, leading the operation through a difficult period.

Programme lead
Leading a change or system programme from the business side, through to handover.

Operational diagnostic
A short assessment of processes, people and numbers, with a prioritised action plan.

Results

82% to 98.6%
Service calls fixed within the agreed time, without extra engineers

+60 to 80%
Higher margin after redesigning processing centres, with 90% fewer complaints

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Customers missed during a winter peak, after redesigning planning

2 months
Time it took for a key customer who did not want to renew to sign again

Led operations of up to 500+ FTE and large programmes such as the guilder to euro changeover for G4S customers across the Netherlands, with 20+ years in logistics, banking and cash operations across Europe, Africa and India. Clients include G4S, ING, BNP Paribas and IFC. Lean Six Sigma Black Belt · MBA Change Management · Dutch, English, Croatian.

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