

# Dave Droar

23 Liscombe  
Bracknell  
Berkshire  
RG12 7BY

Mobile: 07816 675428  
eMail: dave.droar@gmail.com  
Web: www.arrod.co.uk  
DoB: 27<sup>th</sup> August 1977



Systems Thinking | Problem Solving | Continual Improvement

## Summary

Dave believes that quality in systems of work is a route to achieving our individual and collective potential. He achieves this by personally setting an example of high standards, alignment of purpose throughout an organisation and clarity of communication.

His unique selling point is the ability to deliver results: linking broad experience, skills and disposition into coherent action. His balance of technical, operational, commercial and people skills comes from a love of learning.

## Areas of experience

<b>Company organisation:</b>	quality   organisation   processes   operations
<b>Systems thinking:</b>	holistic view   get to the root of issues   change that sticks
<b>People skills:</b>	rapport   communication   coaching   development
<b>Organisational transitions:</b>	Growth   team development   business turnaround
<b>Clients:</b>	understanding requirements   empathy   proposals   negotiation   delivering satisfaction
<b>Finance:</b>	cashflow   debt structuring   management & statutory reporting   analysis & recommendations   due process   judging investments
<b>Results within constraints:</b>	projects on time and within cost
<b>Teams:</b>	Recruitment   Establishing   managing   motivating   developing
<b>Dealing with complexity:</b>	mature and self-aware   ambiguous requirements   multiple stakeholders   conflict situations
<b>Synthesis:</b>	delivering measurable results through all these skills

## Employment

### Operations Director Future Considerations Sep 2004 - Present

- Value add: £250k direct revenue earned. Key enabler in growing company: company doubled in size and revenue, now profitable.
- Recruited and manage junior consultant team, office manager, PA and finance manager – half the company staff
- Familiar working with senior management, serving ambiguous requirements from multiple sources and working pro-actively
- Responsible for and budget holder for most non-client activity:
  - facilities
  - website / company face
  - processes & procedures
  - management information
  - sales process
  - financial planning / forecasting
  - cash-flow
  - supplier management
  - IT & communications
  - staff line management
  - billing & logistics
- Additionally deliver some client work as a consultant, experienced proposal writer
- Central part of team to turn company around: reduced cost base, increased project profitability and growth rates – established profitability and firm base for investment

What I've enjoyed most is developing the company by helping people to fulfil their potential

**Electronic Operations Manager**      Croner Publishing Group      Feb 2002 – Sep 2004

- Value add: ~£250k costs saved, company now a major online player
- Managed and successfully delivered 3 major online projects totalling ~£500k
- Co-ordinated online activity across the business – aligning people and processes
- Advised on strategy and commercial implementation as the internal consultant
- Quadrupled online client base via campaigns, search engines, and design improvements
- Led projects to integrate newly acquired company's web brands and back-office fulfilment
- Single point of contact for management on Croner's online performance

**Consultant**      BroadVision Inc      Sep 2000 - Feb 2002

- Value add: ~£450k revenue, trained individuals and happy customers
- Created a novel method of system communication for the MyTravel.co.uk search
- Ensured ordering system stable and working in five languages for the Opodo project
- Trained customers and consultants in use of BroadVision software
- Solved issues as a trouble-shooter for numerous clients
- Managed system and user testing for major Croner project

**New Hire Training Lead (UK)**      Siebel Inc      Jul 1999 - Sep 2000

- Value add: ~\$250k revenue, 150+ trained consultants
- Created Merrill Lynch/HSBC Share Dealing automated account opening process
- Volunteered as assistant for initial training course on a three-month secondment
- Promoted to lead course for UK, managing an assistant and training 150 people
- Achieved the highest student satisfaction rate ever (96%)
- Created new induction: reducing time from trainee to billing from eight to five weeks

**Industrial Applications Chemist**      International Specialty Products (ISP)  
(sandwich placement)      Jun 1997 - Aug 1998 & Aug 1998 - May 1999

- Value add: ~\$1m revenue, new product line
- Solved customer issues using company products on time critical projects
- Created a novel UV coating system and netted the company \$¾m in first three months
- Designed a total of five successful solutions for different clients in different markets
- Secured lab space and £10k of equipment for dissertation on steel finishing

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### Formal Education:

- **MBA** Currently reading(OU completes 2009)
- **Dip Sys Prac** 2 year diploma in systems thinking and practice at OU
- **BSc (Hons)** Chemistry with management
- **AUS** Associate of University of Surrey awarded for success in sandwich year
- **A levels:** Maths, Chemistry, Politics, Philosophy
- **GCSEs:** 8xA, 1xB

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### Professional Development

- Deming Forum business conference (2002 – onwards: speaker in 2007)
- Various skills courses: facilitation, NLP, technology usability
- Distance learning courses in physics, philosophy and neurology
- Newfield | Strozzi | Landmark | MKP personal development
- Somatic / whole body development
- Linguistic ontology impact development
- Coaching: receiving, giving and courses
- CIPD and SOL seminars

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### Other Experience

Advanced computer user, clean driving license. Renovated home to environmentally-friendly standard, successful 'Blog' writing (10,000 visitors /month), started own coaching business.

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### Personal

Interests: Business, personal development, contemporary alternative music, Mediterranean cookery, wine, dancing, interior design and philosophy.