

Ernesto Moreno

Trainer, Business Coach and Change Management Consultant

Professional Profile

- 15 years of **consulting experience** in the UK and abroad working across different sectors including public, private and non-profit. Clients include easyJet, DBV Bank, Kraft, RBS Group, DHL, Ministry of Justice and the United Nations.
- Delivered management and **leadership training to cross-cultural teams** internationally, including: Malaysia, Turkey, Taiwan, Venezuela, Switzerland, France, Germany and Spain. Ernesto holds Masters in International Business.
- **Entrepreneur** with hands-on experience in setting up three successful retail business and managing people across cultures. Enthusiastic 'can-do attitude' that blended with his creative approach engage of stakeholder at all levels
- Skilled Organisational Development consultant with Proven record of helping organisations to effectively **manage change** through complex restructures and transformational processes (Atos Consulting / PwC)
- Solid experience in design and delivery of **leadership development** programmes and other soft skills training, including: team-building, time management, personal impact, management skills, managing conflict and personal development.
- Currently writing a book about **the mindset and behaviours foreigners** need to succeed in career and business abroad.
- **Facilitator, coach and motivational speaker** that move people into action



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Training Programmes

- Team-Building
- Leadership Development
- Management Skills
- Consulting Skills
- Entrepreneurship & Innovation
- Managing Conflict
- Stakeholder Management
- Time Management
- Customer Service
- Managing Change
- Working with GenY

Consulting Expertise

- Organisational Development
- Change Management
- Training Design and Delivery
- Culture Change
- Leadership Development
- Team Performance Interventions
- HR Transformation
- Process Improvement
- Systems Implementation
- Facilitation and Coaching
- Strategic Business Planning

Clients

- easyJet
- DVB Bank
- Subway Restaurants UK
- Mondelez (Kraft/Cadbury's)
- British Airways / Iberia (IAG)
- Royal Bank of Scotland (RBS)
- The Global Fund
- Home Delivery Network & DHL
- Ministry of Justice
- Department for Work and Pensions
- Transport for London (TfL)

Employment History

- **PriceWaterhouseCoopers (PwC)**
Aug 2011 – December 2013
- **Atos Consulting** (2008-2011)
- **CPC Consulting** (2006 –2008)
- **Subway South** (2003 – 2006)
- **VV&A Consulting** (2001 – 2003)

Formal Education

- **Advanced Certificates in HR Development and Psychology of Management**
Chartered Institute of Personnel and Development (CIPD), 2012
- **MA in International Business Administration** (with Distinction)
Bournemouth University, UK (2006)
- **BA in Management Sciences** (2:1 UK equivalent)
Universidad Tecnologica del Centro, Venezuela (2002)
- **Qualified Business and Life Coach and NLP Practitioner** (2010-2011)

"Ernesto's session was a presentation masterclass in its usage of storytelling, graphics and full body communication to get his message across but this was made even easier by the great content"

Nick Dowling, Director of think.change consulting on his view of the session delivered by Ernesto at the 2012 National Conference of the Association of Business Psychologists (ABP)

A Short Selection of Some of the Training Courses Delivered

• Career Management	MoneyGram	London	January 2015
• Management Training	Subway Restaurants UK	Bournemouth	December 2014
• Effective Communication	DVB Bank	Frankfurt	December 2014
• Presenting to Win	Standard Life	London	November 2014
• High-Performing Teams	easyJet	London	November 2014
• Resilient Leadership	AIIESEC	Switzerland	October 2014
• Dealing with Difficult People	The Quest	London	July 2014
• Leadership Mindset	AIIESEC	Taiwan	July 2014
• Influencing People	MindValley	Malaysia	October 2013
• Behaviours of Success	Mondelez	London	April 2013

Consulting Experience



Change Lead for the HR Change Programme –MIE

(Aug 2011 – Dec 2013)

The Making it Easy (MIE) was a group wide HR Transformation programme aimed to improve the way HR services are being provided to the RBS group across the world. Ernesto worked as Change Manager Lead and was responsible for designing and implementing the change management strategy and the leadership and management development programme to support it.



Change Lead for the Business Change Programme

(Jan – Aug 2011)

Mace is an international consultancy and construction company that has recently re-structured and rebranded. Ernesto acted as the Change Manager for the Business Change Programme and he was responsible for establishing a change network to support the programme, designing a change methodology and toolkit, coaching and upskilling project managers and overseeing the development of benefit profiles, communications and readiness assessments



Leadership Consultant for Desktop Infrastructure Renewal Programme (Oct– Dec 2010)

The objective of the DIR Programme was to upgrade and unite the three ICT estates inherited from the former DCA, including the replacement of over 28,000 desktop computers across the network. Ernesto was part of the team responsible for managing the transition from the end-user perspective by putting together a communications strategy and designing a training plan.



HR Change Consultant for the Yodel Integration Project

(Jan– Oct 2010)

Early 2010 Home Delivery Network (HDN) confirmed they would be acquiring DHL Domestic business in the UK and forming what would be the second largest courier in the UK: YODEL. Ernesto was one of the senior consultants on this project and was responsible for facilitating the cooperation of integration of both organisations despite their very different organisational culture.

The Provision Directorate Division was set up as part of an initiative to bring about change in performance of the Contracted Employment Provision. The new unit brought together teams that used to report to different Directorates into one team. Ernesto designed and delivered a Communications Plan and Strategy aimed at increasing the levels of engagement of all of those impacted by the change and the training sessions that were run as part of the programme.

The Global Fund to fight AIDS, Tuberculosis and Malaria was established in 2002 and operated under an administrative services agreement with the World Health Organisation (WHO) as part of the United Nations. In 2007 the Board determined that this agreement should be terminated. The Global Fund's challenge was to establish its own support functions and IT systems in order to become an administratively autonomous organisation. Ernesto was part of the Change Delivery Team in charge of managing the separation

*This project won the
**Management Consultancies
Association (MCA) Awards in
April 2011 under the Best
International and Best Public
Sector Project for 2010.***

A new law effective from 1st January 2009 introduced a new European Community Whole Vehicle Type Approval (ECWVTA) scheme, which extended the type approvals from cars and motorcycles to cover other vehicles (including buses, coaches, vans, trucks, trailers and some other special purpose vehicles). Ernesto's role was to develop the Project Initiation Document (PID), look at all high level deliverables and develop all the required Product Descriptions for the project by conducting a series of workshops and facilitating team work sessions.

The main objective of the assignment was to support TfL in the design, planning and implementation of projects to accomplish small and medium IT changes where a change management component was required. TfL needed a professional that would be able to engage clients and guide them smoothly through the change and this was Ernesto's role during the project.

A sudden £1.7m cut in funding by the Learning Skills Council (LSC) posed an immediate threat to the short and long terms existence of the Manchester Adult Education Service (MAES). This led to setup of an Efficiency Savings Review. Ernesto was part of the team commissioned to design and implement a bespoke change management programme to the service.

Ernesto was part of the team that was commissioned to strategically review the Maintenance group and the wider Property and Facilities Department. The aim was to determine how the department was best structured to meet the corporate objectives. Ernesto was part of the team in charge of defining a new organisational structure, the roles and responsibilities and a performance management system for the department.



Field Consultant and Head of Improvement
Permanent Industry Role (May 2003 – April 2006)

Under a permanent position working for Subway Corporation, Ernesto worked as **Field Consultant** and was in charge of the Dorset and Channel Islands territories. The role included monitoring and managing performance, undertaking profitability studies, providing advice in operations and staff performance and scoping and delivering different business improvement projects for all outlets in the region. As part of this role, Ernesto also designed, developed and delivered training programmes for all levels of the organisation, including ground staff managers, franchisees and multi-unit owners.

Simultaneously, Subway South Ltd (part of Subway Restaurants UK) decided to undergo a major organisational transformation as a result of an accelerated growth. In the light of this, Subway South Ltd appointed Ernesto as **Head of Improvement** to lead this project. The main objective of the organisational transformation project was to conduct an organisational and performance review of all outlets in the Bournemouth and Poole area, in order to reduce costs, increase profits and boost performance. Ernesto also took on Line Manager role as General Area Manager for Subway South Ltd. Under his line manager role, Ernesto was in charge of the operations of 6 outlets in the Bournemouth & Poole Area managing a group of 75 employees, including 6 store managers and relationships with suppliers and the parent company