

# Welcome to Glowinkowski International

We are about driving up business performance through effective leadership. Here are some of the reasons why we believe you should consider using Glowinkowski International (GI):

- We know that leadership behaviour drives successful companies.
- For over twenty five years GI has worked with companies world wide.
- We have built a unique academic approach which links psychological theory with a strong focus on delivery.
- Our team have all been senior leaders in their own careers.
- We provide a number of solutions to issues you may be facing which can be tailored to meet your needs.
- Our reputation is built on the word-of-mouth recommendations of our clients.

## Our People

Our total focus is on you ...from our consultants and our front line support team.

All GI consultants have many years of real leadership and senior line management experience. As a result, we can empathise with the issues that leaders and teams face.

We have a wide range of experiences:

Functions	Sectors	Geographies
<ul style="list-style-type: none"> <li>• Change and Transformation</li> <li>• Customer Service</li> <li>• Finance</li> <li>• HR</li> <li>• IT</li> <li>• Marketing</li> <li>• Operations</li> <li>• Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Defence</li> <li>• Financial Services</li> <li>• Information Services</li> <li>• Manufacturing</li> <li>• Mining</li> <li>• Packaging</li> <li>• Pharmaceuticals</li> <li>• Public Sector</li> <li>• Retail</li> </ul>	<ul style="list-style-type: none"> <li>• West and East Europe</li> <li>• North America</li> <li>• South America</li> <li>• Caribbean</li> <li>• Australasia</li> <li>• Middle East</li> <li>• Africa, SW and East Asia</li> <li>• UK</li> </ul>

We take pride in ensuring that the right help is provided to clients with whom we are working - be it interventions, surveys, meetings or workshops.

## Principal Consultants

### Steven Glowinkowski

**Founder and Principal Consultant BSc (Hons), MA, PhD, C.Psychol, FRSA**

Steve also worked within academic research. He is also a chartered psychologist and a Fellow of the Royal Society of Art.

Steve's commercial background involved over ten years experience in a series of internal consultancy and management/director roles within the chemical industry and financial services sector. The majority of this work related to the delivery of culture change, the development of behavioural frameworks and their implementation within a leadership and talent management context. The period also involved extensive international exposure.

In the early 90s Steve established Glowinkowski International as both a research and consultancy organisation within the field of behaviour, culture change and performance improvement. Over the last few years Steve has built the organisation which now provides consultancy and research based services to a wide range of international organisations across a variety of sectors.

As a consultant Steve has had extensive involvement in the assessment and development of senior managers and executive directors. He has also conducted extensive research into the question of what differentiates outstanding performance at the level of the individual and organisation where these research activities have then been implemented within the respective organisation.

Steve has had extensive international experience having worked in North and South America, Asia Pacific, Africa and Europe.

### David Physick

**Principal Consultant MSc, MBA, ACIB**

David completed a career of 25 years at Barclays Bank, his final role being Group Customer Relations Director with responsibility for establishing and operationalising customer service recovery strategy that was both compatible with new regulations and a highly ambitious marketing and brand strategy.

Earlier in his career, David was one of a small number of internal recruits to the bank's management development programme, which saw his accelerated progress along a traditional "lending banker" career path in NW England. In the mid-80s, David was appointed to the programme that developed the UK's first debit card, a product that has transformed the complexion of UK retail banking. David was responsible for producing the training programme for the product's launch, including production of the bank's first in-house training video.

David worked on a number of technical projects relating to fraud containment, which were critical to providing resilience to the new debit card's processing systems. Thereafter, David worked in Barclaycard's strategic planning department, leading the design and development of a market scrutiny assessment process that underpinned the Division's adoption of a range of leading edge strategic planning tools. The process remains in place today, although much aided by the efficiency of the internet.

David then moved to the bank's marketing department, where he was responsible for implementing a number of ground-breaking initiatives, including the bank's first prize draw incentive. He also introduced a range of new internal transfer charging processes that enabled a much clearer appreciation of product profitability.

In the early 1990s, David relocated back to his native Liverpool, where, initially as a member of the leadership team of a major strategic business unit based in the city, and subsequently as the business unit's leader, he steered the business from being moribund to being regarded as the bank's "jewel in the crown". A broad suite of market facing and internal management practices were introduced, many of which are still considered by other businesses as vanguard today. Market facing initiatives melded together disparate functions, e.g. marketing, credit risk, systems and service, to produce a business model that was highly inventive and sharply customer focused. The business doubled its profit within three years. The contact centre was recognised for its exemplar practices in the European Contact Centre Awards in 1999. The NW Development Agency and Liverpool Council used the business as a reference site for what could be achieved in Liverpool and resulted in a number of major inward investments to the city.

It was during this work that David first worked with the Glowinkowski business, whose contribution to its development as a truly high performance leadership team was immense.

When the bank decided to draw the Liverpool business into a recently formed Retail Bank at the end of the 1990s, David was appointed to the newly created role of Group Customer Relations Director. David established his new team with the help of

the Glowinkowski business, with the result that within its first year of operation, David's team was considered the best by key opinion formers in the media, politicians and regulatory community. Adopting world class practices from a multiplicity of businesses from across the globe, David's team significantly reduced the cost and scale of complaints across the organisation. David left the bank in 2003 and joined Glowinkowski International assured that its methodologies, grounded in valid research, were both practical and relevant. David has contributed to the successful development of a model to measure a senior team's leadership behaviours, a new measure of Motivation. David has also contributed to the development of a competency framework for CIOs and is presently leading another piece of research into developing a competency framework for Customer Service Directors.

David is heavily involved in working with a leading HE institution to apply the Glowinkowski methodologies in the education and health sectors. Through this work, David has also worked with the Order of Salesian Sisters, many of whom are leaders in the one of the toughest environments, namely inner-city schools.

David has an MBA and an MSc in Occupational Psychology..

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## Gary Winter

### Principal Consultant

Prior to joining Glowinkowski International in 2005, Gary has been an agile and highly cultivated visionary leader with exceptional strategic development skills and prominent ability in change management processes. He has developed a powerful understanding of performance coaching and management, with exceptional skills in the redevelopment of business strategies to achieve outstanding results.

Gary implemented and managed a significant transformation programme following client identification for South African Revenue Society (SARS), involving coaching and mentoring 540 South African employees. Initiated and undertook responsibility for signature control of a comprehensive performance contracting process, resulting in consolidation of secured business to enable excellent positioning in the subsequent tender award of R35m.

He has facilitated a 60 strong team of professionals from expert disciplines in Mumbai, acting as a recovery team for the Indian arm of UK bank having suffered the loss of £1.3b following major exposure in a stock market fraud. In addition he injected interaction and synergy to the team, resulting in the immediate recovery of £125m within 6 months and final recovery of 60% of entire debt.

In addition, he has worked extensively with Westland's helicopters engineering division, to help increase their leadership capability.

Gary project directed and developed 'Coaching for Performance Improvement' ASDA training programme, and subsequently delivered to 400 ASDA Senior Managers, including the development of profiles and reduction of wastage resulting in the general overall performance of all ASDA stores within the UK

He participated in the design and implementation for the major transformation of The Alliance & Leicester GIS Financial Services IT division, into a commercially focused organisation, with subsequent recognition from the EFQM for achieving the most significant change in any organisation with 18 months..

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## Steve Windsor

### Principal Consultant ACIB, MSc

Steve's career was initially in UK Retail Banking for 20 years, where he was soon involved in a number of transformational change projects. In the early 90's he had the responsibility of implementing a major branch network-reduction programme in the South East Region of a Bank with significant benefits achievement of £50m.

Prior to his move into consulting, he had the role of Head of Operational Change for the UK Retail Bank, leading the development and implementation of the interim stage of centralisation impacting some 10,000 operational staff.

After leaving the Bank, to broaden his career, Steve joined a niche change management consultancy predominantly preparing business leaders and their teams for the significant changes required to support major systems programmes.

He led the implementation of change in 2 SAP implementation programmes, one being in the public sector. Business change experience was also gained in Pharmaceuticals, Telecommunications, Financial Services and Public Sector, and included a nomination to the Management Consultancy Association for the effectiveness of the change approach. His work covered Europe, the far-East and the USA.

Steve became a Principal Consultant with Glowinkowski International in 2003, having completed his Masters degree in Occupational Psychology.

He is responsible for a number of client interventions working at all levels to drive up performance of leaders and teams. This work has been with clients in Western and Eastern Europe, Asia, Australia, South Africa, and North & South America as well as the UK. He is also actively involved in research and the development of new conceptual models that are used by Glowinkowski International as part of their suite of methodologies.

## Anne Sharp

### Principal Consultant BA(Hons), ACA

Anne began her career as a Chartered Accountant with Thomson McLintock (later KPMG) in Manchester. Anne held a variety of roles in KPMG, including a stint working as both an Assistant Director of Training and Research. By the time she left to start a family Anne was a Managing Consultant in KPMG's consultancy business.

Anne then ran her own successful consultancy business for 10 years before being recruited by a major corporate client. Her roles here included being a member of a UK Executive team responsible for a major business unit.

Her final role as a European IT Director saw her responsible for developing and delivering a programme of process change, enabled by IT, to drive value to the business and contribute to the overall strategic objectives.

At the same time she was tasked with assisting the CIO with the ongoing reorganisation of the European team, including assessing and raising capabilities, and graduate recruitment.

After joining Glowinkowski International (GI) in 2005 Anne has used her training in the concepts and methodologies of GI together with her consultancy and business background to deliver valuable interventions on behalf of clients at an individual and team level, working at all levels to drive up the performance of leaders and teams.

She is particularly well suited to working with technical, commercial and operational individuals and teams and her background has also enabled her to assist clients with strategy development and, in particular, with coaching in the competencies relating to strategic development.

## Robert Lane

### Principal Consultant FCIB

Robert has been a Senior Consultant and Associate with Glowinkowski International since 2004. During this time he has worked with a wide range of clients in the UK, mainland Europe, North America and Africa providing coaching and guidance to executive teams and leadership to extensive change programmes.

Immediately prior to joining Glowinkowski International Robert lived and worked in the Caribbean for six years where he was Chief Operating Officer for a publicly quoted international bank with operations in 17 countries.

Robert's experiences in the Caribbean included managing a major international merger, which gave him wide experience of due diligence processes, company and business integration and complex negotiations with trade unions and international regulators. He has had significant experience of the Sarbanes-Oxley requirements, as well as international anti-money laundering regulations.

Before moving to the Caribbean Robert was Executive Director of Human Resources for Barclays Bank's UK operations where he led a team responsible for developing and implementing ground-breaking changes to HR policies and practices affecting 63,000 UK employees and expatriate overseas staff.

His wider banking experience includes 10 years commercial front-line bank management in the UK, including negotiating credit and other banking facilities for multinational companies. Robert's roles included Corporate Team Leader, where he was managing a team of 30 relationship managers and support staff, and Corporate Relationship Manager for the Cambridge Business

Centre, with specific responsibility for emerging high technology businesses.

Robert is now in great demand as a Change Programme Director, utilising his skills in leading complex teams and managing significant change in international environments..

## Steve Richardson

### Principal Consultant

Steve has had over 30 years of management and leadership experience in Financial Services globally.

He joined Barclays Bank in 1974 as a graduate and by 1987 had risen to become a senior executive; where one of his major achievements was launching Barclays telephone banking business.

He joined Save and Prosper, part of the Flemings group in 1996 where as CEO he lead a major business turnaround. In 1998 he moved across to run Flemings Global Banking as CEO, where he lead a 50% growth in the business. After the sale of Flemings to Chase/JPMorgan he successfully lead the sale of 3 banking businesses; to Abbey National, Standard Bank and Nedbank.

In 2001 he joined the Bank of New York in Europe as COO, where he oversaw a major turnaround in service and operational performance and started the move of operations to lower cost locations.

In 2006 he was invited to become advisor to the CEO of the Irish Post Office on creating a new joint venture bank in Ireland, with Fortis; Postbank which was successfully launched in May 2007.

In mid 2007 he became Chairman of an emerging markets brokerage business, Global Trader, helping to guide the shareholders and management through its sale to a South African merchant bank, Purple Capital. This transaction completed in November 2007.

Whilst at Barclays, Steve was one of the foundation clients for GI and he has used GI interventions with great enthusiasm and success in each of his executive and leadership roles, at Save and Prosper, Flemings and the Bank of New York. In 2007 he decided to join the business and make his extensive business and leadership experience available to GI's clients.

## Ian Wigston

### Principal Consultant BA, MBA, FRSA

Originally trained as a banker, Ian worked in the Barclays Bank Group for 17 years. He was relationship director for Shell and a number of other oil and natural resource companies for five years. In that time he led the bank's involvement in the Rabi project in Gabon as well as being responsible for the group's lending exposure to Shell.

As one of the key outcomes from a project he led concerned with the development of sales management, he introduced coaching into the bank. He has since developed a range of coaching programmes for clients and is coach to a number of directors and aspiring leaders in the private and public sectors.

In his next role, he was responsible for developing the strategic planning infrastructure in the Investment Banking Division's most profitable business unit. As part of this, he was responsible for successfully integrating the component cultures when two divisions were amalgamated. At the same time, he coordinated a programme of scenario development which anticipated major discontinuities in the market, enabling the business to take advantage of volatile conditions and achieve record profits.

His final position was as Director of one of the first Innovation Units to be established in Europe. This team undertook one of the first competency studies in the financial services industry, and also ran projects for a range of third parties in the private and voluntary sector.

As a consultant he has worked extensively with clients in financial services, energy, aerospace, IT and the public sector, specializing in organisation development, strategic innovation leadership and coaching. His clients include companies in the FTSE and Fortune 100; in the public sector he has worked with leadership teams in some of the best schools in the country and has also worked on key projects for the Department for Education and Skills Innovation Unit.

He was elected a Fellow of the Royal Society of Arts in 2005.

## Hilary Wingfield

### Principal Consultant

Hilary is a Leadership and Organisation Development professional whose international experience includes senior leadership roles within several large multinational organisations.

Her most recent internal role was as Group Head of Organisation Effectiveness at Premier Farnell plc, where she designed and implemented change and HR processes to support the redirection of Group Strategy, the implementation of major new systems and a rebrand in the market place. To create organisational alignment with the new brand she introduced a values-driven competency framework, linking the new ways of working to performance measurement, recruitment and leadership development. Hilary also led the design and roll out of a process to engage all employees in the change through 'Big Picture' sessions facilitated by senior leaders.

Prior to joining Premier Farnell in September 1999, Hilary's career spanned the BOC Group, Mobil Oil (UK and US), Conoco, Great Universal Stores and the Health Service.

At BOC and Mobil she was involved in global business restructuring projects, driving the culture and behavioural aspects of the transformation and coaching senior executives to successfully lead and champion the organisational changes.

Over the last 20 years Hilary has used the Integrated Framework as an approach to support individual and organisational development and has regularly led programmes built around the Framework. She has facilitated Climate Analysis sessions with teams of up to 60 senior leaders, to identify and target changes in leadership behaviour which will drive improved performance.

Hilary has worked in many countries around the world. She understands the complexity of delivering global programs across different cultures, languages and business units. She also lived and worked in the US for 4 years.

## Ian Bell

### Principal Consultant

Ian is a Human Resource professional with more than 25 years experience specialising in the area of organisational development. For the seven years prior to joining Glowinkowski International in 2007, Ian successfully ran his own company. The thrust of this was organisational development with emphasis on selection and development and the career management of senior executives. This work took him into a diverse set of business sectors including pharmaceuticals, health care, manufacturing and the chemical industry.

His early career was focused around the production environment in the chemical industry. He held various supervisory/management roles whilst being involved in the commissioning and operation of chemical plants.

In the early 80's his career took him into the area of training and development. He held various roles within the company, the major focus of them being around people and organisational development. During this period he was introduced to the world of behavioural competencies and psychometrics and their use in assessment/selection and development programmes.

Throughout the 90's he played a major role, as a HR director, in the rightsizing and sales of various businesses within the company. During this time he also worked as an independent consultant in non-competitor sectors.

He has a MA from Lancaster University Business School. Ian is a Human Resource professional with more than 25 years experience specialising in the area of organisational development.

## Deborah Eyre

### Principal Consultant

Deborah Eyre is an Education Consultant, Professor of Education at the University of Warwick and, former Director of the government's National Academy for Gifted and Talented Youth. She has held a variety of senior leadership roles in education in the University, Local Authority and school sectors but is best known for her expertise in the education of gifted and talented pupils. Currently, a Visiting Senior Research Fellow at the University of Oxford and Advisory Professor to the Hong Kong Institute of Education she works on models for the development of high performance at both institutional and individual levels.

A alumnus of the Windsor Leadership Trust, her leadership experiences have been primarily around innovation and change. She has set up of an organisation - taking it from initial concept through to maturity and recognised success, seen through an HE sector merger and led sector change in Local Authorities and schools.

Deborah serves on the Board of the UK Teacher Development Agency (TDA) and is their representative on the Board of The National College for School Leadership (NCSL). She is Vice President of the WCGTC (World Council for Gifted and Talented Children), an Advisory Board Member of the Centre for Talented Youth, Johns' Hopkins' University, Baltimore, USA, Non-Executive Director of the Inspiring Futures Foundation, Governor of CTC Kingshurst Academy, Birmingham and a Fellow of the Royal Society of Arts.

## Steve Price

### Principal Consultant, ACIB, MBA, FRSA

Steve is experienced at supporting the management and implementation of change from a Human resources point of view. He has been an HR Director in the UK and in Africa and has managed change projects across cultures. In his consulting career has supported a range of businesses and charities through change and in the development of performance management systems and through harmonisation of policy to support strategic intent. He has an MBA from Kingston Business School where he is a visiting lecturer and has written and published on Cultural differences and the management of change.

## Richard Pyne

### Principal Consultant, BA, MIPD

Richard is an experienced management consultant who specialises in in change management and HR issues.

In a 20 year career with KPMG, Kinsley Lord and Towers Perrin, he specialised in advising clients on the people and cultural dimensions of mergers and acquisitions, HR effectiveness and organisation improvement. His private sector clients were drawn from financial services, oil, pharmaceuticals and retail and included Shell, GSK, Astra Zeneca, Barclays and Abercrombie & Fitch. His public sector experience covers Central Government, Local Government, the NHS and Universities. He was a Principal (Partner) of Towers Perrin for over 10 years.

Richard has worked extensively in Europe, North America and the Middle East. He speaks excellent German and French. Prior to moving into consulting, Richard held senior HR positions with Unilever, Merck and Co Inc, and Plessey.

## Louise Dungate

### Principal Consultant, BA (Joint Hons)

Louise spent the first ten years of her career in the HR function of a major global chemical company, initially at Head Office in corporate employee relations, then in the broader business covering the strategic and operational HR issues within commercial, manufacturing and engineering business areas. Against this background Louise also developed specialist know-how in the areas of talent management and organisation development which was deployed in a broad corporate context.

During the early 1990's she was involved in the demerger of the Corporate Engineering group into a stand alone business with the ensuing HR issues and became HR Director of the business.

She moved into consultancy work and worked with Glowinkowski International Ltd from the 1990's, with a range of global financial services and industrial companies, using the Integrated Framework, developing in-house competency frameworks and assessing and coaching senior executives for performance development.

In addition to her extensive consultancy experience in the private sector Louise spent significant time on development work in the public, voluntary and education sectors, in particular in the provision of progressive musical education.. She has recently chaired an organisation providing musical education to 3-18yr olds and has been instrumental in developing the UK's largest and highly successful international summer school for cellists.

## Marjon Wind

### Principal Consultant MBA, Cert IoD, Member IoD

Marjon has 15 years experience in international business and has built up a strong track record in leading strategic change initiatives. She has been involved in many new business initiatives, successfully building and managing teams and bridging the gaps between strategy plans, effective implementation and performance. As she has spent most of her career working in Europe and Asia, Marjon has in-depth experience in working with different cultures.

Before joining Glowinkowski International, Marjon was Global Head of Corporate Sales for Rabobank's investment banking arm in London where she successfully integrated 13 separate sales desks into one team and implemented a new global strategy. Marjon joined Rabobank International in the Netherlands as a management trainee in 1996. She then moved into corporate finance, joining the Global Telecom Finance group. During this time she gained extensive experience in both the telecom industry and in project finance, private equity and M&A. This included structuring and negotiating multimillion-euro deals for UPC (part of Liberty Global) and France Telecom.

In 2000, she was promoted to Regional Head Telecom, Media & Internet (TMI) Asia and successfully set up the regional hub of

the Global TMI Group from scratch. Based in Hong Kong, she was responsible for the strategic development, financial targets and co-ordination of all TMI activities in the Asia-Pacific region (inc. India) and building a successful cross-regional team.

In 2004 Marjon took up responsibility as Deputy General Manager of Rabobank Shanghai where she was instrumental in creating the building blocks for Rabobank's expansion in China. She set up the branch's infrastructure, which included all new support areas and in particular the hiring of all new staff. Marjon's role also had a strong strategic angle, both in terms of deciding on the short and medium term plans and also in communicating the China strategy to Rabobank's Executive Board and gaining buy-in for an additional capital injection to achieve the growth plan for China.

In the early part of her career Marjon also worked on two short-term assignments for respectively ABN AMRO in the Philippines and for Akzo Nobel in Sweden.

Marjon was born and educated in the Netherlands. She obtained a Masters Degree in Economics and Business Administration from the University of Maastricht. Next to her native Dutch she speaks German and Spanish. In 2009 she became a member of the Institute of Directors, and has recently qualified for the Certificate in Company Direction.

## Steven Grundy

### Principal Consultant

Steven Grundy joined Glowinkowski International as a Principal Consultant in 2009, having worked for more than a decade as a consultant focussed on people related issues.

With an MA in Engineering Science & Economics from Oxford University, Steven worked initially for HM Diplomatic Service, which included a posting to the British Embassy in Saigon.

He then moved into international banking with Grindlays Bank in London, Hong Kong and Kuala Lumpur. Following three years as the Group's Representative in Malaysia, he returned to London as Director of International Project Finance. In 1983 he joined County Bank (NatWest Group) as Head of Project Advisory Services, leading a team that advised on the financing of major international projects.

Leaving the City, Steven gained hands-on business experience by launching and developing as Managing Director an independent music retail chain. In 1991, following a sale of the business, he became Head of Marketing and Corporate Communications for the Medical Protection Society, a global indemnity organisation for doctors and dentists with a turnover of £100+ million.

As an Executive Search Consultant since the late 90s he has completed numerous and wide-ranging assignments involving the recruitment of senior professionals into companies, partnerships and consultancy firms. He has also worked previously as a consultant on business strategy, organisational development, marketing and change management.

In 2004, Steven was instrumental in creating the "Dovetail" Search Network - a group of more than a dozen like-minded and independent search consultants covering a variety of sectors and collaborating with one another.

More recently, as a Career Transition Consultant Steven has coached individuals from a variety of backgrounds and helped them successfully to change career direction through a structured programme. This has invariably involved utilising the Glowinkowski Predispositions and Motivational Indicators ["GPI" and "GMI"] as key tools in the process.

Steven has travelled extensively, is an experienced marathon runner, keen cyclist, skier, scuba diver and fitness enthusiast. He has a passion for designing and making things, mainly out of wood.

## Associates

### Claire Nicholson

Information to follow.

### Lisa Corbett

Lisa has acquired a diverse range of skills and experiences both in Human Resources and as a Psychologist.

Lisa and Steve first met and worked at the Co-operative Bank and Co-operative Insurance Society, where together they were involved in various talent management initiatives establishing new policies and practices. The initiatives were successful in identifying candidates for succession planning and the work became a critical function within the business. She was additionally involved in delivering developmental feedback to colleagues, psychometric testing and competency based group assessments. Lisa also worked on one of the largest change programmes in financial services in Europe at the time, which was fundamentally tasked with re-building a business.

She has recently returned to the UK after working as a volunteer assistant psychologist on a range of assignments in South

Africa. In particular, she ran outreach programmes and workshops in rural villages and local crisis centres, focusing on HIV and its associated therapeutic interventions. She conducted psychological assessments in hospitals for patients suffering from HIV and reported on their suitability for antiretroviral treatment. Additionally she taught English in a local school and worked with children suffering from life threatening conditions for the Reach for a Dream Foundation. Lisa was the principal research analyst in a clinical HIV study and publication in the African Journal of Psychiatry in 2008.

Lisa has a BSc Psychology and an MSc Investigative Psychology, and is part CIPD qualified.

She is currently working in recruitment at the Royal Botanic Gardens, Kew.

## Jon Poole

Jon has more than twenty years experience in people development. His experience is in organisational development including leadership development, executive coaching, change management as well as facilitating strategy and business planning. His book, 'Business Coaching in Easy Steps' is due to be launched on 5 August 2009 with a second on Determining your Future Career due out later this year.

Jon originally started his career in financial services moving over to training and development with the Woolwich Building Society in 1987. He then moved to Save & Prosper, part of the Flemings Group where he became Head of Training & Development. While at Save & Prosper, Jon worked closely with Glowinkowski International, establishing a competency framework for use across the business. Jon set up his own organizational development business in 1999, which he successfully ran for 7 years. During this time he was engaged in a wide range of projects with leading organisations from a variety of sectors in the UK and internationally.

Most recently, Jon was Deputy CEO for the Society of Chemical Industry where he was involved in developing the business into Europe and China as well as forging links with its US counterparts.

## Research and IP

### David Wilson

David has been with GI since completing an MSc in Occupational Psychology at Cardiff University. David's initial project was to carry out a full review of GI's intellectual property, the results of which confirm GI's tools as the best available on the market. David is part of the development team, ensuring the excellent and ever improving reliability and validity of GI's tools.

Combining his knowledge of GI's models with experience of working in sales in the UK and Europe, David is now responsible for the sale of GI's intellectual property. David is a member of the BPS, a registered practitioner in training and working towards Chartered Occupational Psychologist status.

## Support Centre

### Emma Hibble

Emma has a background in a predominantly service and sales-focused environment, having worked in a number of sectors including financial services, wholesale distribution and marketing. Emma joined Glowinkowski International in 2005 as a member of our client support team and continues to have a client facing role as well as responsibility for the day to day management of client on-line access.

### Nina Lawrey

Nina has 10 years experience working as a senior PA across a range of sectors, including Healthcare and Automotive. In previous roles Nina has also worked in Marketing and Business Development. Nina joined Glowinkowski International in 2006 focusing on the provision of client/consultant co-ordination, ensuring efficient and timely communications and provision of information to clients, and now leads the support team.

### **Irene Belton**

Irene has been the Finance Manager for Glowinkowski International for five years and has helped with the company expansion from offices in Long Melford, to an administration centre in Sudbury, Suffolk and, in the past year, to the new head office in Colchester, Essex - a central location for rail links. Irene has extensive experience in both management and financial accounting in a variety of different sectors including import/export, construction, insurance and retailing and is also involved in training and coaching small businesses on how to use Sage Line 50, Payroll and Forecasting.

### **Cassie Bennet**

Cassie has a background in both an administration and sales and marketing environment, more recently in wholesale and distribution but also public sector sales. Cassie re-joined Glowinkowski International in 2007 having previously worked for the company in an administration role from 1997-2002. Cassie now has now rejoined as a member of the Client Support team and has a client facing role.

### **Beryl Mead**

Beryl has worked for most of her career in the Financial Services sector including banking, stockbroking and insurance and has spent the last 15 years working as a Senior Administrator for a leading insurance broker. Her work has involved sales and marketing and a client facing role. She joined Glowinkowski International in February 2008.