

**STUART ANTHONY EMMETT**

205, Queens Road,  
BRADFORD  
West Yorkshire BD2 4BT  
United Kingdom

**Telephone:** 0127 463 8032 (Home) 0127 463 5342 (Business)

**E-mail:** Stuart @ learnandchange.com.

**Fax:** 0127 463 5342.

**Efax:** 0870 913 4024.

**Website:** www.learnandchange.com

**PROFILE**

- Actively involved in Training and Consultancy for many years; applied practical experience is **the** strong feature of my work.
- I believe that everything in organisations starts and finishes with people; getting the buy in and the best from people, is therefore a priority for every organisation.
- Much of my work is centred on facilitation and mentoring; working with "hearts and minds" and alongside those people who will be involved on making changes.
- I also work extensively overseas and I am therefore used to working in the multi/intercultural field
- I believe that learning and changing must be connected and that you cannot have one without the other.
- To release my key differentiators of humour and for facilitating change, then I am at my best when working collaboratively with people.
- I am widely experienced in Business (up to main board director level) and specifically, in Commercial Management and include in my portfolio; Strategy, Marketing, Operations, Supply Chain, People Management, Problem Solutions and Training/Staff Development.

**CAREER KEY ACHIEVEMENTS**

- Suggesting and negotiating changes to "traditional" habits, and facilitation of new methods.
- Worked with many UK FTSE 100 companies and also Global/MNC companies, in the private and public sectors and with over 50 nationalities located in over 30 countries on 6 continents.
- Identified new ways of working and major cost reductions / service level improvements for a wide range of clients.
- Key player in a new company development from start up with 3 people to over 30 people with partnerships in Australia, New Zealand, South Africa and Singapore.
- Worked / lived in Nigeria; possibly the most challenging business environment in the world, where the following was achieved:
  - Established cost reductions programme throughout all operations at the Head Office and team-lead senior managers to implement the changes needed.
  - Joint strategy / design and, subsequent implementation / management of a 46400 sq. metre Inland Container Depot / Warehouse, employing 150 people in four locations, which became the most profitable activity in the company.

**EDUCATION**

1978 BA - The Open University in Systems and Sociology

1984 MSc - Cranfield University in Transport Studies

1994 BA (Honours) - The Open University

- City & Guilds. Further Education Teachers Certificate. (1978).
- Certificate of Professional Competence, Haulage / Passenger, National / International. (1984).
- NVQ. TDLB. D32-34 Assessor / Verifier Awards. (1997).
- Certificate in Health & Safety. Chartered Institute of Environmental Health. (1999).
- Professional Diploma in Mentoring. Leeds Metropolitan University. (2000).
- Certificate in Computing (Basic). Shipley College. (2001).

**WORK EXPERIENCE**

1998 TO CURRENT. LEARN AND CHANGE LTD., BRADFORD (SELF EMPLOYED INDEPENDENT ASSOCIATE TRAINER CONSULTANT)

- Identifying of training needs and delivering agreed training/facilitation solutions for performance improvements. (For example, of people promoted from shop floor into management positions, and of senior managers moving into Logistics).
- Delivering training to a wide range of personnel. (For example, supervisors and graduates to board directors, and for example, of senior managers on "How to Mentor" to achieve better success).
- Analysing competency models and syllabuses, then writing extensive ranges of training materials. (For example, reference manuals, notes, workbooks, case studies, projects, exercises, and assessments).
- Suggesting and negotiating changes to "traditional" habits, and facilitation of new methods. (For example, in 2005 in Nigeria, moving managers and supervisors from a task orientation style to a more consultation / participation and team building style).

- Consolidating training / Consultancy approaches to Manage Change during the introductions of technical changes, to make such implementations more effective.
- Worked in over 30 countries on 6 continents.

**The above occupy over 85% of my time; the following are under 15%:**

- Assessing of candidates pursuing competency qualifications, up to 2002. (For example, Distribution and Warehousing, International Trade, Customer Service, Key Skills, Purchasing and Supply, Road Haulage).
- Author of books on Mentoring, Discipline/Grievance handling and on Learning (2 titles).
- Author of books on Stores& Distribution, Warehousing, Freight Transport, The Supply Chain, Procurement.
- Author of books on Systems Thinking, Communication, Motivation, Teams, Developing People, Customer Service and Leadership.
- Preparing Continuous Professional Development (CPD) and Mentoring, toolkits.
- Advisor, on Logistics Management for Crown Agents, Consultant for Department of International Development, Volunteer for The Cranfield Trust, Consultant for The British Council on Procurement and Facilities Management.
- Coaching of numerous students. (For example in 1998, one was awarded the Best Diploma Student of the Year Award from the Institute of Logistics).
- The Chief Internal Verifier of Assessment Centre, up to 2001. (Around 500 registered students).
- Chief Examiner for the Chartered Institute of Purchasing and Supply, up to 2002.
- External examiner at The University of Salford on Masters programmes from 2002 to 2005.
- Mentoring of head teachers in Government "Partners in Leadership" initiative and C.P.D. mentor for the Institute of Logistics and Transport, up to 2002.
- Joint writer of Learning Material for e-learning, (which won the 2000 Institute of Logistics and Transport Award for Excellence in Information, Communications and E-commerce).
- Approved Tutor for Learn Direct (University for Industry) and The Open University
- Verifier for Institute of Logistics and Transport
- Auditor/assessor for the certified practice scheme of the Institute of Management Consultants from 2002.

**1990-1998: LOGISTICS TRAINING INTERNATIONAL LTD., LEICESTER. (Was the TRAINING SERVICE TO THE INSTITUTE OF LOGISTICS) as DIRECTOR OF TRAINING**

- Identified need for a new marketing definition which included introducing a segmented approach, which concentrated limited resources more efficiently.
- Research, Design and Writing; of competency models (for example, Institute of Logistics), of numerous public courses, (for example, Achieving Change through People, Team Building for Supervisors, Logistics Management for Graduates) and of numerous in company courses, (for example, with J. Sainsbury, Exel Logistics, Bass Brewers).
- Consolidated training delivery by recruiting business professionals, training them as trainers and undertaking the subsequent cost/quality control of these external tutors/assessors.
- Continued to deliver training, in UK/International locations to thousands of supervisors, managers, and directors in order to ensure closeness was maintained to the customers.
- Key player in the company development from start up with 3 people to over 30 people with partnerships in Australia, New Zealand, South Africa and Singapore, all development being funded internally.

**1985/86-1989: HENRY LONG TRANSPORT LTD., (TRANSPORT AND DISTRIBUTION, OWNED ORIGINALLY BY ALBERT FISHER GROUP PLC) as COMMERCIAL DEVELOPMENT DIRECTOR.**

- Suggested then implemented a Company SWOT analysis which resulted in new budget development and, for example, a completely new client base for a 6000 square metre warehouse.
- Suggested then implemented direct marketing / selling through exhibitions, advertising, direct mail, which resulted in new business, for example, obtained 23% response rate on direct mail, 55% of top customers / £1.1 million new revenue within two years.
- Researching companies for acquisition and merger, for example, in 1988, a £8 million turnover Transport company.
- Defined vehicle cost problems, for example, reduced vehicle mpg, and improved fleet utilisation through productivity analysis, (earning the nickname "Diesel Bill" from drivers).
- Eliminated time though computer flow-charting, resulting in a fleets simulation with job costing being quicker and more accurate.
- Redesigned warehouse and negotiated the purchase of all new capital equipment.

**1978-1983/85-86. ALRAINE (NIGERIA) LTD., LAGOS (SHIPS AGENCY/FORWARDING, TRANSPORT/ WAREHOUSING, OWNED BY SCAC PARIS/SCANAFRICA COPENHAGEN) as GENERAL MANAGER.**

- Joint strategy / design and, subsequent implementation / management of a 46400 sq. metre Inland Container Depot / Warehouse, employing 150 people in four locations, which became the most profitable activity in this large plus 1000 people company.

- Coached staff including my eventual Nigerian replacement.
- Established cost reduction programme throughout all operations at Head Office and team lead the senior managers to implement changes to bring in appropriate administrative cost savings.
- Established an ex ship/ hinterland service for shiploads of strategic food imports.

1972-1978. TWEEDY AND HOLT (TRANSPORT ACCOUNTANTS AND CONSULTANTS) as EXPORT SERVICES MANAGER.

- Identified new ways of working and major cost reductions / service level improvements for a wide range of industrial clients.
- Turned round loss making division of the Consultancy with six months.
- Researched/arranged tenders and the selection of freight service providers.
- Selling and design of freight forwarders training course a new development for the Consultancy.

1963-1971. (VARIOUS FREIGHT FORWARDING COMPANIES AND A TEXTILE EXPORTER) as JUNIOR TO MANAGER

- Operational Management of freight services during changes from conventional shipping to container and RO-RO shipping methods.
- Developing agency network for shipping company and for own company operations.
- Shipping manager, achieving cost reductions against previous methods.

#### **ADDITIONAL SKILLS**

- FIFP. Fellow of Institute of Freight Forwarders, (now the Institute of Freight Professionals).
- FCIT. Chartered Fellow of the Chartered Institute of Transport, (now the CILT).
- FCILT. Chartered Fellow of the Chartered Institute of Logistics and Transport.
- FCMI. Chartered Fellow of the Chartered Management Institute.
- MCIPD. Chartered Member of the Chartered Institute of Personnel & Development.
- MCIPS. Chartered Member of Chartered Institute of Purchasing and Supply.
- M.I.Ex. Member of Institute of Export. (2000 to 2003 and from 2008).
- M.Inst.LM. Member of the Institute of Leadership & Management.
- MIMC. Member of the Institute of Management Consultancy (to 2009).

#### **REFERENCES**

**"Stuart Emmett gets things done...through a vision which he is able to pass onto colleagues around him"**

(RP Edwards. Director. The Albert Fisher Group PLC. Letter dated 17 June 1985).

**"I am very grateful to you for the support and advice you willingly give us all and for sticking so resolutely to the often lonely and frustrating job of bringing in new business for the company"**

(J Wyn Griffith. Managing Director. Henry Long Transport Ltd., Letter dated 24 March 1989).

**"Stuart is held in high regard by both clients and colleagues as a very dedicated and competent trainer"**

(D.Macleod. Managing Director, Logistics Training. E-Mail dated 3 September 1999).

**"The course was a great success in a number of ways.... it achieved beyond expectations... new ideas...implementing changes...there now seems to be a "can do" culture developing. Thank you for your input"**

(Mark Powell, Manor Bakeries. Extracts from letter dated 11 April 2002)

**"In Stuart Emmett, we have not only one of the countries acknowledged leaders in training, but who also has the practical background to relate this to the real problems faced by managers"**

(John Perry Managing Director Scala Consulting Limited, letter dated 14 April 2003)

**"Thank you for this article which, as far as I am concerned is right on message and ahead of its time"**

(Martyn Sloman; CIPD Adviser, Learning, Training and Development; email 13 September 2004)

**"Stuart is a well-qualified and committed trainer and consultant, with a responsible attitude to his clients' interests and those of students and trainees.**

**I hold him in very high esteem both personally and professionally, and commend him to you as a dedicated, competent and reliable person, likely to succeed in whatever assignment he is faced with"**

(David Jessop, Professor Emeritus, University of Glamorgan, dated 15 August 2005).

**"Stuart is a valuable member of the team and has consistently achieved good results"**

(Rob Thompson, Director, Supply Solutions Ltd, letter dated 24 May 2006).

**"Your personal score was 3.8 for content and 4.1 for presentation style – this is really great feedback and is one of the highest scores".**

(Joanna Edwards, Director, Logicon 2007, Email 19 April 2007).

**"Stuart is a consummate learning professional, with a huge amount of experience, gained both in the UK and overseas. He forges strong personal relationships with clients and colleagues alike and was instrumental in the process of building Logistics Training International into the major player it became in the 1990's. I recommend him to you, especially if you need an experienced partner to look after training in the fields of logistics and distribution management."**

(Adrian Snook, Director, The British Institute for Learning & Development and Deputy CEO at The Training Foundation, June 18, 2008).

**"Thank you, for your support over the years and for inspiring me to go into logistics training, which gives me great pleasure"**

(Hans Martens, Adm. Direktør, Center for Erhvervsudvikling, 6400 Sønderborg, Denmark; email dated 17 June 2009)

**"I just wanted to say thank you! I like your books – they are very approachable for my students. (Jo Conlon, Senior Lecturer, University of Huddersfield, email dated 24 June 2009)**

**"Our team enjoyed the day; full of information and anecdotal additions to help bring the information into context; we were impressed with the trainer and the very current knowledge and experience he brought."**

(Tom Grimer, Talking Tables Ltd: 24 September 2009)

**"The score for the course overall was 4.9 out of 5! Good work!"**

(Jan Taylor, Lloyds Maritime Academy email dated 11 December 2009)

## **CONCLUSION**

I would be delighted to provide any further information that may be required.

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