INTERIM MANAGEMENT · TRANSFORMATION · CHANGE

# Dr Steven R. Partridge

Interim leadership for the Transformation Office and for change.


TELEPHONE
+41 79 172 19 70

EMAIL
steven@srpartridge.com

LOCATION
Allschwil, Switzerland

NATIONALITY
British / Swiss

LANGUAGES
English, German (C1)

AVAILABLE
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## Profile

Interim executive for the Transformation Office and for change leadership, with 25 years of experience in pharma, industrial and technology companies in Switzerland, Germany, Austria, Scandinavia and the United Kingdom. Line roles as Chief Digital Officer, Chief Information Officer and VP Transformation, complemented by interim and consulting assignments for Novartis, the UN Office for Project Services, Roche and thyssenkrupp.

Doctorate in Business Administration (University of Portsmouth) on the implementation of global change programmes. The approach: structure first, then people. Governance, operating model and processes are designed before behaviour is changed. ICF-accredited coach and certified Lean Six Sigma Black Belt, with Master Black Belt training.

## Roles in an assignment

**Head of Transformation Office: programme and portfolio.** Leading the Transformation Office, with the portfolio, governance and reporting to the executive board and the steering committee, including programme leadership across countries and functions. Led before at SKIDATA (Corporate Transformation Office) and Roche (PMO, Agile and Transformation Office).

**Change Lead: strategy and execution.** Leading the change strategy and its delivery, building the change team and preparing leaders for their role. Led before at Novartis (global shared services, 10,000 employees, and AI initiatives in R&D) and SKIDATA (Change Management Office).

## Core competences

- Transformation and change governance
- Programme and portfolio management
- Shared services and operating model design
- Organisational change management
- Digitalisation and IT governance (ERP, cloud)
- End-to-end process optimisation (Lean, Six Sigma, BPM)

## Interim and consulting assignments

### **Novartis AG** Senior Change Manager, AI and data initiatives in R&D

April 2026 to present · Basel, Switzerland · Pharma

**Assignment:** Leading the change strategy and the delivery of change management for priority AI and data initiatives.

DELIVERY

- Working with executive leadership, Learning and Development (L&D), project management, and Communications and Engagement (C&E).

- Enabling teams and cross-functional stakeholders to drive adoption, embed new ways of working and build lasting internal change capability.
- Turning complex AI and data strategies into clear, people-centred change programmes that build trust, readiness and measurable changes in behaviour.

### **UN Office for Project Services (UNOPS)** Change and Transformation Advisor

August 2024 to present · Basel, Switzerland (client headquarters: Copenhagen) · International organisations

**Assignment:** Advising and supporting the United Nations in transformation and change management.

DELIVERY

- Leading end-to-end programmes to raise operational performance.
- Advising on technology, HR and quality governance frameworks to steer change, organisational improvement and internal capacity for change.
- Strategic advice on organisational performance.

### **Roche AG** Programme Manager Digital and Change

May 2020 to August 2020 · Basel, Switzerland · Pharma and medical technology

**Assignment:** Digitalisation of the research and development function.

DELIVERY

- Overall responsibility for the programme management of six digital and AI projects.
- Leading agile delivery and the change management approach as head of the PMO, Agile and Transformation Office.
- Introducing the programme management and governance framework.
- Leading digital initiatives for Pharma Research and Early Development, including AI and agile frameworks, digital governance and change management.
- Steering the change management programme with ADKAR, contributing to strategic planning and to reporting to the steering committee.
- Handover after four months: the Roche team took over the change management and carried it on themselves.

### **thyssenkrupp Industrial Solutions** Consultant, leadership development

July 2019 to May 2020 · Dortmund, Germany · Plant engineering

**Assignment:** Leadership development for middle management and front-line leaders.

DELIVERY

- Training, coaching and developing more than 500 middle managers and front-line leaders in change, communication, process management and leadership.
- Designing and delivering international programmes on leadership development and high-performing teams for engineering, business and support functions.

### **Twenty4Help (Teleperformance)** Consultant, HR, organisation and people development

January 2005 to April 2008 · Dortmund, Germany · IT services

**Assignment:** Leadership, organisational and operational development in Scandinavia, the United Kingdom, Benelux and Germany.

DELIVERY

- Responsible for introducing HR processes and for leadership and team development.
- Improving service desk utilisation and customer satisfaction with Lean Six Sigma.
- Raising shared services performance: 35 per cent less process waste.
- Developing twelve leaders at operational and executive level, and introducing performance management systems in Scandinavia.

**Earlier work (2000 to 2004).** Training and project assignments for Adidas, Lear Corporation and Bosch Automotive in project management, Lean and Six Sigma.

## Career

### **SRP Consulting** Managing Director

August 2024 to present (founded 2001) · Basel, Switzerland · Management consulting · Four staff, EUR 0.5 million

- Building and leading a consultancy for organisational change and management, with coaching, training and the development of people and organisations. Currently twelve coachees.
- Developing training programmes for clients' Lean and quality teams.
- Current assignment: supporting the owners after a divestment in building Lean management practice and the management of people and organisational performance.
- Identifying and introducing digital technologies to streamline end-to-end processes, from customer interaction through product delivery to after-sales service.
- Introducing OKR and Lean management principles, and a quality management framework in preparation for ISO 9001.

### **Zehnder Group AG** Chief Digital Officer

October 2022 to July 2024 · Gränichen, Switzerland · Building materials, 4,000 employees · Eight FTE, EUR 2 million

RESPONSIBILITY

- Developing and implementing the digital strategy for the whole group, and leading the digital governance boards for IoT, AI and RPA.
- Responsible for all digital operations: digital processes, customer experience, services and products.
- Building and leading the international Digital Support Centre, with data management, tools, project management, application and web development, business architecture, process management and automation, and analytics.
- Advising and supporting the competence centres and market organisations, and innovating and developing new business models.
- Steering the return on investment across the whole digital portfolio.
- Coaching and mentoring leaders in change and transformation.

RESULTS

- Built and staffed the digital team (eight FTE) and delivered six digital programmes.
- Designed and implemented the group's digitalisation strategy, the target operating model and the integration of people and processes.
- Introduced AI governance guidelines, and BPM and process improvement programmes.
- Introduced company-wide change and technology governance, with better performance, clearer decisions and greater portfolio transparency.

### **SKIDATA GmbH** VP Transformation and Change, Chief Information Officer

September 2020 to September 2022 · Salzburg, Austria · Industry and mechanical engineering · 32 staff, EUR 2 million

RESPONSIBILITY

- Member of the global leadership team, responsible for IT, transformation and the QM and BPM team, steering business transformation, digital strategy, innovation and continuous improvement.
- CIO and head of the Corporate Transformation Office and the portfolio and programme management office.
- Building and leading the BPM and business architecture function, and leading corporate portfolio and quality management.
- Global responsibility for the OKR strategy and its implementation; product owner for OKR.
- Introducing the technology and change governance framework, including portfolio management.
- Designing and delivering a programme on culture, values and behaviour together with HR.

RESULTS

- Reduced technology costs by around EUR 250,000 by introducing ServiceNow Field Services.
- Reduced inventory by around 30 per cent and introduced new supply chain processes.
- Introduced ERP (Microsoft Dynamics) and Microsoft 365.
- Defined and implemented the group's change management and transformation strategy to improve direction, performance and growth along the value chain.
- Built and led the Change Management Office, with a team of change, communication and process experts.
- Steered the integration of technology and people, the prioritisation of technology investments and the portfolio review against business goals, deadlines and budget.

### **Novartis AG** Head of Change Management and Global Head Business Architecture

February 2013 to June 2019 · Basel, Switzerland · Pharma and medical technology · 40 staff, EUR 5 million

RESPONSIBILITY

- Leading global teams for the change and transformation of the Novartis Global Service Centre, affecting around 10,000 employees.
- Developing and applying agile approaches to raise the change capability of people and business, with better benefits realisation and value creation.
- Coordinating the governance and decision bodies across the whole transformation cycle.
- Enabling leaders and teams to adopt new ways of working and to implement global and local strategies.
- Building capability in operations, project and change management for the data and digital teams and for Pre-Clinical Business Operations.

RESULTS

- Contributed to cost reductions of more than USD 100 million and delivered global change programmes.
- Led the shared services change programme that introduced global HR, IT, Finance and Procurement at five international sites, affecting 10,000 employees.
- Led the transformation of Pre-Clinical Business Operations, affecting around 1,000 employees.
- Introduced project and programme management and agile ways of working for the operational transformation in Novartis R&D (NIBR and GDD).
- Introduced and led the leadership and culture programme for Novartis Shared Services.
- Led IT processes and business architecture, Oracle platforms and BPM functions, matching and prioritising IT services against business goals.

### **Hewlett Packard** Global Head of Lean Six Sigma and Quality

May 2008 to February 2013 · Düsseldorf, Germany · Information technology · 24 staff, EUR 3 million

RESPONSIBILITY

- Leading the business operations function for Oracle and BPM, building process capability and tying operations management to business goals.
- Steering end-to-end process and business improvements for innovation, quality and cost efficiency of the IT infrastructure.
- Working with enterprise architects on process and business architecture, and supporting IT operations in raising service efficiency.

RESULTS

- Saved USD 600,000 by offshoring support and hosting of the Novartis Oracle platform and application development.
- Avoided costs of around USD 10 million by setting up the Dublin Service Centre for applications, enterprise architecture and process management.
- Supported the tender as business architect for the outsourcing of infrastructure and support.

- Award winner for BPM excellence in Baden-Württemberg.

## Qualifications and certifications

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| 2025 TO 2026 | **Certificate of Advanced Studies, AI and Digitalisation in HRM** FHNW School of Business, Olten |
| 2025 | **AI Governance Training, certificate of completion** AI, Tech & Privacy Academy |
| 2025 | **SAFe 6 Scrum Master and SAFe 6 Release Train Engineer** Scaled Agile Inc, Basel |
| 2024 TO 2025 | **Certified Coach (ACC), executive and team coaching** International Coaching Federation, Basel |
| 2018 TO 2023 | **Diploma, Digital, Data and Transformation** IMD Lausanne |
| 2019 TO 2020 | **Artificial Intelligence: Implications for Business Strategy** MIT, United States |
| 2015 TO 2019 | **Doctorate in Business Administration, Implementing Change Programmes** University of Portsmouth, United Kingdom |
| 2010 TO 2012 | **MSc Strategy and Quality Management, Business Management Systems** University of Portsmouth, United Kingdom |
| 2006 | **Lean Six Sigma: certified Black Belt, Master Black Belt training** Claudius Consulting (Black Belt) and GE, York (Master Black Belt training) |

## Languages and systems

**Languages.** English (native). German (C1, Common European Framework of Reference).

**Systems.** Microsoft Office, Microsoft Project, Microsoft 365, Microsoft Dynamics NAV, ServiceNow, ADKAR, SAFe.