



Building business relationships

#### PSL

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## Nicky Painter Profile



### Career History

Nicky spent her career in the MOD based mainly in Whitehall where she undertook a variety of secretariat jobs with all three services (eg scrutinising operational requirements for ships and aircraft and undertaking investment appraisals into expenditure proposals). She ran a team reviewing the structure and functions of various parts of the MOD and Service organisations, was Head of the Contracting-out unit and later Market Testing Director for

DGTest and Evaluation (now part of Qinetiq). In 1995 she was appointed Civil Adviser to the Zimbabwe Minister of Defence (based in Harare) assisting with redefining the role and structure of ZMOD, undertaking a threat analysis and producing a concept of operations, a procurement strategy and a defence programme. Her work in MOD involved regularly briefing very senior civilian and military staff and Ministers, both in writing and face to face, and giving presentations on a variety of subjects to large audiences.

After taking early retirement from MOD Nicky spent 2 years working for Serco (one of its main suppliers of services) which is where she became involved in the 'soft issues' of bid presentation, dealing with partnering, change management, and addressing joint processes such as value management and risk management.

In 1999 Nicky left Serco and now acts as an independent business adviser. Most of her work has been as an Associate of PSL, where she concentrates mainly on working with the MOD (advising on partnering strategy and drafting partnering advice) and with MOD Suppliers (helping them to the relationship aspects of their bids).

### Specialist Skills

- Change Management
- Defence Industry
- Relationship Management