

# Bernhard Warr

## Transformation & Operational Excellence Leader

*I bring order from chaos. I translate strategy into actionable pieces of work and rally teams around a target.*

**Available immediately**

I help organisations turn strategic aspirations into measurable outcomes. Over 21 years with a world leading pharma diagnostics company I built deep expertise leading enterprise transformations spanning 100+ countries. I created governance frameworks and continuous improvement roadmaps from scratch, delivering an average of £8M in documented value generation every year. I understand what it takes to make change stick once the initial change phase is complete.

My biggest differentiator is the ability to combine rigorous strategic frameworks with genuine cultural awareness. I bring teams together to define and solve problems, ensuring all voices are heard, across all regions, whether that means running kaizen events through translators in Seoul and Sao Paulo, or building trust with resistant leadership teams during structural changes. By engaging with the changing population I hear their concerns and their ideas, building these into a consolidated change risk assessment and applying pragmatic mitigations.

**How I work:** Engagements range from a focused 90-minute Transformation Clinic to multi-month embedded programme leadership. I also offer facilitated workshops for leadership teams, regulatory readiness assessments for companies approaching inspections, and white-label delivery for consultancies that need senior transformation capability. Every engagement is scoped to the client's specific situation, not a templated methodology.

## S E R V I C E S

### Transformation Clinics

90-minute diagnostic sessions for business leaders dealing with operational, regulatory, or commercial challenges. Written summary and 3–5 actionable recommendations within 48 hours.

£295–£750 | No ongoing commitment

### Facilitated Strategy Workshops

External facilitation for leadership offsites, operating model design sessions, strategic alignment, and Lean problem-solving events. Structured outputs with accountable owners.

£1,500–£2,500 per day | Half-day to 2-day engagements

### Regulatory & Quality Readiness

Readiness assessments for MHRA inspections, ISO audits, GxP compliance, and regulatory submissions. Gap analysis, process risk mapping, CAPA reviews, and prioritised remediation plans.

£500–£800 per day | 2–5 day engagements

### White-Label Delivery

Senior transformation, change management, and Lean expertise for boutique consultancies needing credible delivery resource. Discreet, flexible, aligned to your client's needs and your brand.

Day rate by arrangement | Flexible scope

### Embedded Transformation Leadership

End-to-end programme leadership for complex, multi-stakeholder transformations. Operating model design, governance frameworks, change management, and capability building.

3–12 month engagements

### Lean Capability Building

Building internal continuous improvement capability through coaching, training, and hands-on project delivery. Value Stream Mapping, problem-solving methodology, and performance management systems.

4–8 week programmes

## I D E A L C L I E N T P R O F I L E

**Pharmaceutical and heavily regulated industries** where compliance, quality, and operational rigour are non-negotiable and change must be managed without disrupting critical operations.

**Organisations with emerging governance needs** that have strategic ambition but lack the frameworks, success metrics, or benefit tracking to turn aspiration into delivery.

**SMEs and scale-ups approaching inflection points** where processes built for a smaller operation are becoming bottlenecks, and senior transformation expertise is needed without the overhead of a big consultancy.

**Companies with complex global, cross-functional, or transactional processes** where cultural awareness is as important as technical excellence, and where sustainable behavioural change matters more than a tidy process map.

## SELECTED ENGAGEMENTS

### Unifying Operations Across 100+ Countries

Pharmaceutical | 100+ countries, 5 continents | 18 months

Led the execution phase of a global go-to-market transformation, standardising and centralising services across a major international region. Established C-suite governance from scratch, defined OKRs, and created a benefits tracking framework where none existed. Delivered culturally-aware kaizen events adapted for local markets, coordinating a core team of 15 and engaging 200+ direct participants.

**Outcomes:** All critical success measures met or exceeded. Zero disruption to operations during transition. Change leadership capabilities embedded in regional teams for sustained performance.

### Transforming a Global Regulated Function

Pharmaceutical | 140 people, 30 countries | 9 months

Independently developed and implemented a business management system across a heavily regulated Quality and Regulatory function. Adapted manufacturing-focused methodology to suit longer-cycle compliance processes, overcoming significant resistance to change. Mapped key value streams for the first time, established KPIs alongside teams, and delivered training across the entire function.

**Outcomes:** 11% productivity improvement, 30% reduction in project lead times, 20% reduction in risk scores. 100% of team trained. System remains operational and internally regarded as best-in-class.

### Enterprise Compliance Systems Transformation

Regulated Life Sciences | 3,500 users, global | 6-year roadmap

Developed and managed a strategic technology roadmap migrating regulated compliance systems from legacy platforms to cloud-hosted SaaS solutions. Acted as technical lead during the first phase and executive sponsor for subsequent phases, managing change readiness, user adoption, and stakeholder alignment at C-suite level.

**Outcomes:** All three phases delivered on time and on budget. Successfully supported 30+ regulatory inspections with zero critical findings. Systems continuously audited by health authorities for 8 years.

## WHAT COLLEAGUES SAY

*"A calm and pragmatic presence, always keen to find a resolution in the most lean and efficient fashion, and forever challenging the status quo."*

Head of Global Regulatory Operations (direct report)

*"A doer as well as a thinker. He uses both innovation and pragmatism to get things done. He's someone I'd always choose to have on my team."*

Co-Head of Community Affairs (colleague of 20 years)

*"A strong leader, supportive, focused on coaching and developing others, and quick to build trust. Bern is focused on helping people bring out their strengths."*

Senior HR Business Partner (cross-functional colleague)

## CREDENTIALS

PGDip Business Administration (Distinction)

Warwick Business School

MSc & BSc Physics, University of Surrey

**CCMP (in progress)**

GE Lean Practitioner & Certified Trainer

Lean Six Sigma MBB equiv.

Hoshin Kanri, Obeya, DMAIC

ADKAR Change Management

GE Change Acceleration Process Coach

[linkedin.com/in/bawarr](https://www.linkedin.com/in/bawarr)

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