



N THOTHOBOLO
Personal Details

CURRICULUM VITAE

Name	Norah Thothobolo Business Transformation Consultant Change and Project Management Process Engineering
Services	Change Design and Delivery Change Leadership Training Leadership Alignment Workshop Facilitation Stakeholder Integration Process Design and Delivery Framework Definition
Nationality	South African
Languages	English, Setswana, IsiZulu, Afrikaans (Intermediate), Portuguese (Basic)
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Work Experience

Company	Gaafele TS. Consulting (Mar 2024 – Aug 2024)
Position	Senior Change Management Specialist (Contract)
Responsibilities	Develop a change management delivery model aligned to the standard change management framework, including critical artefacts, templates and implementation timelines Develop a change leadership training workshop for empowerment of transformational leaders Develop a change management training course for enablement of change champions and agents Conduct change research for development of IP and continuous improvement of delivery principles
Company	ChangeFolio (Apr 2023 – Feb 2024)
Position	Senior Change Management Specialist (Contract)
Project Summaries	Implement an adoption plan for the embedment of the new Group Finance Strategy. Define and execute a change strategy to support the finance enterprise reporting platform implementation. Discovery Group Finance [GF] Strategy Embedment <ul style="list-style-type: none"> – Establish HR and line management accountability for effectiveness of the performance management {PM} process and alignment to the GF objectives – develop a PM playbook – Conduct pulse surveys with GF teams and apply interventions for strategic sustainability Finance Reporting Portal Implementation <ul style="list-style-type: none"> – Develop and execute a Maturity Assessment survey with the Group Finance Exco and report on findings with proposed operational resolutions for leadership alignment and their teams – Define a 1-pager case for change for executive buy-in to the OneStream implementation – Create awareness, acceptance, adoption and sustainability of the platform implementation
Company	ChangeFolio (Nov 2022 – Mar 2023)
Position	Senior Change Management Specialist (Contract)
Project Summaries	Massmart SAMS Portal Rebuild <ul style="list-style-type: none"> – Define and execute a change strategy, communication, and stakeholder management plans – Conduct Sponsor roadmap presentations for leadership accountability and alignment – Align with Corporate Comms for Group-wide and targeted business publications – Design branding resources for SAMS communication and engagement deliverables Dispo Report Optimisation <ul style="list-style-type: none"> – Define a HL change strategy and implementation roadmap for the 2nd iteration of the report – Provide project re-initiation awareness to the Banner leadership to obtain executive support – Collaborate with Change Advocate for internal and external stakeholder buy-in – Develop a supplier requirements survey and consolidate responses for the To-Be process – Design and distribute external and internal targeted communications via the SAMS mailbox
Company	The RAF (May 2022 – Sept 2022)
Position	Senior Change Management Specialist (Contract)
Responsibilities	Provide change support for the successful implementation of the new organisational structure, and coach executives to adopt and apply effective change leadership principles
Project Summary	<ul style="list-style-type: none"> – Define and activate the change management plan for adequate impact management – Design and present executive and employee engagement packs for awareness creation – Conduct targeted communication via the corporate and project-specific mailboxes – Document the divisional implementation plans for the PMO team and support the delivery
Company	BCX (March 2021 – April 2022)

Position	Specialist: Change Management (Contract)
Responsibilities	Support the implementation of assigned sales and strategic-impacting initiatives and build a change management capability within the BCX business units
Project Summaries	<p>BCX Operating Model Implementation</p> <ul style="list-style-type: none"> – Define and execute a change plan for implementation of the 7 Operating Model Workstreams – Drive leadership alignment and enablement with Workstream Sponsors and Executives – Align with Internal Communications and Marketing Events on Group-wide engagements – Drive awareness and resistance management via communication and stakeholder plans <p>SAP Configure Price Quote Implementation (Release 2)</p> <ul style="list-style-type: none"> – Define a change strategy to close-out the Release 1 deployment gaps, including User training – Manage the (R2) Release 2 CIA, process modelling requirements and define a training plan – Construct communications, effectiveness surveys and conduct PIA feedback via focus groups
Company	Nedbank Ltd. (April 2019 – 30 Nov 2020)
Position	Process Improvement Manager (Certified SAFe 5.0 Agilist)
Responsibilities	<ul style="list-style-type: none"> – Execute operational management, resource planning (JIRA; GT2C) and competency building of the Group Finance (GF) Process Team, manage team capacity in the execution of projects – Define a CI framework, culture & agile-aligned lifecycle in collaboration with the Process CoE – Facilitate the integration of the Agile Squads’ outputs to the CoE’s To-Be process artefacts – Define a process measurement and benefits realisation framework for monitoring & reporting
Company	Coega Development Corporation (July 2018 – March 2019)
Position	Strategic Journey Management Specialist – PMTE BPR Project (Contract)
Responsibilities	<ul style="list-style-type: none"> – Design, facilitate and execute all change management requirements for the project – Develop a Process Execution Roadmap for standardised analysis and solution implementation – Develop a Monitoring and Analysis Report for feedback on regional implementation gaps – Develop an operations management framework, inclusive of a Performance Management model, to establish a BPM and CI Culture within the PMTE business
Company	Transnet SOC LTD. (July 2017 – February 2018)
Position	Project Manager – Group ICT PMO (Contract)
Responsibilities	Matrix management of Developers, Testers and Change Consultants for successful delivery Ensure the success of Steering Committees for effective decision making and issue resolution
Project Summaries	<p>SAP Portfolio Project Management (Phase 3)</p> <ul style="list-style-type: none"> – Define a Problem Statement relating to the management of Capital and LSS projects in ICT – Develop a BCD and a BRS with key stakeholders to obtain sign-off for solution design – Manage implementation of the PPM solution through ASAP methodology and agile principles <p>Transnet Integrated Management Approach (TIMA)</p> <ul style="list-style-type: none"> – Develop a BCD for TIMS project with the TIMA Programme Director and Working Committee – Develop a BRD for the integration of OD SharePoint instances into a centralised repository – Manage the design and implementation of the Awareness Drive for the IMS procedures with the aid of the TIMA Committee, Change Management and Corporate Communications Teams <p>Microsoft Projects Online</p> <ul style="list-style-type: none"> – Coordinate solution definition engagements with Microsoft SA and Implementing Agents – Assess all Implementing Agents’ proposals for implementation methodologies and costs – Define PMO requirements across IT and Business Portfolios through scoping sessions – Drive discussions on integration to PPM with Technical Specialists and Enterprise architecture
Company	Tipp Focus Consulting (November 2016 – March 2017)
Position	Senior Process Engineer & Change Consultant (Contract)

Project Summary	<p>Apply Business Process Analysis and Change Management principles for the successful implementation of the Business Process Re-engineering project for the HDA:</p> <ul style="list-style-type: none"> – Conduct Stakeholder management and communication across all business levels – Drive As-Is process assessment workshops across all the HDA regions – Conduct current state process gap analysis for To-Be process design – Construct reports for input into the Steering Committee meetings and regional feedback
Company	Transnet SOC LTD. (January 2015 – September 2015)
Position	Senior Business Process Analyst (Contract)
Responsibilities	Conduct business requirements analysis across Operating Divisions [ODs] to detect pain points and process bottlenecks for operational improvement. Map end-to-end business process flows on ARIS.
Project Summaries	<p>Operational efficiency improvements of the Transnet Value Chain Coordinator</p> <ul style="list-style-type: none"> – Drive the integration of ODs within the Fuel Delivery Stream – Define the integrated Value Stream Map and detailed fuel transport processes for gap analysis – Facilitate the Change Management elements with champions for streamlined OD adoption
Company	Barifor Consulting (March 2014 – Aug 2014)
Position	Project Process Stream Lead (Contract)
Responsibilities	<p>Standard Bank SAP Core Banking Platform Delivery</p> <ul style="list-style-type: none"> – Manage the delivery of the requirements analysis and change management processes for the Payments Workstream of the SAP Core Banking Programme – Business Release [BR] 7 – Align process analysis objectives to systems and financial analysis objectives – Manage the project team’s progress and define risk mitigation activities with the PM for BR7
Company	Gaafle TS. Consulting (January 2012 – June 2018)
Position	Business Optimisation Consultant (Freelance)
Responsibilities	<p>Development of training manuals and supporting material alignment Conduct facilitation and training on BPM and Change Leadership principles Provide support for development of BCDs, business plans and bid proposals for SMME’s Provide Business Strategy formulation and Operating Model design support</p>
Project Summaries	<p>Learning Resource Management Group: Business Process Specialist (2016)</p> <ul style="list-style-type: none"> – Document Finance and Customer Strategy processes and provide recommendations for improvement of the BME Mining Company <p>Electronic Media Network Finance: Process Project Change Consultant (2013)</p> <ul style="list-style-type: none"> – Document L4 & L5 processes and supporting procedure manuals for training purposes – Conduct process gap analysis, implement quick wins and propose long-term system improvements to support increased process capability – Develop policies and intercompany SLAs with Legal team for supporting process governance <p>EOH Technologies: Facilitator and Assessor (2012)</p> <ul style="list-style-type: none"> – Facilitate the Process and Change Management training for IT Graduate Consultants – Conduct outcomes-based assessments and produce reports for Education SETA certification – Construct and provide delegate feedback to management for further development planning <p>ABSA COE (Investment Services): Project Implementation Consultant (2012)</p> <ul style="list-style-type: none"> – Conduct current state process assessments, to recommend quick-win solutions for enhancement and optimisation of existing systems with business architecture function. – Develop BRD for the integration of core processing systems and records management project.
Company	Standard Bank South Africa (Dec 2006 – Nov 2011)
Position	National Improvement Manager (Retail Banking)
Responsibilities	<p>Manage the 6-sigma training plan and improvements in fulfilment of the Fraud Strategy Define the Fraud Operations change management strategy and drive implementation Design the framework to manage customer impact within a process, people, and tech context Contribute to the analysis and design process of the RBB Target Operating Model.</p>
	Process Engineer (Retail & Business Banking)
	<p>Facilitate the Group IT process and template change forum and design the BPM operational framework and related process templates Conduct the design, analysis, and optimisation of operational business processes Integration and alignment of sub processes to the core business delivery process</p>



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Project Summaries	Customer Impact Management (CIM) Design – Develop approach for the design and implementation of a CIM process aligned to customer experience (CE) principles. Construct a business case proposal indicating quantitative and qualitative benefits linked to CE in alignment with the TOM requirements.
	Integrated Performance Management: Change Management – Responsible for change execution in support of the QPR tool deployment. Conduct regular regional visits and communicate technical feedback to the project team for improvement.
	Branch Optimisation: Change Management – Assess organisational impact of the new solution on End-Users and design a change strategy to manage the impact, drive stakeholder engagement, training delivery success and adoption.
	Blue Process (SDLC) Reengineering – Redesign and implement the new SDLC in alignment to the Group IT PMO process objectives; and facilitate training. Integrate Group IT sub- processes and streamline into ITIL processes.
Company	The IQ Business Group (Jul 2005 – Nov 2006)
Position	Principal Process Consultant
Responsibilities	Development and utilisation of project IP for effective solution delivery of all client projects
Project Summaries	BoP Schemall Phasell: Nedbank Global Business – Design new payment processes and procedure manuals in compliance with the SARB Exchange Control regulations, incorporating product system alterations and new business rules.
	Channel Convergence: NetBank Business – The design of end-to-end business processes for corporate services using an integrated architecture framework, for the efficient convergence of various electronic banking solutions.
	Business Process Improvement: Department of Water Affairs & Forestry – Root Cause Analysis of the HR processes to design a solution map with recommendations to achieve process standardisation and efficiency, for improved Service Delivery across the DWAF
Company	SAB Ltd. (Dec 2003 – June 2005)
Position	Management Technical Trainee (LSS Green Belt Certified)
Projects	– Wort Overall Efficiency Improvement & Fermentation Vessel Commissioning Optimisations
Company	AdvTech Education (Jul 2003 – Nov 2003)
Position	Academic Support Officer

Qualifications and Certifications

Course	Institution	Completed	Graduated
Change Management Methodology	Prosci/SBSA/ChangeFolio	2007/2023	N/A
SAFe® 5.0 Agile Certificate	Scaled Agile Institute	2020	N/A
Lean Manufacturing, CAP & 3P Methodologies	General Electric (USA)	2015	2015
Management Advancement Programme Diploma	Wits Business School	2011	2011
Prince 2 Practitioner Certificate	Xpert Academy	2009	N/A
ITIL Service Management (Foundation Certificate)	Foster-Melliar	2007	N/A
Capability Maturity Model Integration (PM)	Nihilent Technologies	2007	N/A
Aris Process Design & Work Measurement Control	IDS Sheer/ Nedbank GTSS	2005	N/A
Lean Six Sigma (Greenbelt Certificate)	3M/ SAB Ltd	2004	N/A
MSc. (Dissertation)	Wits University	2002	2004

Training Attended

Course	Institution	Date
Robotic Process Automation – RPA Overview	Udemy Online	2021
Lean, Scrum & Agile Fundamentals	Nedbank (Lean Portfolio Office)	2020
Executive Programme for Effective Leadership in the 4IR	Singularity University (SA)	2019
Project Leadership and Entrepreneurship	The Thinking Gap	2015
Management Operating Practices	SAB Ltd.	2004