

Kees van Haperen MBA MSc

Managing Director Koios Group Ltd



Profile

- **Managing Director** - Leading and Building niche consultancy team specialised in Strategy, Change and Programme Management, with specific focus on tackling complex problems through the application of systems thinking and problem structuring methods and the exploitation of innovation and technology for business improvement. He has been leading Koios Group as managing director and Chairman of the Board since its formation in 2004. He has grown the company from start to a peak turnover of approximately £2,100,000 in 2009. He and his company have been sponsoring a PhD student reading at WBS since 2007.
- **Facilitator, Planner and Deliverer** – strategic thought leader, problems solver & change agent spanning full programme and project spectrum ranging from planning to delivery with extensive experience of working at board and senior management levels.
- **Central and Local Government Expertise** – Kees has been involved with a variety of central and local government organisations including, Home Office, Office of the Deputy Prime Minister (now DCLG), Department of Health, Connecting for Health, MoD, British Army, Royal Navy, Royal Air Force, English Police Forces, English and Welsh Fire and Rescue Services, English NHS Primary Care Trusts and Mental Health Trusts, Commission for Equality and Human Rights. He has also worked with several companies supplying services to the following additional organisations: Learning and Skills Council, DWP, DEFRA, and HMRC.
- **Industry Partnerships** – Kees has been involved with a large number of industrial partnerships involving business development, programme shaping, system engineering and delivery with a range of large system integrators, service companies and IT companies, including Lockheed Martin, Thales, Unisys, HP, EDS, IBM, Serco, Xansa, BAE Systems, Everest, Mark Logic and X88.
- **Lobbying and Campaigning.** In his most recent role as CEO of the UKNDA, Kees has regular interaction with current and former ministers, representatives of the House of Commons and House of Lords, representing all main political parties, former chiefs of staff and military flag officers, senior representatives of Aerospace, Defence and Security industry, and Union representatives. He appears frequently in the regional and national press and is a regular contributor to professional publications on defence and security matters.

Academic Involvements and Partnerships

Warwick Business School - Kees has been a visiting lecturer at Warwick University with Warwick Business School, lecturing in soft systems methodology and the use of soft OR methods and techniques in a consulting environment for masters (MSc Business Analytics and Consulting, MSc Operational Research / Management Science, Masters in Business Administration) and Post Graduate Diplomas. He is also a member of the Course Advisory Council for the two MSc degree courses.

University of Cardiff, School for Computer Sciences - Kees has also been a visiting lecturer at Cardiff lecturing in the management of change, through organisational theories and the use of system thinking concepts at the MSc Information System Engineering at Cardiff University, Department of Computer

Sciences (2005-2007). This elective course represented half a module and required student to complete an individual essay-based assignment.

His company has been awarding a prize to the first year BSc student who has demonstrated the best understanding and application of SSM in their set course work assignment.

Aston Business School - Visiting lecturer in the Application of System Thinking / Problem Structuring Methods / Soft Systems Methodology at Aston Business School for bachelor degree course (2006). Kees also established a partnership with the school for the development and delivery of a simulation capability to a national resilience / counter terrorism programme for the fire and rescue services of England and Wales.

University of Southampton, School of Management – Visiting lecturer in Risk and Crisis Management for the Executive MBA and MSc courses 1999-2002. He developed and used scenarios which were designed for teams of students to learn, practice and demonstrate their understanding for risk and crises and the management thereof in complex multi-agency settings.

Cranfield University – Visiting Lecturer in Risk and Crisis Management for Executive MBA and MSc courses from 1999-2002.

University of Leicester, SCARMAN Centre for the Study of Public Order. He was an external marker for the Master's Degree (MSc) in Risk, Crisis and Disaster Management (2000-2002).

Royal Netherlands Officer Training and STANEVAL

As Acting Head of Training and Education, Kees was responsible for the theoretical and practical training of all Royal Netherlands Fighter Controllers. He was involved in the commissioning and intake of cadet students and aspiring soldiers, NCOs and Officers.

Kees was a visiting lecturer at the National Defence College Rijswijk where he taught Air Power and Air Command and Control as part of the Higher Staff Course of the Air Force and Major Courses of the in Army and Air Force in class room settings. He was also responsible for the practical module using simulators and scenarios involving joint and combined out of area operation scenarios.

Kees was co-author and leading lecturer of the NATO Integrated Air Defence (NATINAD) course for officers involved with air operations of the armies, navies and air forces of the Netherlands, Belgium and Germany.

Kees was also the co-author and leading lecturer of the Co-ordinated Air Sea Procedures course for Royal Netherlands Air Force and Royal Netherlands Navy officers involved with maritime air operations.

PERSONAL QUALIFICATIONS

2006 Masters in Business Administration (which has Strategic Management focus) at the University of Leicester.

2001 (Oct/Nov) Soft Systems Methodology – by Brian Wilson, Windermere.

2001 (Oct) Business Developer, Business Activation and Web Publisher by MooD Salamander at Micheldever Station, Hampshire.

1998 - 2000 University of Leicester, SCARMAN Centre for the Study of Public Order. Successfully completed a Master's Degree (MSc) in Risk, Crisis and Disaster Management.

1987 – 1995 RNLAf. Several Courses in Command and Control, Battle Management, Tactical Data Links and Electronic Warfare.

1982 – 1985 University of Amsterdam, Faculty of Natural Sciences, Sub-faculty of Geology - MSc Geology, not completed, terminated at BSc equivalent level.

OTHER EXPERIENCE

He presented a paper at Hull University, Centre for Security Studies on Future Weapon Capabilities in the Knowledge Age (6 April Hull).

He has published a number of academic, professional papers including:

- Organisational Learning: Edward P. Borodzicz, and Kees van Haperen, Individual and Group Learning in Crisis Simulations, Journal of Contingencies & Crisis Management, Vol. 10, pp. 139-147, 2002;
- Business Continuity and Crisis Management at NatWest Group: Edward P. Borodzicz and Kees van Haperen, Learning and Training: A Reflective Account of Crisis Management in a Major UK Bank, Risk Management (2003) 5, 33–50;
- Emergency Preparedness in Local Government: Kees van Haperen, The Value of Simulation Exercises for Emergency Management in the United Kingdom, Risk Management (2001) 3, 35–50 (contained in the recommended reading list of Police Staff College, Bramshill of the NPIA);
- Key Note Address for Young OR Conference, Kees van Haperen, A Review of Mintzberg's Strategy Schools and their Applicability for SMEs, YOR Conference Proceedings, 2007;
- Brian Wilson and Kees van Haperen (2010) Improving regional policing: a review of protective services. Undertaking an audit of a method of analysis using soft systems methodology, International Journal of Police Science & Management Volume 12 Number 2.

Kees had a scientific paper presented on entitled 'Working Towards Information Superiority: Application Coherence for Digitisation Programmes, A Method for Coherently Defining Requirements for Future Command and Control Information Systems Information' at the Studies, Analysis and Simulation Panel Symposium (SAS 039), Analysis of the Military Effectiveness of Future C2 Concepts and Systems, which was held on 23-25 April 2002 at NATO Consultation Command and Control Agency (NC3A), The Hague, The Netherlands. (The paper is contained in the Naval Postgraduate School library as recommended reading for IW);

Kees is also CEO of the UKNDA and director of the HR Society. He is a member of the RUSI, AFCEA, OR Society, ICPEM, RNLI, RYA and BCU.