

# Dale Thornton

## Director, Implementation Services

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### Profile

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Director-level leader in HCM and workforce management Professional Services, with over 20 years progressing from technical delivery to running a multinational organisation of 23 across four countries. Builds the structure, process and commercial discipline that scale a Professional Services business, most notably a quoting and scoping methodology that grew average deal size by 165%, now adopted globally. Combines this with the highest-rated customer satisfaction team in UKG Professional Services and a consistently top-tier manager index, evidence of a leadership style that delivers commercially and retains people. Recognised with UKG's Global People Leader Award (2022), selected from over 2,000 nominated leaders worldwide. Brings a forward-looking edge through active involvement in AI adoption across delivery and operations.

### Key Skills

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- Multinational team leadership (23 across 4 countries)
- HCM/WFM implementation (UKG Ready, Kronos Workforce Ready)
- Commercial scoping, pricing & SOW methodology
- Practice building & 0-to-1 team setup
- Stakeholder management at all levels
- Project & programme management
- Process design & operational reporting
- Mentoring, coaching & talent development
- AI adoption advocacy & leadership influencing
- Employee engagement & high-performing team culture

### Career History

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**UKG** (formerly Kronos Incorporated), 2015 to Present

#### Director, Professional Services

Jan 2024 – Present

- Leads a multinational Professional Services team of 23 across the UK, Belgium, France and Bulgaria, through multiple direct reports and team leads
- Designed and built a formal quoting and scoping methodology for implementation deals from the ground up: pricing tools, statement-of-work structure, and delivery approach for multinational customers, where none had previously existed
- Assigned and co-developed the methodology with a manager promoted to lead it; since handed off to a dedicated Service Architect team, who continue to refine it
- Result: grew average deal size by 165%, now adopted globally as part of a wider company programme
- Built the Bulgaria Professional Services practice from zero headcount, hiring and onboarding consultants from scratch (currently 2, with 2 more in active hiring)
- Working with a small team of allocated offshore consultants in India to develop their skills toward first-chair (lead) consultant status, building delivery capacity beyond the core team
- Co-led the design and launch of a new post-go-live services offering, building it into a sustainable function before handing it off to another part of the business
- Continues to shape global reporting and dashboards, working closely with business analysts to ensure tools remain fit for purpose for managers running the business worldwide
- Regularly presents AI adoption ideas to peers and leadership in internal forums, championing AI-enabled ways of working across Professional Services
- Leads the highest-rated customer satisfaction team in UKG Professional Services globally: 75%+ survey response rate sustained for several years, with 100% of all responses scoring 5 or above on a 7-point scale; current score of over 98% remains the top result on the global leaderboard

## Practice Manager → Senior Manager, Professional Services

Jan 2019 – Dec 2023

- First people leadership role in 2019, managing 9 consultants across the UK and Belgium; built the practice's first utilisation, delivery, and project status reporting and dashboards, adopted directly by senior leadership as a key visibility tool where none had previously existed
- Promoted to Senior Manager; managed a portfolio of 20-30 concurrent client implementations across the UK, Belgium and France
- Hired and developed multiple consultants into the team; introduced a multi-skilling strategy to broaden capability, increasing delivery capacity and improving customer experience
- Brought the France team onto standardised global delivery methodology and process
- Began collaborating with offshore leaders in India to establish dedicated support for the team, working closely with their consultants and involving UK mentors in their development
- Acted as delivery/implementation lead during the UK launch of a new payroll product, helping establish the delivery approach for early customer rollouts
- Built a highly engaged team, regularly scoring a 100% manager index in employee experience and Great Place to Work surveys across the UK and Belgium
- Developed a proof-of-concept quarterly delivery forecasting tool, since built out as a GA tool with business analyst and IT teams; in use for over 2 years, giving the global UKG Ready business visibility into delivery forecasting that hadn't previously existed
- **Won UKG's global People Leader Award (2022)**: selected as 1 of 30 winners globally from over 2,000 nominated people leaders; the only recipient from Professional Services

## Solutions Consultant → Project Manager

Jul 2015 – Jan 2019

- Delivered Workforce Ready implementations for customers in a UK market where the product and supporting methodology were still immature
- Broke down sparse process documentation into clear, customer-consumable formats; contributed significantly to building the early implementation/launch methodology
- Introduced Smartsheet to the business as a project delivery tool, which went on to become the primary project management tool across all of Ready Services for several years
- Contributed to early integration materials and developed a training methodology for manager/admin enablement sessions delivered to clients
- Promoted to Project Manager (2017) to refine and mature PM methodology and tooling; standardised the project delivery approach, with elements adopted across the wider UK team

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## Aspect Software, 2003 to 2015

### Sr Professional Services Implementation Consultant

Mar 2012 – Jul 2015

- Implemented contact centre solutions (ACD, IVR, multichannel, UC/Lync integration, predictive dialling, quality management) against functional specifications and SOWs, including delivery into secure government-hardened environments
- Built hardware/software platforms for customer solutions (HP/Dell servers, VMware, Hyper-V, SQL Server) and facilitated customer workshops to translate business needs into requirements and customised delivery
- Developed customised PowerShell scripts to improve consistency and efficiency of managed services delivery

### IT Systems Engineer *(Aspect Software, formerly Aspect Communications)*

Jun 2003 – Mar 2012

- Managed the consolidation of a 40+ server data centre onto clustered VMware infrastructure, and the EMEA IT Operations budget, procurement, and supplier relationships
- Specified and built the hardware/software platform for a global Lync rollout; led the infrastructure merger of Concerto and Aspect Communications (Active Directory, Exchange)
- Provided 3rd-line support across EMEA, NA and APAC (~300 servers) for Microsoft infrastructure and backup systems

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## Earlier Career, 1999 to 2003

- **IT Systems Engineer & Site Co-ordinator**, Kuwait Petroleum GB, 2001–2003. IT support, infrastructure and security management across multiple UK sites

- **Network Administrator / Systems Engineer**, Algoa Oil & Pipeline Services, 1999–2001. Network administration, Exchange deployment and custom reporting tools

## Education & Qualifications

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- Full MCSE & MCP+I (Microsoft Certified Systems Engineer), 1999
- National Diploma: Agricultural Management (3 years), 1995–1998
- N2/N3 National Certificate, Electrical Engineering, 1992–1994
- South African Senior Certificate (equivalent to A-Levels), 1991

*Additional technical certifications across Microsoft Exchange, SharePoint, Windows Server, SCOM, and Lync, 1999–2013.*

Full clean UK driving licence. British National. Interests: mountain biking, photography, skydiving (British Nationals competitor, formation skydiving).