



CC43

Is your business ready for the impact of change?



Centres of excellence club



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Introduction

At a time of accelerated and concurrent change, businesses need to be in a constant state of readiness. But if change is the new norm what does that mean for our organisations?

This topic was the theme for CITI's 43rd Centres of Excellence (CofEe Club) event held at Nationwide's Headquarters in Swindon. With many leading organisations in attendance, both private and public sector, the event was a lively, engaging and thought-provoking look at preparing people and organisations for this ever-increasing level of change.

Robust impact assessments and proactive resilience-building became central tenets of the day. How can we prepare for planned and unplanned impacts, so that we 'bounce back', avoiding productivity-plummets, change-fatigue and unintended disruption to the wider organisation? If the next initiative is already on the horizon before we've embedded our current change, how can we use this environment as an opportunity to grow change capability?



CofEe club event 43
Is your business ready for the impact of change?

Nick Dobson, CITI





Is your business ready for the impact of change?

Angela Danks, Nationwide

BUSINESS READINESS

Angela shared Nationwide’s journey of growing from a technical, delivery-focused approach to a more holistic, change-ready organisation. She described the need for a clear aligned strategy for delivering benefits and outcomes, with the mantra “Start with the end in mind”... “Business readiness starts on day one”.

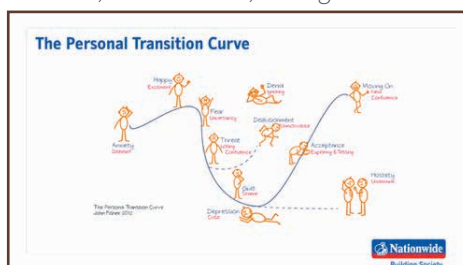
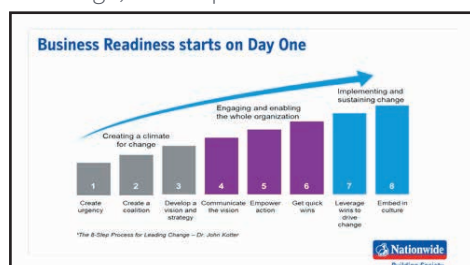
Angela referred to the people impacts of change, and in particular the different

PEOPLE IMPACTS

responses to chosen versus imposed change. She described the personal transition curve and said it is important to recognise that people move through it at different stages; this is natural and they will need help. Angela described different types of change and the different leadership approaches required for each, depending on complexity and whether it is ‘hard’ process-based change or ‘soft’ cultural, behavioural, change.

ENGAGE THE BUSINESS EARLY

One of Angela’s key messages was “Engage the business early... It’s never too early”. She referred to the role of the sponsor and said “Sponsors need to be engaged and connected to the change throughout the life of the delivery”. When describing transition of the change into the business Angela said “It doesn’t end with delivery of the project. If it lands well it is embraced and delivers its benefits”. <http://citi.uk/cc/43/AD>





Understanding the change ...before making it happen

Darren Colderwood, Heathrow

COMPLEXITY

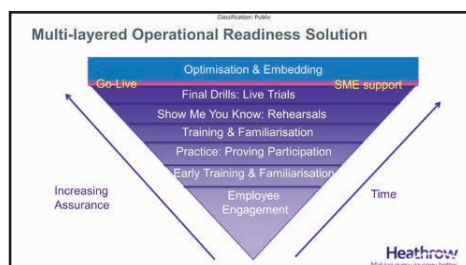
Darren's presentation started with a video of Heathrow's Terminal 3 Integrated Baggage system, which processes 30,000 bags a day. He shared the magnitude of the £600m, six-year programme, the launch of which involved 250 staff in trials and 50,000 hours of training. As this was a ground-breaking 'first-of-type' baggage installation, he likened the complexity and magnitude of the challenge to the jump from the earliest 'brick' mobile phones to smartphones.

A SHARED GOAL

Darren described the challenges the programme went through and how, midway through the programme, they took the decision to stop and review the programme. This gave them the ability to trade time and benefits and to focus on the shared objectives rather than individual project benefits. From that point onwards, they re-structured the programme, recognising its complexity, and focused on engaging their stakeholders. One of

LESSONS LEARNED

Darren's key messages was "Get your most impactful stakeholders on board first and they will help champion your change". Darren's presentation was an excellent illustration of how a change can have multiple intended and unintended impacts, how a programmatic approach is essential for understanding the organisational impact of a change, and how an organisation has genuinely and robustly applied its lessons learned. <http://citi.uk/cc/43/DC>



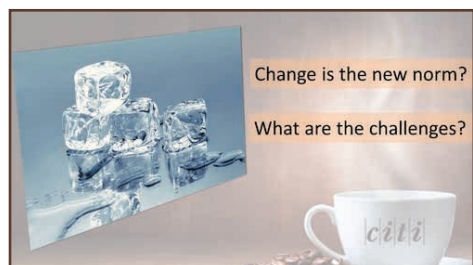


Prepare for a constant state of change

Fiona Magee, CITI

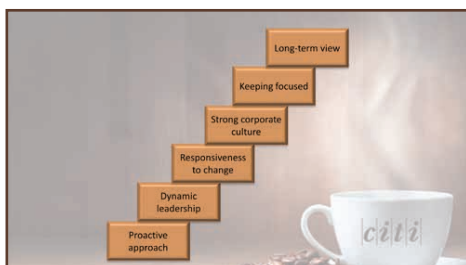
CHANGE THE NEW NORM?

Fiona started by challenging the group with the question “Is change the new norm in your organisation?” An overwhelming majority agreed that this was indeed the case and that our organisations rarely have the opportunity to ‘re-freeze’, given that changes are happening simultaneously and overlap. She explored the impact of this on individuals experiencing multiple change accompanied by high levels of uncertainty and a consequent potential drop in performance.



RESILIENCE

Fiona proposed that any negative impact on performance and drop in productivity could be minimised by increasing the resilience of the organisation and individuals within it. Although it is almost inevitable that people and organisations are rocked by change, resilient people and organisations bounce back more quickly, not only surviving but thriving. Fiona explored both organisational and individual resilience, identifying key elements and steps for building it.



PROSILIENCE

Fiona then introduced the concept of prosilience (proactive resilience) which is about intentionally building capability to flourish in a change environment, treating it as a learning environment to ensure that the organisation and individuals are stronger and more resilient after each change. She discussed ideas on how to build prosilience in the workplace.

You can download the presentation here: <http://citi.uk/cc/43/FM>



Survey results

Tackling interesting and relevant topics is core to CofEe club. In light of this a survey was undertaken by attendees to gauge their interest in PMOs as a future subject area.

The survey looked at different potential areas of PMOs from the value they deliver and stakeholder perceptions of them through to the use of technology solutions for PMOs. In addition to ranking suggested topics, attendees were also asked to put forward any other areas of interest surrounding PMOs.

Analysis of the results are summarised in Figure 1 'future CofEe club topic survey' which shows the average score for the top six potential subject areas, rated on a scale from 1 (not interesting) to 5 (very interesting).

Further analysis of the results shows that the top 3, listed below, were not only the highest scoring topics but also the topics with the most consistently high responses indicating

widespread agreement and interest:

- Value of PMOs
- Organisational strategy for PMO devt
- Measuring the performance of PMOs.

For the unprompted part of the survey where respondents were asked to suggest topic areas of interest the most frequent response was around:

- PMOs in an agile environment

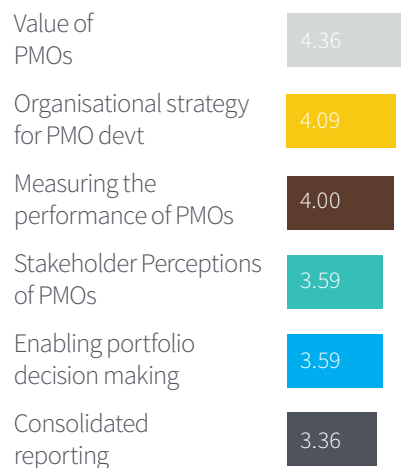
This is interpreted to reflect the increasing use of agile approaches and the opportunities and challenges this presents to PMOs.

We will now start to plan for inclusion of these topics in a future CofEe club. If you have any further feedback or would like to present on any of these topic areas then please contact us at cofee@citi.co.uk

We look forward to understanding and sharing with you the latest thinking in these areas.

PMO Survey

Figure 1 - Future CofEe club topic survey





Workshop outputs

Workshop one

How do we prepare for the intended and unintended impacts that are likely to arise when our organisation doesn't have an opportunity to re-freeze?

Open, honest, early-engagement, empowerment and forward-thinking leadership were key words emerging from this workshop. Unintended impacts (both internal and external) are difficult to pre-empt, and there can be a knock-on effect when attempting to resolve issues, sometimes resulting in moving problems from one place to another. However, a combination of programmatic 'big picture' thinking, robust scrutiny of any assumptions underlying benefits cases, organisational impact assessments and timely, sustained application of lessons-learned can lessen the frequency and severity of impact.

Constant change (both on recipients and resource-constrained change teams) causes high stress and burnout, drops in productivity and potential 'sabotage'. These impacts can be lessened by building resilience and prosilience and by channelling the creativity of those affected, including the 'nay-sayers', empowering them to define the 'how' in a safe environment, thus reducing perceived threat. Strong leadership, with foresight to recruit people based on their values and behaviours and confidence to stop an initiative when it is no longer delivering value, were considered critical.

Workshop three

What unintended impacts of change have you experienced or are you experiencing in your organisation? How did you / are you managing these impacts?

This workshop highlighted how unintended impacts can be categorised as positive or negative, and that recognition of intended and unintended impacts relies on a broad perspective and hindsight, particularly when people feel immune to constant change.

Unintended impacts, especially negative ones, are often overlooked because they are beyond a narrow focus and happen elsewhere. To counter this, some organisations consider the totality of impacts when making a change. This allows them to identify as many unintended impacts in advance as possible and understand if they are positive or negative.

Whilst an intended change might have positive results, it can also have unexpected negative consequences, e.g. email communications improve speed and efficiency but reduce face-to-face relationships. If an unintended impact arises and is at first considered negative, it is worth challenging and investigating the impact to see if it can be turned around to be positive. Examples of this are Superglue, Viagra and Post-it notes, all successful products that originated from an unexpected impact.

Workshop two

At what stage does your business actively engage with its projects and programmes? What do you do to prepare them?

'Engage as early as possible' was the key message from this workshop. 'On-boarding' all stakeholders, at all levels, at the earliest possible opportunity, empowering them to have a voice in the project, and ensuring that communications are targeted, relevant and in the right language is critical.

The groups highlighted that stakeholder engagement is about two-way communication where the message needs to be aimed at the right level for each audience. At an executive level the message needs to be contextualised in terms of its strategic alignment. At a more junior level it needs to address the 'What's in it for me?' question.

The stakeholder group might change throughout the life of a project or programme - some, such as benefit owners, will consistently be key stakeholders, but others might only be influenced by certain stages of the lifecycle. Therefore it is important to keep identifying and analysing the stakeholder population regularly and to keep them close and fully engaged.

Workshop four

What capabilities (organisational and individual) are required to cope with a constant state of change? And how can we best go about building them?

A positive, purpose-driven, authentic, resilient learning organisation is what this workshop considered necessary for survival in a constant state of change. Clear strategic vision, communicated with openness and integrity, to provide a 'handrail' to ensure alignment. Strategic, horizon-scanning leadership is necessary to provide confidence in the medium/long-term direction. People need to be empowered to be creative, in an environment of 'accountable freedom', where 'it's ok to fail - not ok to not learn'. For this to work, the organisation needs to be open to risk and values to be lived-out consistently.

Individuals who thrive in this environment are open-minded team-players, with a willingness to engage. They are resilient, proactive, inquisitive and prepared to contribute their creativity. High levels of self-awareness and humour are needed, along with a focus on outcomes and a willingness to take responsibility for achieving them.

The group felt that these capabilities could be achieved through social networks, coaching, mentoring, encouraging reflection and sharing best practice.



Summary of the day

CITI's 43rd CofEe Club, held at Nationwide Headquarters in Swindon, provided a stimulating insight into how organisations can prepare for a constant state of change. With speakers from Nationwide, Heathrow and CITI, together with eight separate workshops, the event posed challenging questions and an opportunity to exchange expertise, ideas and best practices.

Any change can bring both intended and unintended impacts, both positive or negative in nature. In an environment where multiple changes are happening simultaneously, impacts can be more severe and disruptive. Individuals transitioning through the 'change curve' on several changes simultaneously can experience negative impacts on their performance which may subsequently have impact upon the productivity of the business. A programmatic approach to leadership is required, providing a focus on strategic goals and an understanding of how the impacts of each concurrent

change are interdependent. Open and early engagement with stakeholders at all levels is essential. The smart response is to use this environment as a learning-ground for proactively growing the resilience of the organisation and its people.

Our next CofEe Club event will be held in the spring of 2018. The event's date and location will be decided in the coming weeks in liaison with our CofEe Club Advisory Board. The theme will be determined from your responses to the PMO questionnaire handed out during the event at Nationwide.

As always, the event is free of charge, but

we would urge interested parties to register quickly, via www.citi.co.uk/cofee as places are limited.

Many thanks to everyone who took part in the day and especially to Nationwide for being such excellent hosts.



Richard Bateman
National Accounts Director





**Thank you all for
attending!**

insightful
enjoyable
informative
re-energised
interesting
ranging
educational
communication
resilience
inclusive
great
wide
networking
resilient
enthusiastic
inspiring
diverse
informal
enlightening
outcomes
prosilience
engaging





CC44 Spring 2018

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