

Enabling Change Case Studies - introduction

This is a collection of case studies on managing change collected from members of the APM, the Enabling Change SIG and others who have chosen to share their stories. All case studies have been documented as submitted, with only minor typographical editing.

We have also included contact details as provided by the case study contributors.

We will be adding to this collection as more case studies are received, and will be extracting a collection of 'lessons learnt' to document separately.

If you would like to contribute your story, please submit it using our survey at <https://www.apm.org.uk/news/enabling-change-sig-lessons-learned-survey>

Elisabeth Goodman, March 2015.

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Case Study 2014_1 (1)

Organisational (restructuring), UK specific, finance

To increase the professional and customer facing quality of the service

Original goals, scope and timescale of the project

To increase the professional and customer facing quality of the service – timescale unspecified

Roles and responsibilities involved with managing the change

Support from HR and an external consultant (RiverRhee)

What actually happened?

External consultant helped to align management team's key messages about the change and gave staff an opportunity to air and get responses to their concerns

What, if any, aspects of managing the change worked particularly well, and why?

External support provided structure that was previously absent

What aspects could have been managed differently, and how?

Get support in from the start. Greater visibility / approachability from management team

What are the key take away messages for future projects of this type?

Get alignment on key messages. Provide opportunities for two-way discussion with management team

Are there any specific methodologies, tools or references that you would recommend from your experience on this project? If yes, please describe

Using 5 W's and an H (Why, What, Who, Where, When and How¹) to help articulate context for the change.

For more information please contact

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¹ Also known as “6 honest serving men” from Rudyard Kipling’s poem

Case Study 2014_2 (2)

IT Change - new or improved, UK specific, cross-business

Introduction of a new IT system to manage the company's fleet

Original goals, scope and timescale of the project

This system replaced an in house developed system that had been in place for a long time. The timescale was 9 months

Roles and responsibilities involved with managing the change

There were a large amount of end users of the new IT system with a variety of different roles. The main role of managing the change was gaining acceptance from a wide variety of users that had a large geographical spread within the UK

What actually happened?

The system was developed and implemented on time. A dedicated change manager was not on board for the project so the project manager had a dual responsibility. The system was not as well accepted as it could have been had change management been more of a priority.

What, if any, aspects of managing the change worked particularly well, and why?

Creating the desire for change across such a number of people and departments was key to this project. This worked well given the resource constraints

What aspects could have been managed differently, and how?

Recognition that the implementation of the change is not the end of Change Management. Sustaining the momentum of the change and driving further improvements is important. This is being achieved by getting feedback from users of the system and by driving through further improvements

What are the key take away messages for future projects of this type?

Dedicated Change Manager is key, and more time spent working with the end user

Are there any specific methodologies, tools or references that you would recommend from your experience on this project?

I would recommend a clear communications plan and stakeholder analysis

For more information please contact

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Case Study 2014_3 (3)

IT Change - new or improved, Process Improvement and Cultural, UK specific, cross-business

Implementation of a mainstream practice management system (PMS)

Original goals, scope and timescale of the project

Vision: To have implemented a mainstream practice management system (PMS) that is utilised by a wide user base, removing its reliance on a small supplier.

Our legal and business service teams will be equipped with new tools and processes to undertake client and matter management more efficiently, enabling them to deal with administrative tasks more effectively.

The system's enriched functionality will improve the firm's compliance with complex risk and regulatory requirements, and will support our ability to react to emerging client requirements as they arise.

We will leverage our investment by proactively engaging with a wide user community, benefitting from world-wide best practice and expertise. Ultimately, it will provide us with enhanced accounting capabilities and business intelligence to inform the firm's strategy.

Timescale - 2 years

Roles and responsibilities involved with managing the change

Change was one workstream in the programme. Resources were drawn from HR, L&D, Marketing and Comms, IT Training, Service Desk, Finance and programme management.

What actually happened?

Wholesale system change happened in June 2014 and impacted all aspects of the firm. Organisation back to BAU (business as usual) within eight weeks.

What, if any, aspects of managing the change worked particularly well, and why?

The change was split into several packages of work with discrete ownership - that worked well as there was clear responsibility and accountability.

The packages of work were well planned and executed and covered a series of firm wide show and tells to warm the firm up to the change.

The communications planning and use of various media was strong, the training logistics and design worked well and after deployment early life support was put in place which used a mix of professions covering service desk, HR, finance, secretarial support.

The mixed team of floorwalkers was probably the most successful element of the change as the skills were mixed. We were also careful not to withdraw floor walking too early and had a number of checkpoints to assess readiness before handing over to the transition phase of the project.

What aspects could have been managed differently, and how?

The change plan was comprehensive, but we still had a couple of blind spots, which were areas of less general importance to the overall programme. It was those areas that had received less planning attention that caused user change management issues.

Post go-live we also struggled to maintain project control of the reactive and BAU communications that were needed and so the communications were less tight than prior to system rollout - that meant inconsistency and some tardiness in getting messages to the firm.

Although sponsorship had been excellent throughout the programme, we also could have planned for more time for the senior management team to have been more visible for the duration of the early life support period (rather than the first week).

What are the key take away messages for future projects of this type?

Good plans are key - particularly when dealing with professions who are not natural planners! Sweat the small stuff - as they may blindside you.

Invest in a mix of skills for early life support - this is an invaluable part of the returning the business to a BAU state as soon as possible following a wholesale system implementation.

Are there any specific methodologies, tools or references that you would recommend from your experience on this project?

Start planning change messaging with benefits (individual and corporate) in mind - but keep the tools of benefits management light when working with other professionals who may not get the terminology / approach and therefore may reject rather than embrace the rigour that it can bring to change management.

For more information

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Case Study 2015_1 (4)

Organisational (Restructuring), IT - new or improved, Cultural, UK specific, Operations

Integrate multiple control centres into one single facility

Original goals, scope and timescale of the project

Integrate multiple control centres into one single facility with a new structure, processes, communication arrangements and management roles to deliver improved command & control and reliability. Involved about 300 staff over approximately 2 years

Roles and responsibilities involved with managing the change

Head of Network Operations & Control took the lead as Sponsor. Other key roles were Project Manager, Operations Performance Manager seconded full time, user rep, HR Business Partner, ER Manager, Operational Procedures lead, Learning & Development Lead, Communications Executive, Health & Safety rep.

What actually happened?

The new operational procedures, roles and training were successfully implemented and the integrated control centre was delivered. Anticipated benefits in terms of reliability and more effective communication have been achieved to date. Many cultural issues were overcome although there are a number of smaller aspects of scope, which have not yet been secured partly due to cultural aspects.

What, if any, aspects of managing the change worked particularly well, and why?

Introduction of new roles and processes, user requirements gathering, extensive communications and engagement including on site cross-functional table top exercises prior to the migration, user forum of line managers of each control room, regular project meetings.

What aspects could have been managed differently, and how?

Perception of recruitment processes elsewhere in the organisation, needed to be clearer about why the change was being made, some (mostly minor) unresolved cultural issues, limited staff visibility of benefits realisation, transition management could have been more inclusive, staff feeling of distance from decision making, perceived slow follow up to moving in "snagging" issues, some on-going feeling of "separateness" between control rooms on integrated site, would have been good to involve affected staff in lessons learned

What are the key take away messages for future projects of this type?

Clear sharing of vision and extensive communications and engagement are vital; particularly opportunities to meet and work with new colleagues prior to the move. If user representation can come from within the group of affected staff this will be more successful.

Are there any specific methodologies, tools or references that you would recommend from your experience on this project? If yes, please describe

Not particularly - we used standard in house methodology and common communications and engagement approaches

For more information

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Case Study 2015_2 (5)

Business model transformation, UK specific

Transforming the organisation's business model

Original goals, scope and timescale of the project

The goal was to transform the organisation's business model and align the organisation to deliver against the new model. This involved developing new ways of selling, contracting and delivering high value management services. It was a two-year project.

Roles and responsibilities involved with managing the change

It was a collaborative Knowledge Transfer Partnership project between the University of Exeter and Harmonic Ltd. The University provided academic expertise to guide the development of the new business model. Harmonic were responsible for involving staff in the project and embedding the change within the culture of the organisation. The project was led by a "Service Transformation Manager", who was responsible for planning and leading the day-to-day change activity.

What actually happened?

The project worked through several stages, the first of which was to carry out the detailed planning and definition of the new business model - the blueprint. This involved several months of research and liaison with the University before arriving at the right outcome. During this time the challenge was to build momentum and involvement from the Harmonic staff as they set out on the change journey. Once the detail of what and how things were going to change had emerged the momentum began to increase. The project then worked through various stages of analysing and evolving the company's process, systems, tools and behaviours to create new ways of selling, contracting and delivering its management services. The project concluded successfully on time. The resulting business model led to more enduring partnered relationships with clients securing predictable revenue streams and profit margins. The new model provided a competitive advantage that allowed the organisation to rapidly gain market share through its innovative approach to Insourcing.

What, if any, aspects of managing the change worked particularly well, and why?

Central to the success of the project was embedding the changes into the culture of the organisation and in doing so nurturing a collaborative culture focused on co-creating value with customers. The crucial factor in ensuring the cultural change worked was the visible and strong buy-in from the leadership within the business. The management team backed the change from the outset and provided the platform and time it needed to work. Coupled with which the change was intrinsically woven into the company's strategy for growth. So if the change project failed the strategy would fail. This provided a clear and obvious rationale for people to commit to the change.

What aspects could have been managed differently, and how?

There were times when the change activity appeared to be going on in the background and not directly contributing to or affecting the day-to-day business. In hindsight greater visibility at a more granular level and more integration and involvement with staff on a day-to-day basis would have helped combat this.

What are the key take away messages for future projects of this type?

This was a two-year project to transform the business model of a small company. Even though it was a small company the nature and scale of the change being brought about meant that it took a lot of time to properly embed changes. The key lesson to take away from this project is change is a marathon not a sprint!

Are there any specific methodologies, tools or references that you would recommend from your experience on this project? If yes, please describe

Visualising the change through the use of diagrams and rich pictures helped to make it more real and understandable for people. In support of this the use of Blueprints (as per MSP) to describe the future organisation were very useful.

For more information

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Case Study 2015_3 (6)

IT - new or improved, UK specific

Logistics data warehouse transformation

Original goals, scope and timescale of the project

The aim of the project was to upgrade one of the major data feeds coming into the MoD's logistics data warehouse and rationalise the vast set of performance reports built upon the application to provide MoD stakeholders with a more meaningful set of reports. It was primarily an IT transformation project but with elements of business change in order to update performance reports to meet the current business need. It was a one-year project.

Roles and responsibilities involved with managing the change

The two key stakeholder groups within the MoD (the customer) were the performance management cell and the programme management department. The performance management cell was the end customer responsible for expressing requirements and conducting user acceptance testing. The programme management department acted as the interface between the end customer and the delivery organisations – the prime contractor and the sub-contractor. The prime contractor was delivering the project as part of a 10-year delivery partnership with the MoD; as such it was one of hundreds of concurrent projects being run with the MoD. The sub-contractor managed the on-going sustainment of the logistics data warehouse on behalf of the MoD and provided the technical expertise needed to deliver this project.

What actually happened?

Within two months of the project starting it underwent major scope change. The original requirement to rationalise the reporting capability was abandoned in favour of retaining the existing reporting structure but built upon the updated application architecture. Two problems arose from this decision. Firstly it took a further two months to formally change the requirement, which caused lost time on the project. Secondly the change in scope meant major overhaul of the original design and extended the project timescale and cost significantly. That said these issues were addressed and the project re-baselined. However the project later ran into further difficulties when it reached the testing stage. The complex nature of defence logistics means that accurately defining business rules and predicting their expected outcomes is extremely difficult upfront. This did not lend itself to the waterfall nature of the project environment and caused an extended test phase and further delays.

What, if any, aspects of managing the change worked particularly well, and why?

Given the multitude of stakeholder groups involved and the complex nature of the IT and business change being enacted the level of collaboration between the various groups was on the whole very good. The nature of the delivery partnership within which the project was run encouraged a collaborative working style but given the history involved it was far from easy. However given some of the struggles this project faced the main stakeholders quickly realised that if they didn't all pull together the project would never succeed. The level of cohesion and collaboration was not driven by any formal means but rather a result of the common desire to see the project succeed.

What aspects could have been managed differently, and how?

The extent of the IT and business change involved was drastically underestimated during the planning and estimating stage – not just by the delivery organisations but also by the customer, who it turned out was not willing to change to the extent originally envisaged. Therefore a better understanding of the impact and scale of the project by all parties at the outset would have avoided many of the issues that arose. Additionally due

to the emergent nature of the much of the technical issues a large amount of change control had to be employed in an environment, which did not have a slick and robust process in place to do so. This led to lost time and additional commercial discussions, which could have been avoided or at least reduced.

What are the key take away messages for future projects of this type?

Firstly, ensure all stakeholders are clear on the scale, nature and impact of the change that is being brought about – finding out along the way wastes time and derails projects. Secondly, nearly all projects change along the way so ensure you have a robust change control process in place that everyone understands from the outset. This is however reliant on having a firm grasp of the requirements and scope of the project in order to be able to detect change – something that is often difficult on complex projects with emergent properties. Thirdly, the importance of stakeholder cohesion and collaboration should never be underestimated. No amount of time and effort in this area will be wasted time.

Are there any specific methodologies, tools or references that you would recommend from your experience on this project? If yes, please describe

Due the environment in which this project was delivered it followed the waterfall methodology of software development. This was not the most appropriate given the nature of the change and instead a more agile approach would have been better suited. As already mentioned strong change control (on all projects) would also be strongly recommended.

For more information

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Case Study 2015_4 (7)

IT - new or improved, Process improvement, Cultural, Saudi Arabia,
Monetary Agency, General Department of Payments

Implement service management

Original goals, scope and timescale of the project

Implement Service Management, process, tools and training

Roles and responsibilities involved with managing the change

Programme and Project Managers, newly appointed process managers, tool expert (BMC Remedy) all of the IT Team

What actually happened?

Vendor did not have resources, 3 false starts and then after escalation to BMC US a very successful implementation

What, if any, aspects of managing the change worked particularly well, and why?

Team engagement of all key staff

What aspects could have been managed differently, and how?

Vendor engagement - should have checked they could deliver. Should have got BMC to underwrite the delivery from the start

What are the key take away messages for future projects of this type?

BMC to underwrite the solution and undertake due diligence on the vendor's capability. Draft tighter contract.

Are there any specific methodologies, tools or references that you would recommend from your experience on this project? If yes, please describe

Improved procurement management, Service Request Management gave the most benefit for the client

For more information

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Case Study 2015_5 (8)

Organisational (Restructuring), Cultural, UK specific

Close out of a programme contract with a Client consisting of 350 projects

Original goals, scope and timescale of the project

After 10 years working within a contract of £1,000,000,000 the programme of works needed to be effectively closed out in the final year of operation. Close-out success was fixed to maintaining the financial goal of stable margin, engagement with the staff that were expected to operate flexibly in taking on additional responsibilities. Stakeholder management was key in terms of maintaining client and sub-contractor engagement. Governance in controlling the close-out of the programme scope was also a key area. Finally communications being maintained with all staff to ensure they continued to be involved in all business decisions and activities.

Roles and responsibilities involved with managing the change

At a business level we operated a balanced scorecard that was accessible to all staff and was driven by senior managers who were accountable for ensuring progress was maintained. A project manager was appointed to be responsible for the close-out project to deal with scheduling, costs and to participate in the people management aspects. Communications with staff and the Client were managed by the senior management team particularly with regards to the cultural aspects of the change from business as usual type activity to a programme close down. Specific communication needs were identified where skilled staff supported the project manager. Senior managers were responsible for regular enhanced communication to provide visibility of business activities to all staff.

What actually happened?

The close-out of the contract commenced 12 months prior to closure with specific staff redeployed on the project management and communications. Balanced scorecard was effectively used being well supported by senior management. Communications worked well even after a programme of staff redundancies where regular involvement with staff assisted in maintaining performance. The cultural change in transitioning staff into close-out mode whilst maintaining programme delivery was achieved with limited interference. Staff and Client engagement was maintained at 86% and 83% respectively. Margin was enhanced as anticipated risks did not materialise. This was mainly through effective governance of programme scope whilst also ensuring that the efficiency of business operations was maintained. Programme delivery showed some slippage, although as this was separate work stream there was no impact on close-out.

What aspects of managing the change worked particularly well, and why?

Treating close-out as a separate project provided the focus for those activities that are often left until it is too late and generate expensive delay costs. Communications was a key area where even with redundancies being issued staff engagement at discussion sessions exceeded our expectations. This was due to active involvement by the senior management team with the staff to ensure they were aware of why decisions were being taken whilst every effort was taken to minimise the impact on people's activities. The cultural shift was accepted as necessary where staff bought into the rundown of business activities where the balanced scorecard that kept them up to date with all progress.

What aspects could have been managed differently, and how?

Maintaining a balance between a close-out activity and original contract scope closure needs to be addressed with the same level of attention: the slippage experienced could

have been avoided. Maintaining effective communications is hard so dedicated staff should be deployed as opposed to being part of business as usual.

What are the key take away messages for future projects of this type?

In order to close-out a contract that comprised a programme of 350 projects it is essential to provide the specific focus of a close-out project with dedicated staff to ensure efficient closure.

Are there any specific methodologies, tools or references that you would recommend from your experience on this project? If yes, please describe

Balanced scorecard proved very effective in driving Client, Staff, Financial, Commercial, Human Resources, and Overall Closure schedule development in order to deliver effective closure.

For more information

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