The Effective Delivery of Change

The Importance of Genuine Engagement

Arnab Banerjee

Good morning and thank you for taking the time to join me for this webinar. We keep hearing about Engagement through change and I am sure we have all been 'consulted' (in inverted commas) during change in each of our organisations. How much of that has been genuine and how much for show – as a part of process?

I'll go through some examples from my own experiences – the origin of the good ones will be transparent, the bad ones will be more opaque – but there are lessons in both.

I hope you enjoy the session – I'll speak for about 25 minutes – I go through slides very quickly and so please feel free to put messages up to ask me to slow down.

Or, indeed, put up questions and I'll answer them on the fly with an eye on the clock. Or address them at the end.

Contents (~25 mins. presentation)

1. Introduction

2. Project 1 – cross-organisation initiative with Board support

3. Project 2 – major infrastructure programme

4. Comparing with accepted good practice

5. Sustaining Change

6. Key Messages

Those are the contents for the next 25 minutes or so. None of this theoretical – all from experience.

Personal experience is great but in Point 4 I will compare the experiences in the projects with accepted good practice.

Finish off with a couple of slides on my hobby horse of sustaining change.

Introduction - Me

- Failed cricketer – failed golfer – ok corporate paper shuffler

- Career in Infrastructure in the Power and Transport Sectors
  - ALSTOM Power – now GE – every 3rd lightbulb
  - Transport for London – 31 million journeys per day (pre-COVID)

- Several core functions – sales to Corporate to PMO to Change - including international postings – happy to connect www.linkedin.com/in/arnab1968

- Last two years in Central Government – BEIS, UKSA, DEFRA, DIT, IPA

My dreams passed me by a long time ago but I have been relatively useful for the organisations I have served.

Life in infrastructure and across several functions.

Last two or so years in Central Government Departments

Happy to connect on LinkedIn.

Introduction – the Projects

1. Development of a single PPM methodology for Transport for London (TfL)
   - More than 20 delivery business units; more than 15 interfacing functions – Sponsor, Assurance, Operations, Commercial, Finance, Engineering, HSE …; at least 8 existing methodologies with ownership; approximately 3000 professional staff

2. Organisational development in a major programme
   - £16bn over 16 years or so; 100 people at the time
   - 72 improvement actions from Internal Audit, Big 4 review and IPA Routemap findings

Allow me to summarise on a page the two major projects that I will be talking about.
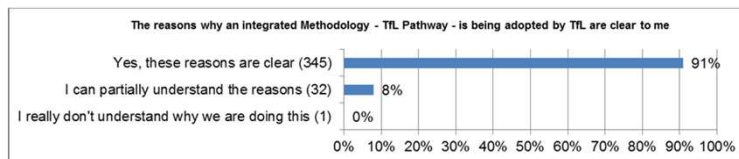
Don't need to remember the details; in essence, these were both complex pieces of work with a lot of people content.

Organisation wide in '1' and more focused in '2'.

I have added some links where a couple of case studies were published.

Introduction – let's start with results

- PPM Methodology project

- Numbers below from a survey after launch – 100 sessions, 2000 people

The reasons why an integrated Methodology - TfL Pathway - is being adopted by TfL are clear to me

Yes, these reasons are clear (345)	91%
I can partially understand the reasons (32)	8%
I really don't understand why we are doing this (1)	0%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- 99% understood the reasons for the change (!)

- Methodology has been subsequently re-mandated by the Board ('13 – '18)

Let me start with some results so that I keep your attention.

For the Methodology project, soon after launch we ran over a 100 sessions and covered 2000 people – a good number responded

99% saying they get the reason for change is good.

And while this was launched in 2013, it has been re-mandated by the Board in 2018 – evidence of change that lasts.

Not a bad outcome.

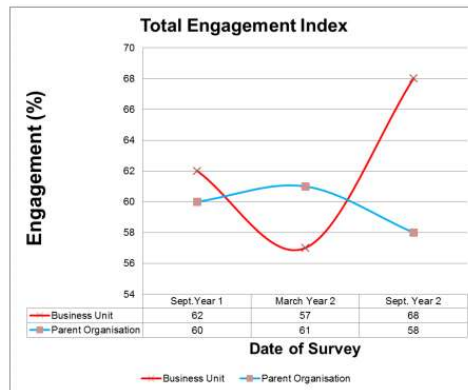# Introduction – let's start with results

- Programme Development project

Total Engagement Index

Date of Survey	Sept. Year 1	March Year 2	Sept. Year 2
Business Unit	62	57	68
Parent Organisation	60	61	58

Fig. 1 – Total Engagement Index – Business Unit and Parent Organisation

Engagement with Change and Leadership

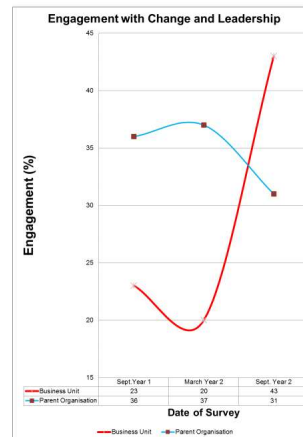| Date of Survey	Sept Year 1	March Year 2	Sept. Year 2
Business Unit	23	20	43
Parent Organisation	36	37	31

Fig. 4 – Engagement with Change and Leadership – Business Unit and Parent Organisation

And here's the Programme Development Project

The graph on the left is a composite engagement index – the one on the right is one of the key elements – Engagement with Change and Leadership.

In achieving the development objectives, the team of 100 went through a classic Kubler-Ross change curve – very cool when we got the results at a time when the greater organisation was on an opposite curve.

We must have done some things right!

PPM METHODOLOGY – PROJECT 1

Common Methodology for all of TfL (Project 1)

- Commissioner's 2012 New Year Message
  - 'a common project management methodology to ensure a clear picture of how we deliver together'
  - Supporting the strategic aim of a 'single, fully integrated Authority'

- Addressing strategic needs and legacy delivery issues
  - Multiple delivery frameworks / ways of doing things; lack of a common project management 'language'; varying adherence to existing methodologies; focus on projects and not programmes; not scalable

- This presentation will address the Change and not the PPM methodology

We had a clear remit from the top – very useful. I did not have to 'win over' the top management – if they had a problem, the could take it up with the Commissioner.

What I did promise was that we would develop the work in the right way – but I was not going to debate WHETHER we were going to do the work.

Key Philosophical Steps

- Change team knowledgeable but not the experts
  - Did not isolate itself but actively sought engagement – no 'ta-da'

- Customisation 'allowed' from the beginning
  - 'unity in diversity'
  - Recognise that different business could have different needs

- Focus on the possible and not a future nirvana
  - Do not extend the scope of the change
  - Huge temptation to do this

This project was entirely under my / our control and, as the combined change and project team, we set it up as we thought correct.

Had some key philosophical points that, in my view, really helped to drive engagement

Rely on experts who work in the business – because they are the ones who know. We would not be a change team beavering away and then to reveal the new world in some ta-da moment.

Do not go for one size fits all – have different implementation timelines

Make sure the scope of change is fixed – do not wander. (happy to discuss this later)

The Value of Hard Work

12 SIGs each with 10-20 members — Produce the Outputs
Owners' Group — Expert Oversight
Users' Group — Testing
Steering 'Crowd' (16) — Approval

Active Engagement with > 300	Separate meetings: 356	Launch Briefings: 120	Implementation Plans: 24	Develop 2012
First Year Meetings: 1003	Half-day Training Sessions: 200	Kept the Support Going	Implemented Feedback	Deliver 2013

This one slide summarises a huge amount of work

Special Interest Groups made up of Specialists (SMEs); I mentioned that there were eight or so separate methodologies – we co-opted their owners and gave them an oversight role; obviously a Users' Group to test material.

I would not normally advocate a Steering Crowd of 16 but different business units did not trust each other sufficiently – I worked on the principle of better in than out.

In black, some of the work we did in the development phase – pre-release. (which, by the way, was Olympic year and so time was at even more of a premium than usual.)
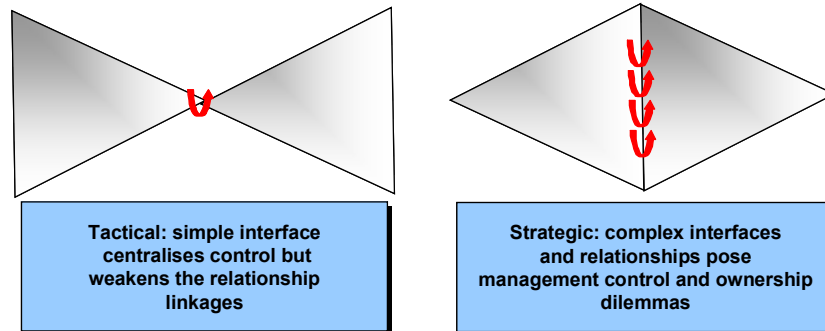
By the time we hit the launch briefings, we had had tons of engagement with active input. People knew about this and many had contributed

At a key point, one member of the Steering Group made some major objections – he was known for doing this. It was the SIG members who stood up and behind what they had done – I did not have to defend the work, the people in the business did.

In Grey, I am referring to the fact that after release in 2013, over the next year we kept a team going to support and improve – before handing over to a BAU team. I'll come back to this at the end of my presentation.

Active Engagement with >300 people

- Design and Develeopment as a shared and open activity

| Tactical: simple interface centralises control but weakens the relationship linkages | Strategic: complex interfaces and relationships pose management control and ownership dilemmas |

Key Account Management and Planning, Noel Capon, Free Press, 2001

And I can draw an analogy from my old world of sales and business development

A change relationship based on the diagram on the left is often easier for change team – deal with few people, have friends on steering group and everyone nods vigorously at every meeting. Then implementation is often very poor.

The alternative relationship based on interaction and challenge at every level is a lot more hard work but has significant advantages in terms of collaboration, mutual understanding and getting people on board.

Team – Account Management Principles

The value of interaction – the immense value of face to face; can have Sharepoint pages and clever e-mails but people-centred works. There to support and not tell.

Worked to account management principles – single face in business areas and for individual functions

Lots and lots of interactions at every level – a critical point.

Key Points

- Board mandated initiative – good start!

- Ownership of existing systems / methodologies in the business … co-opt

- Build WITH the business – use the expertise that exists, their work
  - Dedicated Change team – must have resource to do these things – 'part of day job' does not work

- Engagement at all levels – from Directors to 'front line'

- 99% got the 'why' and methodology (released in 2013) re-mandated in 2018 and continues

PROGRAMME DEVELOPMENT – PROJECT 2

Major Programme Development

- Major infrastructure Programme

- Team of about 120 people at the time

- 72 improvement actions from various sources – including IPA

- Progress to end of Define (MSP) while developing capability

Programme was coming under considerable pressure when I was asked to join.

72 distinct improvement actions

Not standing still – we still had to progress and I used that to my advantage.

Getting the 'mechanics' right

- 'I do not believe in Change – we are senior management, we set direction and others follow'

1. Transparency – commitment on complete transparency

2. Self-assessment (P3M3) – consistent with external reviews

3. Show and Tells – 11 over a 12 month period

4. All Team Events – 5 over a 12 month period

5. Post-event surveys – and taking visible action on them

Programme Director and, indeed, my Leadership Team peers did not necessarily believe in 'change' – too wishy-washy

But – with the possible exception of one - they were fully behind transparency and so we were able to get much of what I call 'the mechanics' correct

The wider programme team did not necessarily believe in the 72 improvement actions. So my team and I developed a self-assessment – which actually was consistent with external reviews.

Multiple show-and-tells as the development work progressed.

Taking visible action following team event feedback.

Getting the 'mechanics' right

6. Monthly Team Briefs – town hall followed by comprehensive bulletins

7. Programme Director 1:1s

8. Team Leaders' Forum – senior staff who managed teams

9. Programme Partner – series of experts

10. Programme Gate B, Funding Review and IPA Review – the short term wins

11. Sharepoint site

What was of primary importance were the assessments, point 10 – Gate B, Funding Review and the Infrastructure and Projects Authority (Treasury) review. These were critical to the continued life of the programme.

People accepted that external partners had found and articulated weaknesses, part self-acceptance through PgM3 reviews … but it was the external tests that became the medium and message.

May have something to do with the nature of project managers and engineers – maturity and improvement are fluffy concepts, give us a hurdle to get over and we will do so!!

So, I went in that direction – with other audiences, tactics may have had to be different.
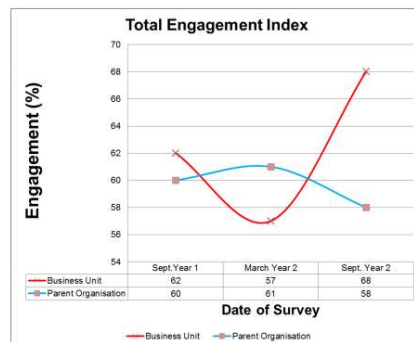
Just a Reminder
- Programme Development project
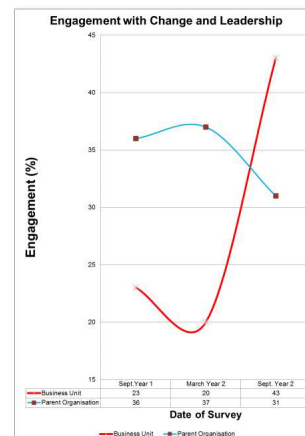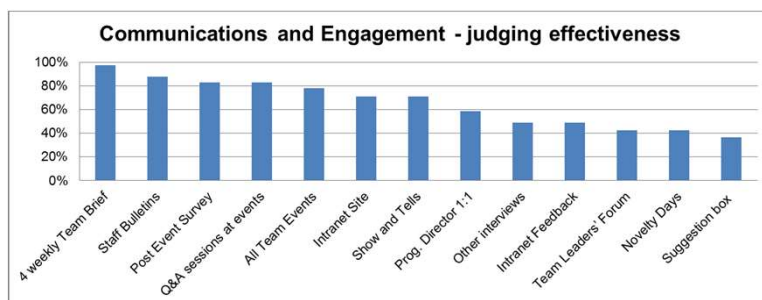
This presentation is about Engagement. We did a lot of things and they seemed to work.

So, just a reminder for this project – the graphs I shared at the very start.

Engagement through the year dipped as a lot of change came through and then picked up.

Results Good but why? Let the People speak

- 'Arnab – you want to do a survey on a survey?!'

Communications and Engagement - judging effectiveness

(Bar chart showing percentages from 100% down to ~35% for categories: 4 weekly Team Brief, Staff Bulletins, Post Event Survey, Q&A sessions at events, All Team Events, Intranet Site, Show and Tells, Prog. Director 1:1, Other interviews, Intranet Feedback, Team Leaders' Forum, Novelty Days, Suggestion box)

- 25% aged between 36-45, 25% between 46-55; 50% with more than 10 years in the business

We appeared to have an engaged team but what worked and didn't work? Again, my peers not keen!!

We had to try and find out.

97.5% found 4 weekly team brief useful – they were always content-full and not flim-flam messaging.

Interestingly, Team Leaders' Forum where a wider group was invited to input was not great – either because this population was content to be more hierarchical or did not believe they would be listened to. Novelty days – St George's Day with scones and French Day with croissants were a no-no. Different strokes for different folks – you just never know.

This population consisted of 25% aged between 36 and 45 and 25% between 46 and 55 with 50% having spent more than 10 years in the business. Frequent 'conversations' with substance appears to have been successful rather than 'fun' events and there appeared to be some comfort with 'top-down' so long as the reasoning, updates and general information was shared.

What worked and what did not may be different in another project of course!

Interesting data – driver questions
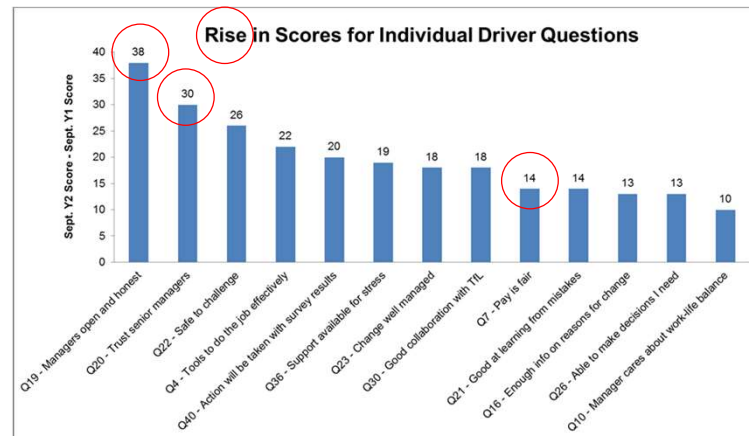
The key drivers to better engagement:

Managers open and honest; Trust; Safe to challenge; Tools; Feedback used

All good stuff!

An interesting point was the rise in 'Pay is Fair' – nothing actually changed but, perhaps, people felt the openness and trust and knowledge. Surprisingly good data through a period of change – a function of transparency perhaps.

Key Points

- Clear areas for improvement (72) – but not bought into by team

- Leadership team 'did not believe in Change' – but supported transparency

- Engagement through open interactions – 'mechanics' correct

- Engagement results outstripping parent organisation

Good Practice – a cross-check

Kotter (older version)	1	2
Create Urgency	green	green
Form a powerful coalition	green	red
Create a vision for change	green	orange
Communicate the vision	green	green
Empower action	green	green
Create quick wins	green	
Build on the change	green	orange
Make it stick	green	green

Shapiro	1	2
Mass Exposure	green	green
Personal Contact	green	green
Hire Advocates	orange	green
Shift Resistors	green	green
Infrastructure / Tools	green	green
Walk the Talk	green	green
Reward and Recognition	red	red

IPA – 7 Lenses	1	2
Vision	green	orange
Design	green	orange
Plan	green	green
Transformation Leadership	green	orange
Collaboration	green	orange
Accountability	green	green
People	green	orange

Even won TfL's highest award – 'Platinum Award for Excellence in Cross-Functional Working'

Quite a lot to unpack here.

These are well known frameworks and I will not go into detail on each.

But I do believe there is a message.

Yes, if you are able to get the necessary resources and can work like we did in the Methodology work – Project 1 – then great.

But, you'll remember that in the programme development, my Director did not 'believe in change' and there was a lack of buy-in throughout – which you can see in the 7 Lenses analysis as well. You can see some of the reds and the ambers.

However, get the 'mechanics' right – be transparent, engage, truthful – all that basic stuff – and things have a chance of coming together.

Historical - poor examples

- Major Programme in a significant business area
  - Lots of communication and vision but scope, organisation at large
  - Programme Board made up mostly of direct reports of Sponsor
  - Significant noise but lack of real engagement

- Another large Programme in another major business area
  - Started off as Commercial Systems Transformation Programme
  - Turned to 'Commercial ~~Systems~~ Transformation Programme'
  - 'Arnab, you keep going on about scope – what is that all about?'
  - CSTP to CTP to Endeavour

- Major re-organisation across a multi-national
  - People flying in from all over the world for 'engagement'
  - Director would go to the CEO every day and change direction if necessary

In the first, a lot of noise. Change is coming, change is coming, change is coming but lots of infighting and scope and organisation at large.

The SRO was a nightmare and a bully – I was his Programme Director parachuted in – and I walked away after 6 weeks.

A bad time in my life as I moved on to something called a Commercial Systems Transformation Programme – pretty much what it says on the tin. A new SRO came in – who asked me that immortal question. He was given a 'blank sheet of paper' and so he dropped the 'S' and it became a Commercial Transformation Programme. Then he had a flash of inspiration and called it Endeavour. If you are at the receiving end of the change, you've just gone from some level of clarity to complete opacity.

And then something from 16 years ago – I was the project manager. We 'engaged' but did we really? Easy to lose credibility if the engagement is just decorative.

Sustaining Change

'Tle front end of change is for the rock star'

'The back end is for the roadie: the thrill is gone; comes down to grinding discipline and un-recognised and inglorious execution.'

© Original Artist
Reproduction rights obtainable from
www.CartoonStock.com

search ID: dcm411

SCHOOL
CONCERT

"Dad's my roadie."

Source: Tim Clark

We are now on the home straight.

This is a relatively unexplored area of change – how to sustain the change? And I love the quote on the right – 'comes down to grindingdiscipline and un-recognised and inglorious execution.'

Keep the Change Curve Going

- Release is just the beginning

- '4th time in seven years that we've been in a room like this with someone like you telling us we have to change'
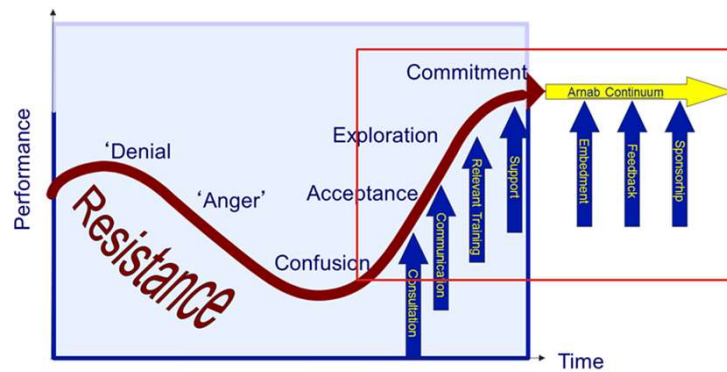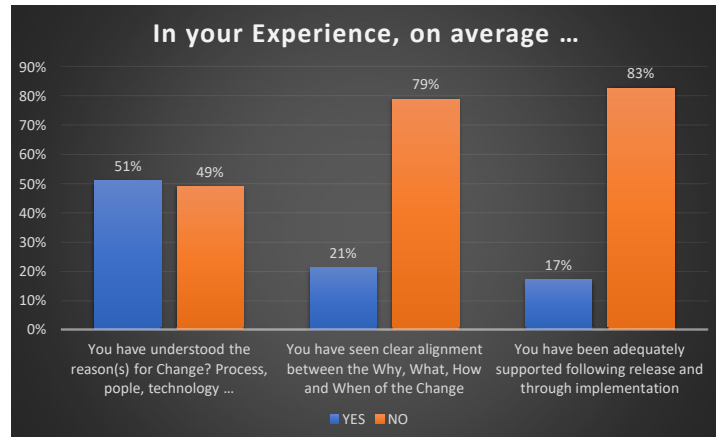

This is a hobby horse for me.

It stemmed from a question that was posed to me more than 10 years ago now – '4th time ….'

The answer I posited at the time and I have not moved away from is to, symbolically, keep the change curve going.

Do not walk away after release – keep the support, act on feedback, retain sponsorship.

Why Keep the Change Curve Going?

- Interesting statistics from an APM Webinar I ran – 266 change managers on the call

- Look how the 'No' increases

- All about Engagement and Support

In your Experience, on average …

	You have understood the reason(s) for Change? Process, pople, technology …	You have seen clear alignment between the Why, What, How and When of the Change	You have been adequately supported following release and through implementation
YES	51%	21%	17%
NO	49%	79%	83%

Remember that quote about the Rock Star and Roadie – this is the evidence that backs up that view

TO END – KEY MESSAGES

Key Messages

- Critically important to get the 'mechanics' correct
  - Can miss out some of the fluffy stuff but engagement seen to rise with honesty, transparency and openness

- Quality of the end product
  - Cannot over-emphasise this
  - Business improvement random word generators are everywhere in all companies – but how will you achieve them
  - Get the experts and users engaged – do not hide

- Elements that help to drive sustainability
  - Maintain resource past implementation ... and be serious

Not much to add to the slide content

If I have a summary? Input, Content, Honesty, Resource, Support long after implementation

I do have a final – personal – point. While I have gone on about mechanics, this is not entirely about process – doing the right things should be a hygiene factor – done as a matter of routine.

People leading the change have to be serious. Serious about engagement, serious about setting the boundaries around engagement, serious about dedicating resources and meaning what they say.