The Story of a Roadie

Easy to set a target – much more difficult to make it happen

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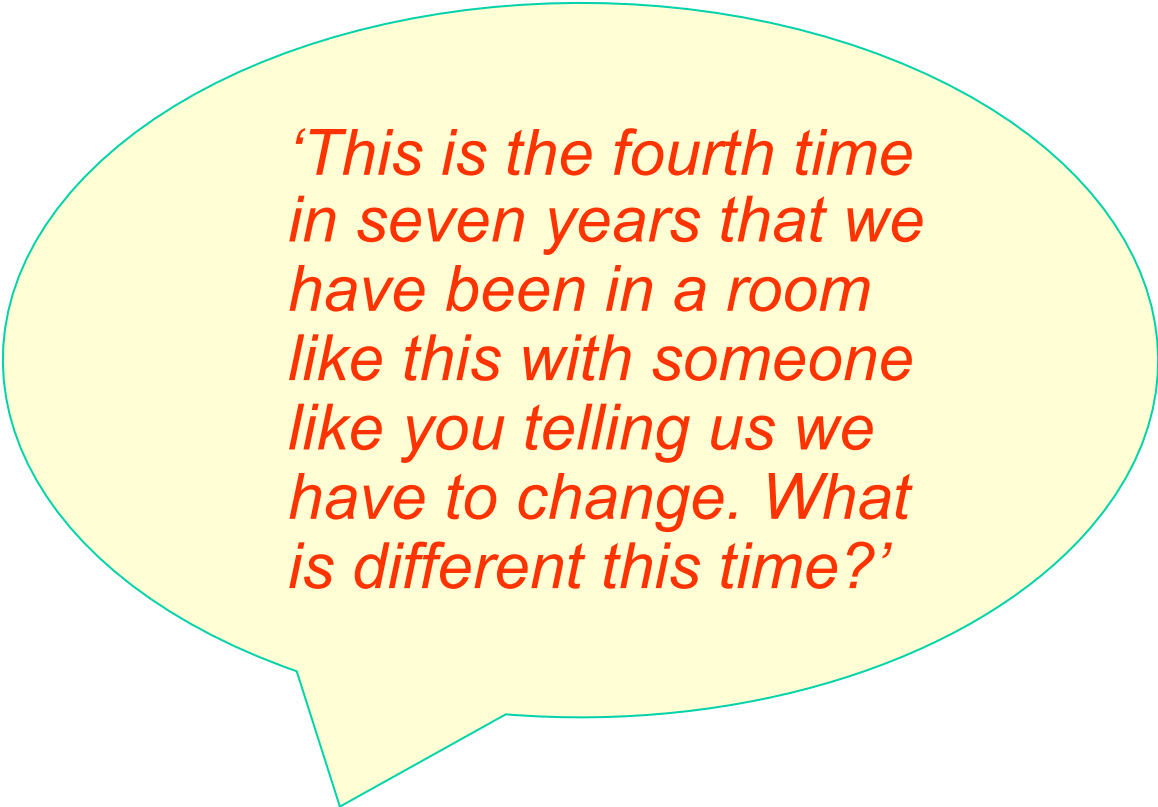
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A Look Back

The History

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
	• The Start	• Release	• Embedment	• Ownership in the business	• A new start (!)
	• Metronet	• LU	• Maintain resource	• User driven improvement	• TfL
	• ~£900M/a	• ~£1,200M/a	• Long-term support	• >900 e-mails	• >£2,000M/a
	• ~800 staff	• ~1300 staff			• >2000 staff

Methodology Development (PMF)	Methodology Embedment (PMF)	BAU – Continuous Imp.	Methodology Development – TfL Pathway

	P3M3 Maturity <1	P3M3 Maturity 2	P3M3 Maturity 3 (certification)	P3M3 Maturity > 3	
	• Throw away old processes	• Find a framework	• Special Interest Groups	• 24 business units	
	• New methodology	• 'What is different this time?'	• Lessons Learned	• 14 SIGs, >300 people	
	• Focus on interfaces	• Support and transition	• Feedback	• Steering Crowd	
	• Common vocabulary for <u>delivery</u>	• The back end of change			

Finding a framework

- The Challenge from a Senior Project Manager

'This is the fourth time in seven years that we have been in a room like this with someone like you telling us we have to change. What is different this time?'

The Phases of Change

'The 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.'

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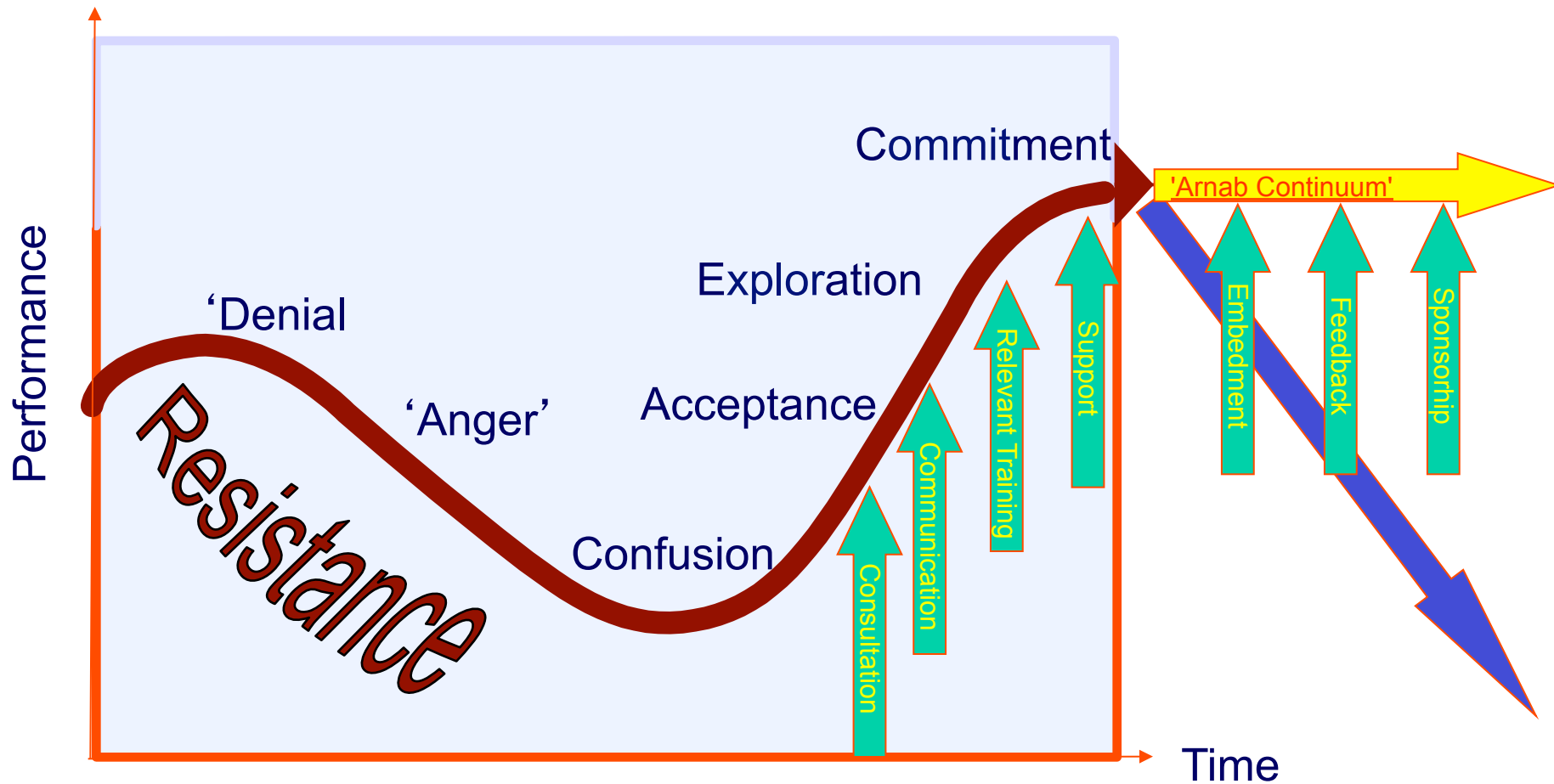Reproduction rights obtainable from
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SCHOOL CONCERT ←

"Dad's my roadie."

- Have sat in rooms full of Change Managers and this is a consistent problem

Must Extend the Change Curve

In Pictorial Terms – this what we said in October 2008

Must extend the change curve

Framework for Embedment

Finding a framework

- I like frameworks – they summarise experience
  - Searched high and low; read literature; went to conferences
  - 'standing on the shoulders of giants' – Google Scholar

- In a conversation with Estelle Clark – Group Business Assurance Director, Lloyds Register
  - 'Try George Eckes'

- That is what we did – with some customisation

The Framework

6 Steps

Element	Description
Making a Difference	*'What's in it for me?' 'Yeah, this works for us.'*
Shape a Vision	*Tying down the business to the end game.*
Mobilise Commitment	*Engaging the front line.*
Change Systems	*Consistency across the business.*
Measuring Acceptance	*Are people using the change?*
Visible Leadership	*Nailing the colours to the mast.*

Adapted from *Making Six Sigma Last – Managing the Balance between Cultural and Technical Change,* George Eckes, Wiley and Sons, 2001

Local Implementation

The 6 Step Embedment Framework

- **Making a Difference (Creating the Need)**
  - Supporting project teams and stakeholders at their desks; showing the advantages through many, many 1:1 interactions
  - Maintaining a support service long after implementation
  - Collect and share good news stories
  - Be open to change yourself – 900 improvement suggestions

- **Shape a Vision**
  - Agree with all business units what the working, embedded system looks like – physically have them sign up.
  - Agree local variations where necessary – not a one-size fits all approach
  - Agree a date for handover to Business As Usual

Engagement, Support and Consistency

The 6 Step Embedment Framework

- **Mobilise Commitment and Overcome Resistance**
  - Lot of the groundwork laid in the development / design phase where there was very widespread consultation and contribution
    - True engagement (something I will come back to..)
  - Following release, 90 engagements in one month
  - Sitting at people's desks and explaining the change

- **Changing Systems and Structures to Support Methodology**
  - Beware of isolated change
  - Is change in one area reflected in complementary change in other areas?
  - Must be consistency across organisational boundaries
  - We got functional experts – risk, finance, procurement – to present 'their' parts of the methodology in meetings

Check as you do and, yes, Leadership

The 6 Step Embedment Framework

- **Measuring Acceptance**
  - Independent and internal review
  - 4 audits over two years by internal audit
  - P3M3 Maturity Review in March 2011 (more on this later)
    - 29 interviews; 230 returned questionnaires from 660 sent out
  - 58 roadshows in early 2012: 'how is it working for you?'

- **Visible Leadership**
  - Not always the easiest to gain
  - Is this REALLY important to the leadership

Say What You Do and Do What You Say

Change is a sales effort

- Reliant on
  - Clear rationale
  - Good product
  - Support and training
  - Feedback

- We kept our promises
  - Engaged vigorously from the start
  - Tried out stuff / pilot projects
  - Close training
  - Took immediate feedback and also over a period of time

A new start (April 2012 to current)

Integrated Methodology for the whole of Transport for London

- VERY different businesses undertaking projects
  - Rail, Underground, Roads, Traffic, IM, People Change, Strategy
  - 7 different methodologies around the businesses

- Large infrastructure to soft; £500M to £20k

- 3000 people, annual expenditure > £2Bn

- Design and development was in 2012 – 13
  - TfL Pathway

- Embedment is ongoing now
  - Using the same principles as the previous slides

Separate Projects
- Design and Development

- Embedment

A new start (April 2012 to current)

Text book stuff

● Vision for change – alignment with business objectives

● Top level (visible) support
 – May have to overcome amnesia (!)

● Engagement and input from staff/users

● Then comes release and embedment
 – Being undertaken now following earlier described model

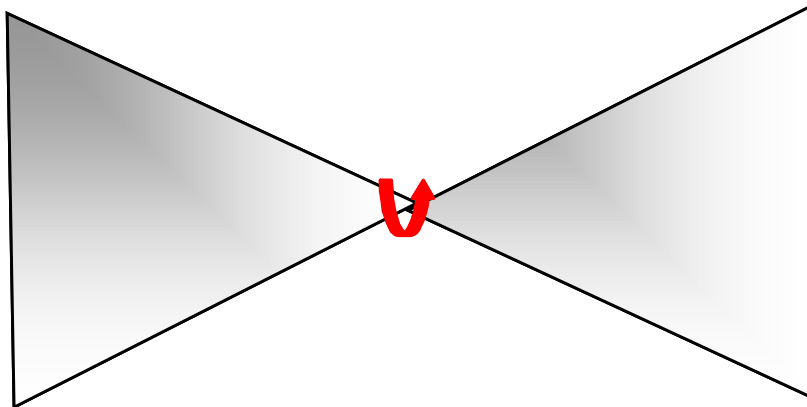# *A new start (April 2012 to current)*

Vision for Change/Business Objectives

- Policy

- Creation of an integrated TfL

- In line with TfL Story
  - Deliver investment programmes efficiently, getting them right first time
  - Deliver our investment programme on time and to budget
  - Single, fully integrated authority which exists to serve London
  - Continually strive to be more innovative, lean and integrated

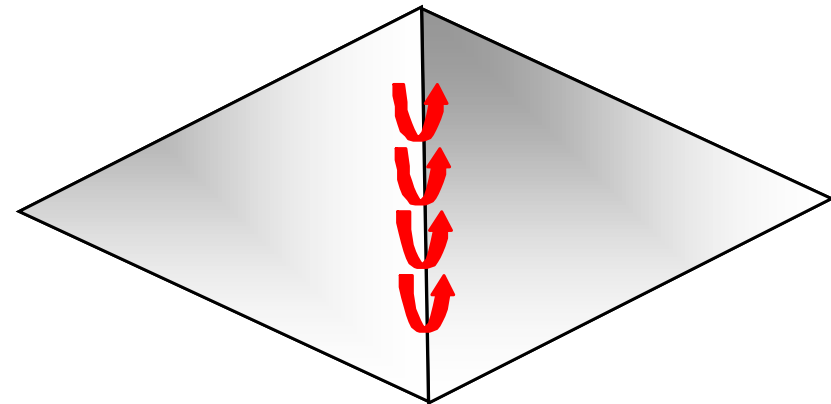- Integrated Methodology for project and programme delivery in TfL

Engagement/Involvement

- ### Based on Account Management principles

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

A new start (April 2012 to current)

Engagement/Involvement

- Steering Group of <u>14</u> people – *Steering Crowd*

- Owners' Group

- Business Users' Group

- Special Interest Groups covering all areas of 'delivery'
  - Sponsorship, commercial, controls, health and safety, construction, commission and handover, governance, consents etc. etc.
  - 14 groups; >300 people

- A HUGE amount of effort and work

A new start (April 2012 to current)

Was it worth the effort?

- Engagement from April 2012 to December 2012

- 'Mechanical' development of the methodology

- Understand the need

- Let go of own processes

- Actively contribute to development of new

- Warm welcome (and knowledge) on release

Conclusion

For change that endures – obvious but not always easy

- Director / Board Support and engagement
  - Sufficient funding provided

- Clear vision and case for change established at outset

- Strong and determined Leadership of change activity

- Structured approach to defining and resolving problems

- Large Stakeholder Engagement effort

- Large Embedment Effort

Good Luck!