



Robert Walters
Midlands SSC Forum - Welcome



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ROBERT WALTERS

Midlands Shared Services Forum

11th June 2015



Shared Services & Change Management

“90% of all change projects fail”

In our session this afternoon:-

Stephen Duffy from **Act Lean**, &
Sharon Walton from **Bilfinger/GVA**

will explore with you how to make sure change is managed properly to optimise your chances of success on change programmes

We will cover (amongst others things..) the following topics:

- **The context for change management in shared services,**
- **Bilfinger/GVA's experience of what works and what doesn't,**
- **A practical session to explore what works for you.**

Session Agenda

- 1 Context: - The SSC “Curve” and Change Management
 - (i) The psychology of change,
 - (ii) Defining the future, and bringing people with you,
 - (iii) Managing your transition path option(s),
- 2 Case Study: Bilfinger/GVA and Change Management,
- 3 Workshop session: What on your change agenda?

Shared Services and Change Management

Stephen Duffy. Act Lean Ltd

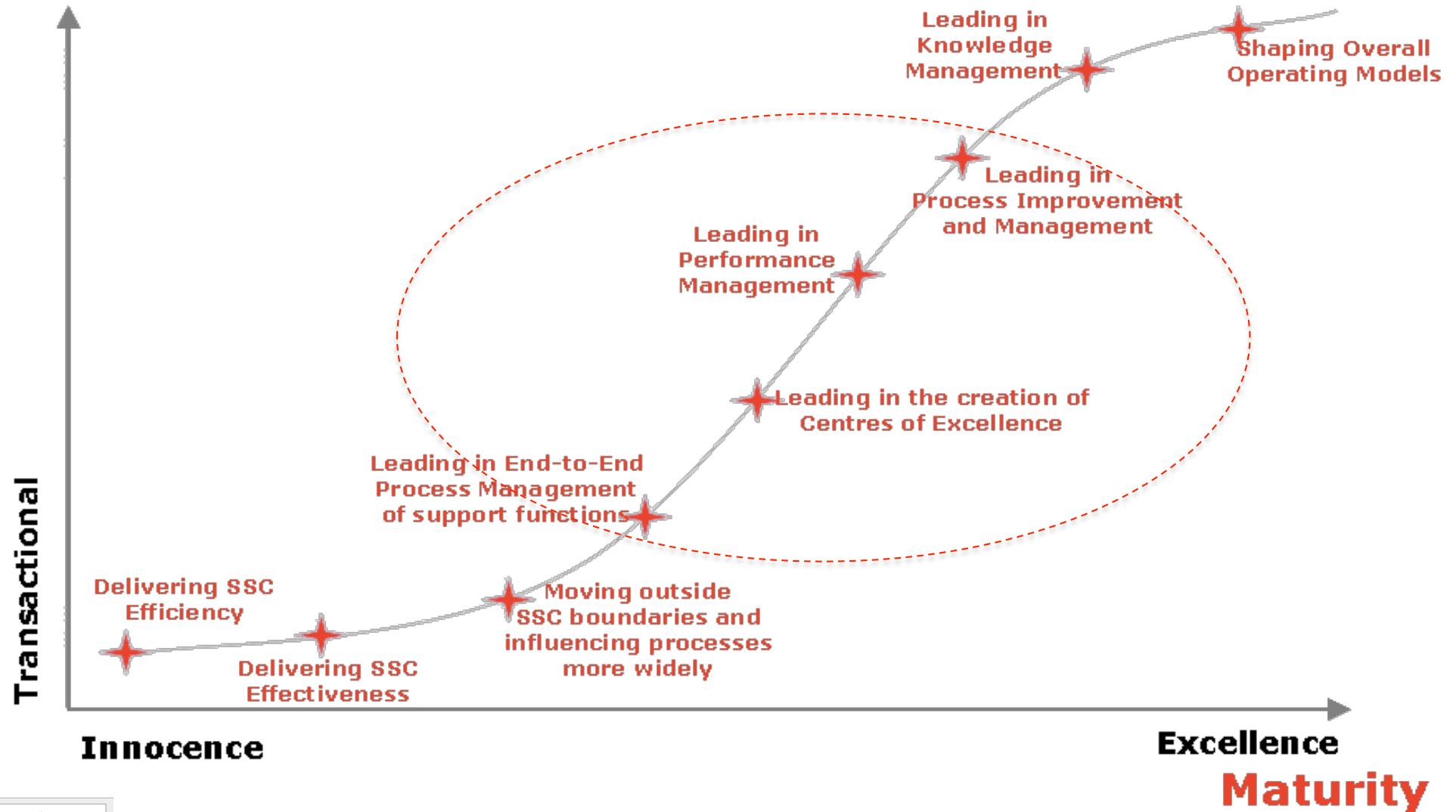
www.actlean.co.uk



Change Management & the SSC value curve

Focus

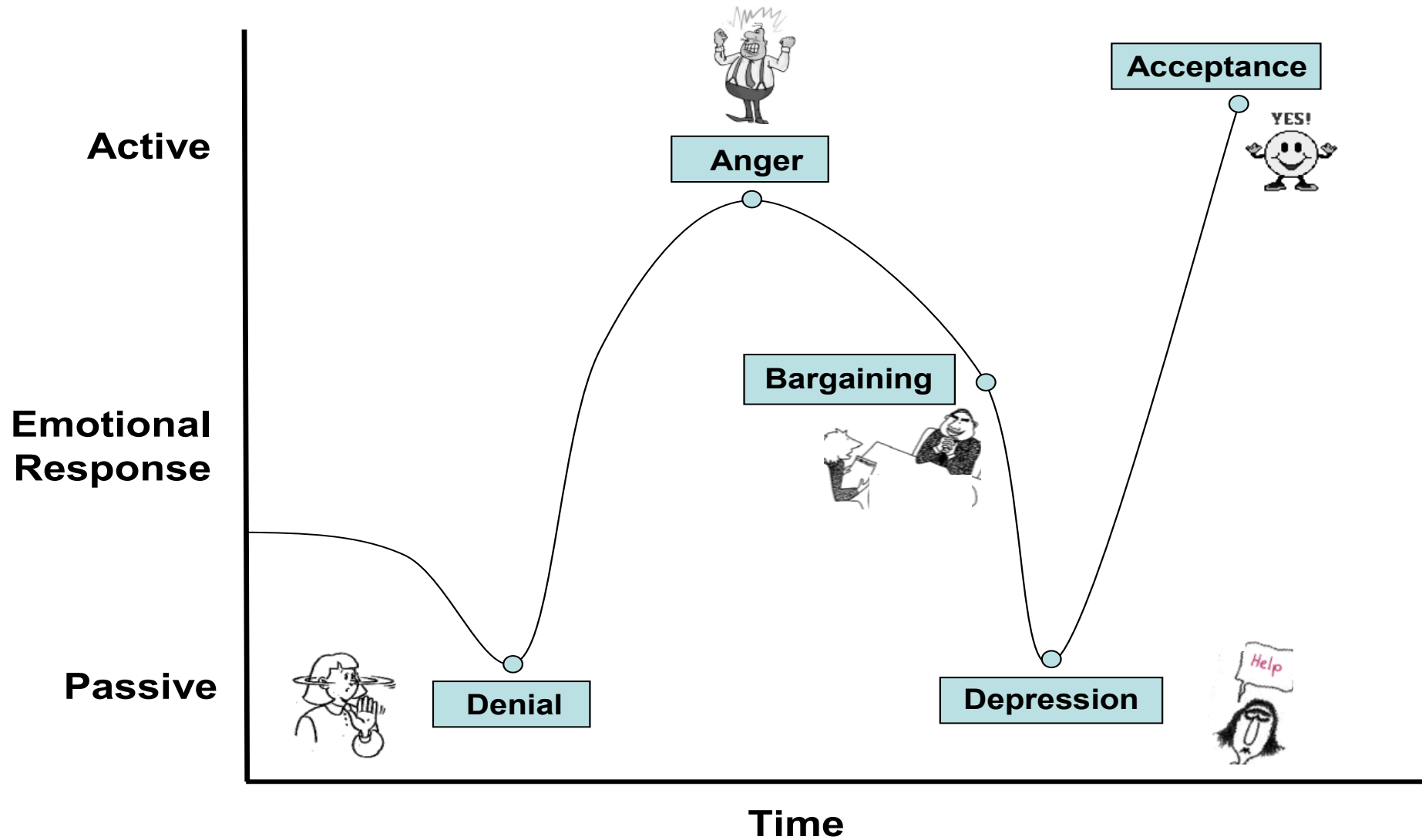
Value Add



2 initial questions:

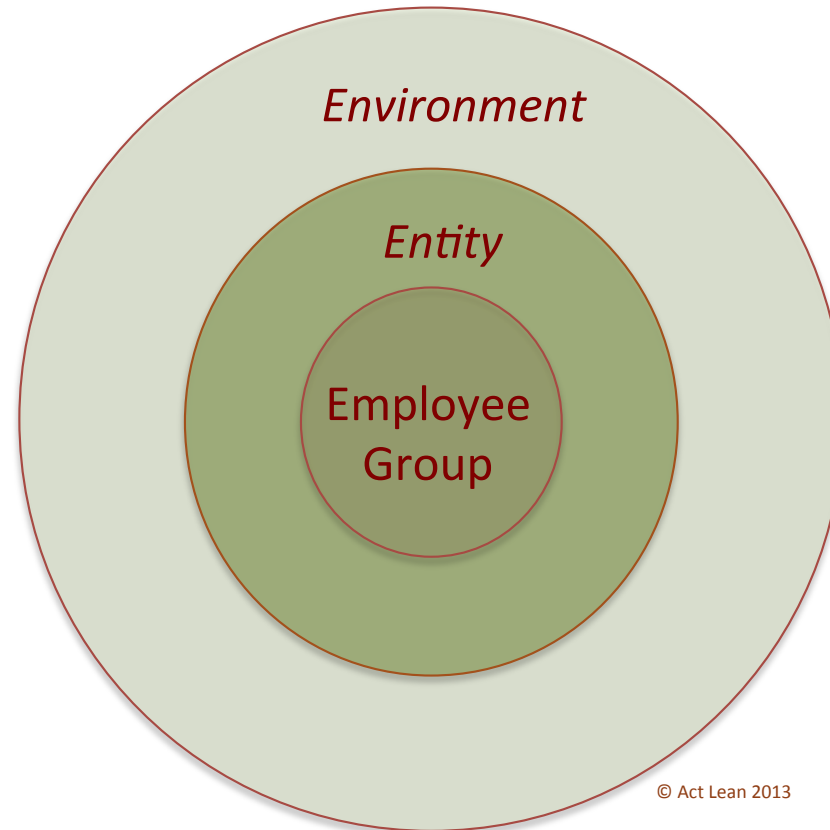
- Are programme management and change management the same thing?
- Is change management an art or a science?

(1) Theory: The psychology of change



Act Lean's "3Es" 3-Circle Change Model : NHS example

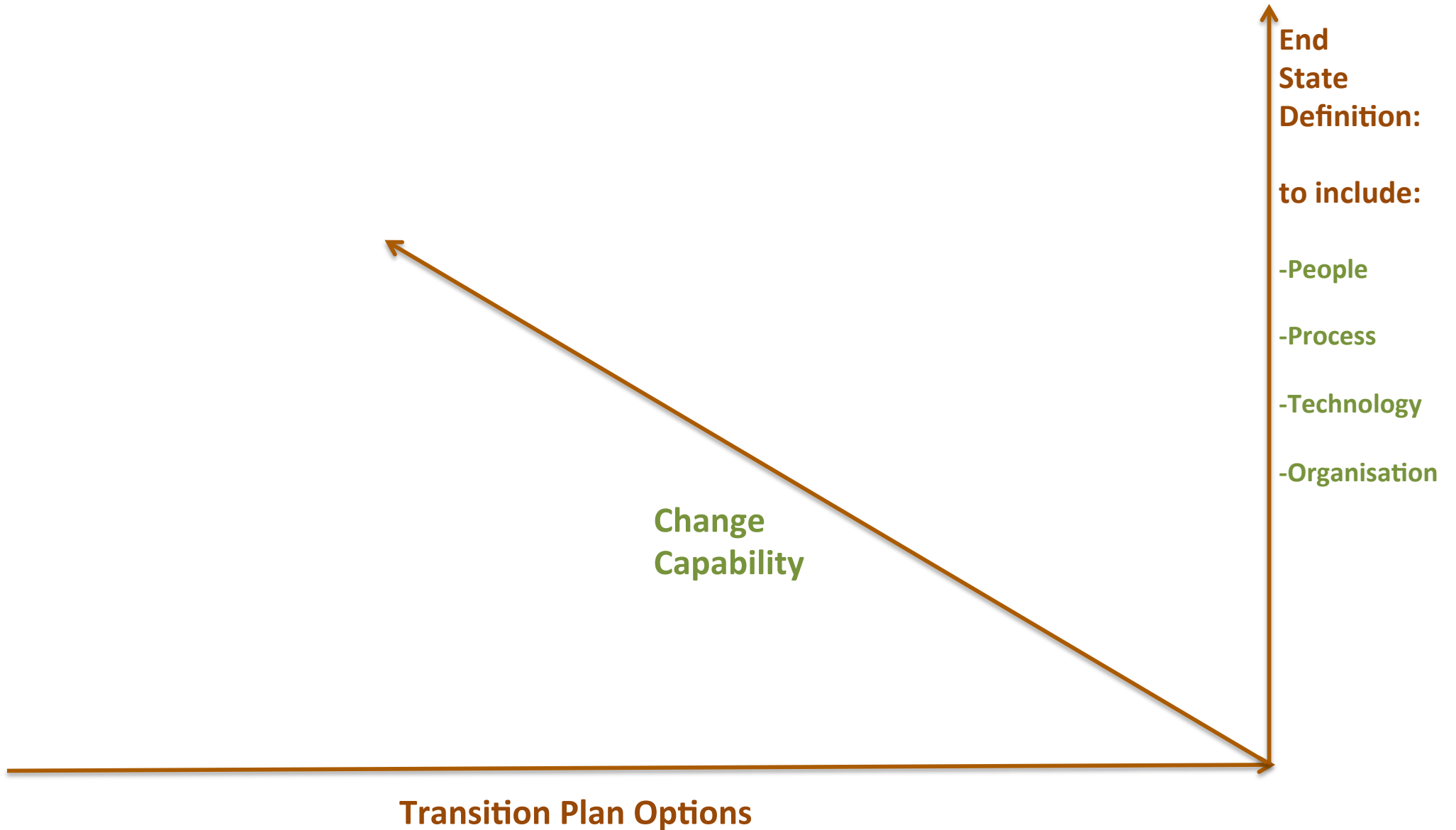
What if the contents of 1 or more circles change ?



“I see a time where someone who’s got heart failure because they’ve had a previous heart attack is sitting at home and wearing some unobtrusive sensors, and his phone goes, and it’s a health professional saying: ‘Mr Smith, we’ve been monitoring you and we think you’re starting to go back into heart failure. Someone’s going to be with you in half an hour to give you some diuretics’ ”

Sir Bruce Keogh.

Change management & key change elements



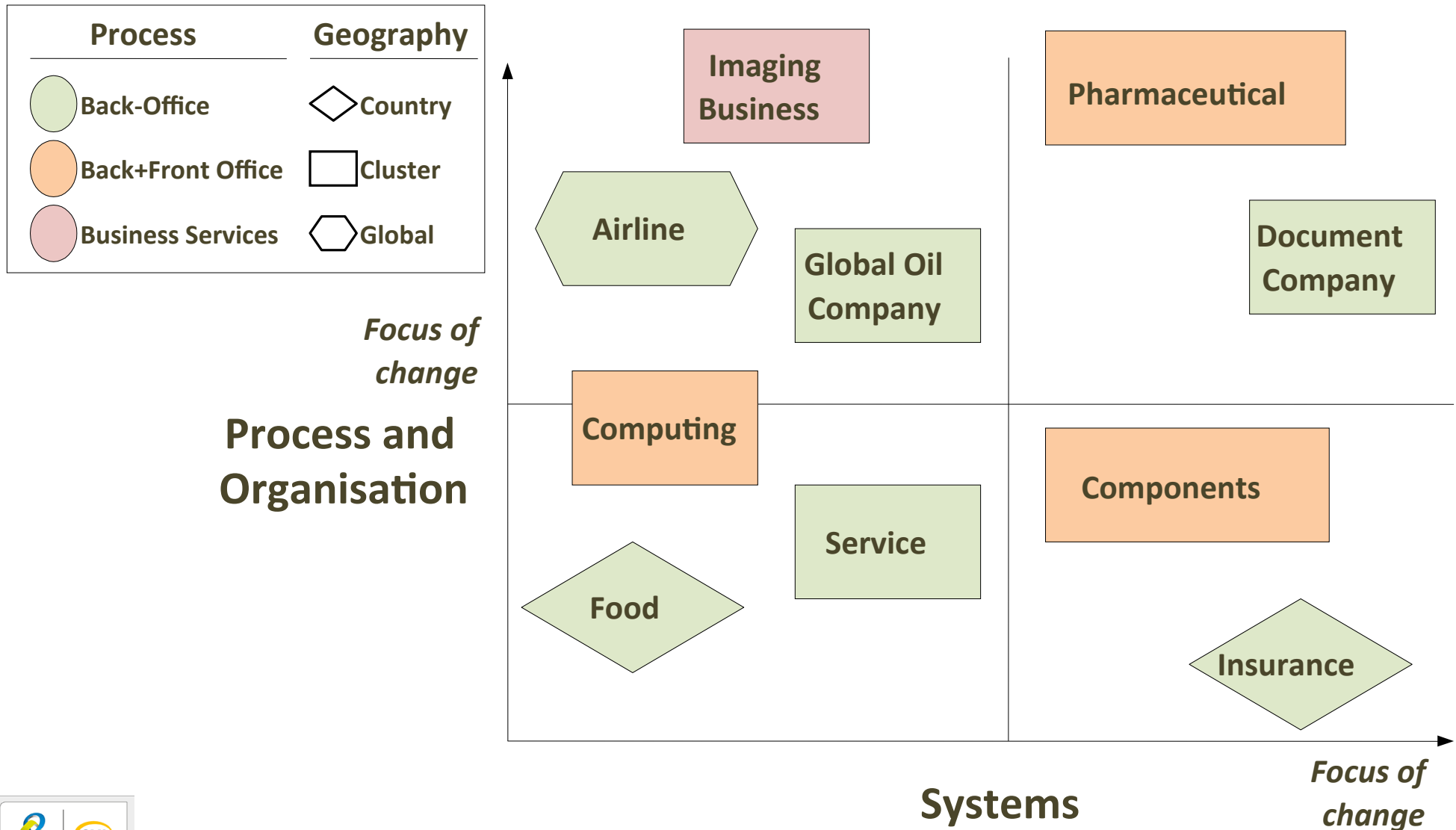
(1) Theory: Future state definition

- The Operating Model/Future State definition includes the following key elements:
 - Strategy
 - Customer
 - Product/service
 - Process
 - Systems
 - People
 - Process
 - Performance & Controls
- Any change programme needs to understand the relative importance of these elements, to the end state, and during transition.

(1) Theory: Transition management

- Need to define the most appropriate transition path(s)
- **Act Lean's Change Formula:** $CR = FS \times CP \times CC \times CU \times CR/CA$, where:
 - CR = Change result
 - FS = Future state/Change delta from the current condition
 - CP = Change Path options (of which there will be several during the change)
 - CC= Change capability and history (in the organisation)
 - CU = Change uncertainty (level of)
 - CR = Change resistance (from key stakeholders)
 - CA= Change attitude (programme and operational team members)
- Any programme needs to understand the degree of change of each element
- Understand the forces for, and resistors against each change element
- *Prepare a plan* to ensure success on each area

Change in Practice: SSCs examples of defining/managing change



Change Management Case Study

Sharon Walton, GVA





Property Management Consultancy

**Like any form of
management**

**Change Management
is not sexy....**

**Like any form of
management**

**Change Management
is not sexy....**

it is repetitive

That's my excuse to harp on!



Handwritten mathematical notes on a black background, featuring a large red 'X' watermark in the center. The notes include:

- Quadratic equation: $x^2 + px + q = 0$
- Quadratic formula: $x_{1/2} = -\frac{p}{2} \pm \sqrt{\left(\frac{p}{2}\right)^2 - q}$
- Work integral: $W = \int_{s_1}^{s_2} F(s) \cdot \cos \alpha \, ds$
- Velocity: $v = \frac{ds}{dt}$
- Tanh function: $\tanh x = \frac{e^x - e^{-x}}{e^x + e^{-x}}$
- Angle: $\theta = I \cdot N$
- Chemical reaction: $C + O_2 \rightarrow CO_2$
- Frequency: $f_r = \frac{1}{2\pi} \cdot \frac{1}{\sqrt{LC}}$; $\omega = 2\pi f$
- Chemical reaction: $\rightarrow 2Fe_2O_3 + 8SO_4$
- Faraday's Law: $-\frac{d}{dt} \int_A B \, dA = \oint_L E' \, dl = - \int_A (\nabla \times v) \, dA$
- Chemical reaction: $HCl + H_2O \rightleftharpoons Cl^- + H_3O^+$
- Rotational work: $\rightarrow W_{rot} = \frac{1}{2} \cdot J \omega^2$
- Volume integral: $V = \frac{1}{6} \pi h (3e_1^2 + 3e_2^2 + 4r^2)$
- Volume integral: $V = \int_{\varphi=0}^{2\pi} \int_{\theta=0}^{\pi} \frac{r^2}{502} H_{\varphi} H_{\theta}^* \sin \theta \, d\theta \, d\varphi$

Background to our change

In less than 12 months we grew very quickly:

New customer base
Number of properties
Bank Accounts
Cash handled
Number of staff



Start well!

Know where you are!!!

Clear sponsor – BU Head

Clear lead- Me

Clear delivery team– Leadership team

Clear definition - TOGETHER

CLARITY

Top Tip!

If you don't believe in the change

LEAVE

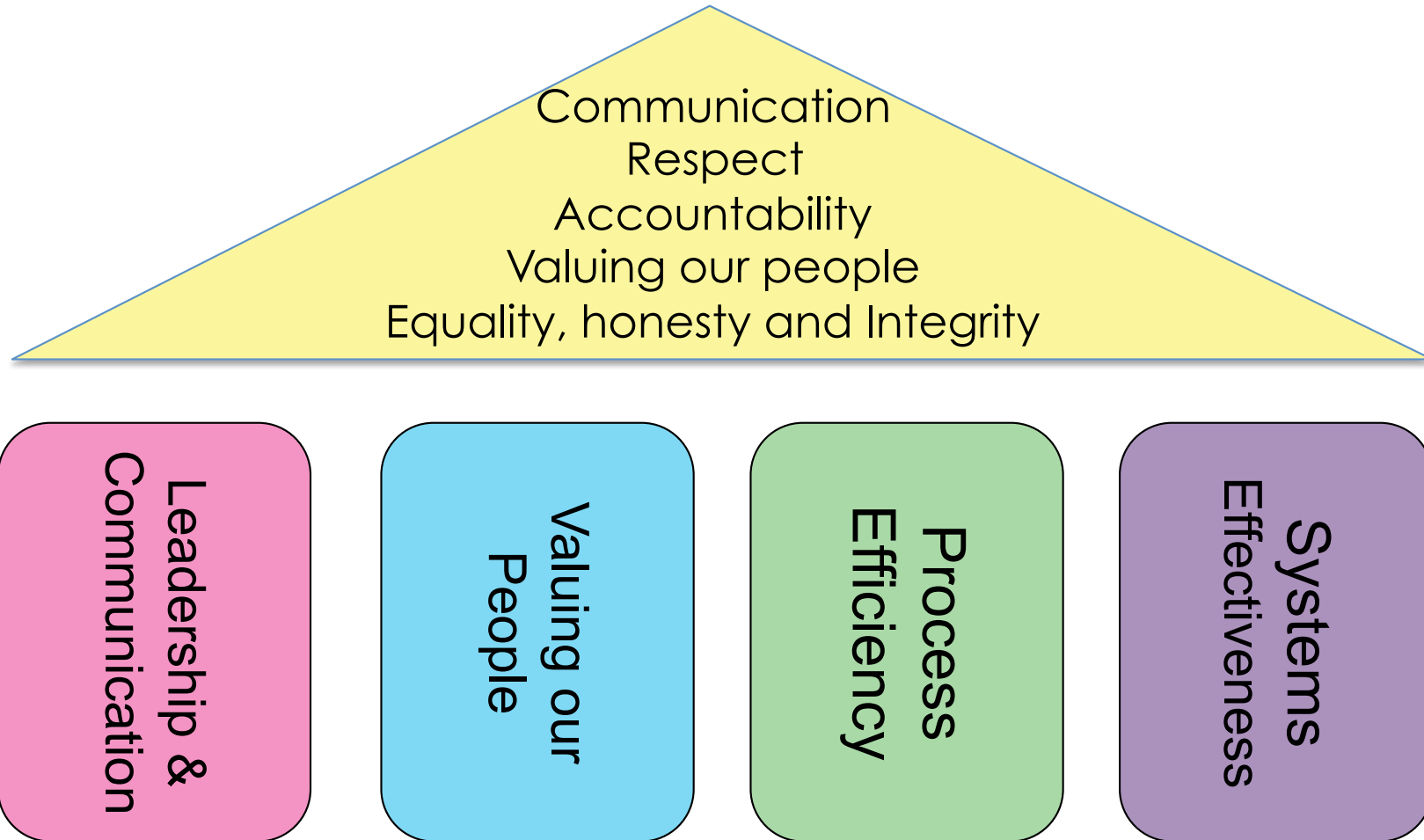
(we know a good recruitment agency!)

**Like any form of
management**

**Change management
is not sexy....**

it is repetitive

To deliver professional and operational property management *excellence* to our clients and customers at all times.



Leadership & Communication

Leadership Team formed

Staff survey

Forums to brief all staff face to face

Values Defined

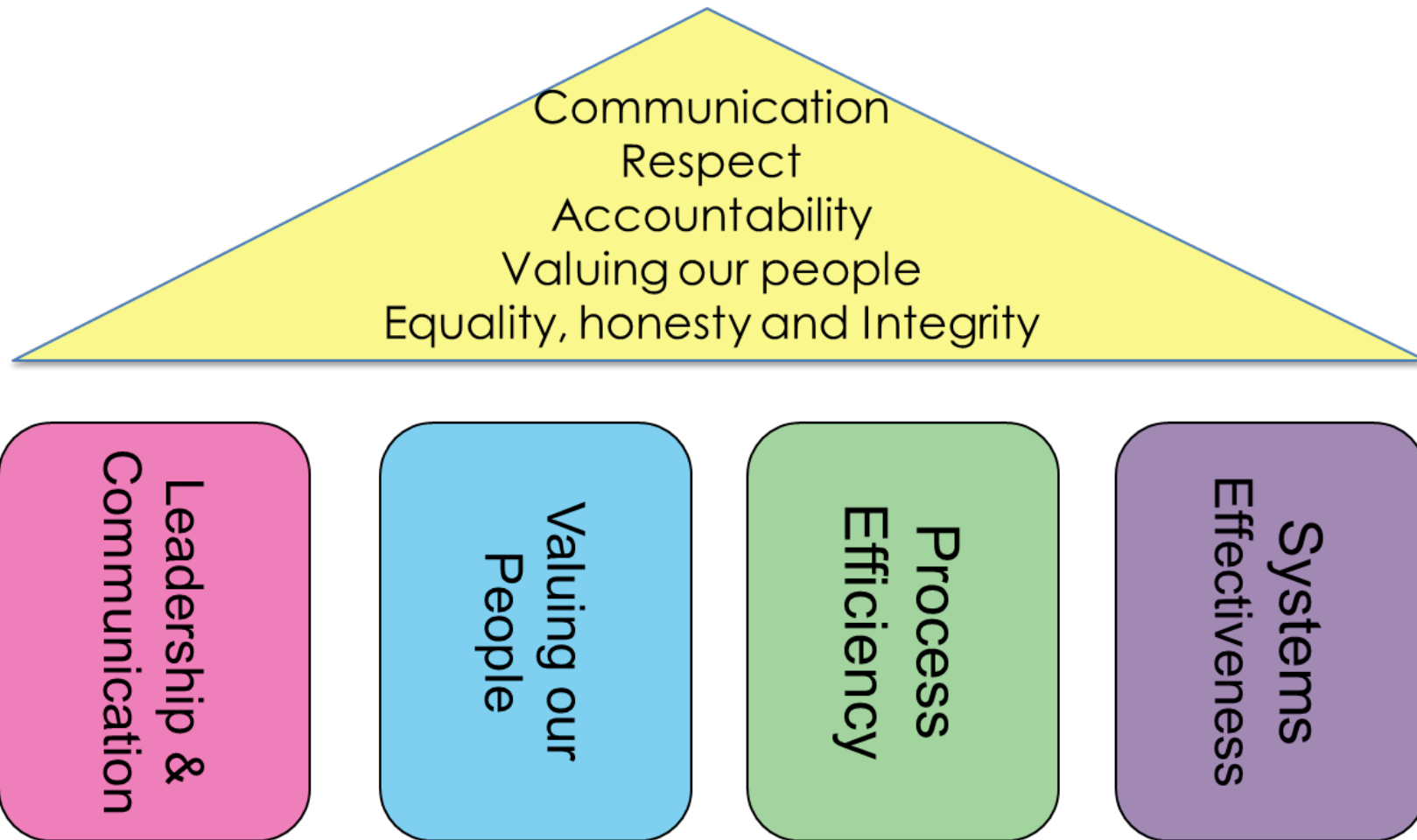
Leadership DISC and MBTI

Mandatory Management Training

Planned to celebrate

Briefed all staff again, and again and again

To deliver professional and operational property management *excellence* to our clients and customers at all times.



Valuing our People

Clarity of structure, Job Descriptions

Benchmarked competencies

CLARITY

121's Mandatory at least monthly

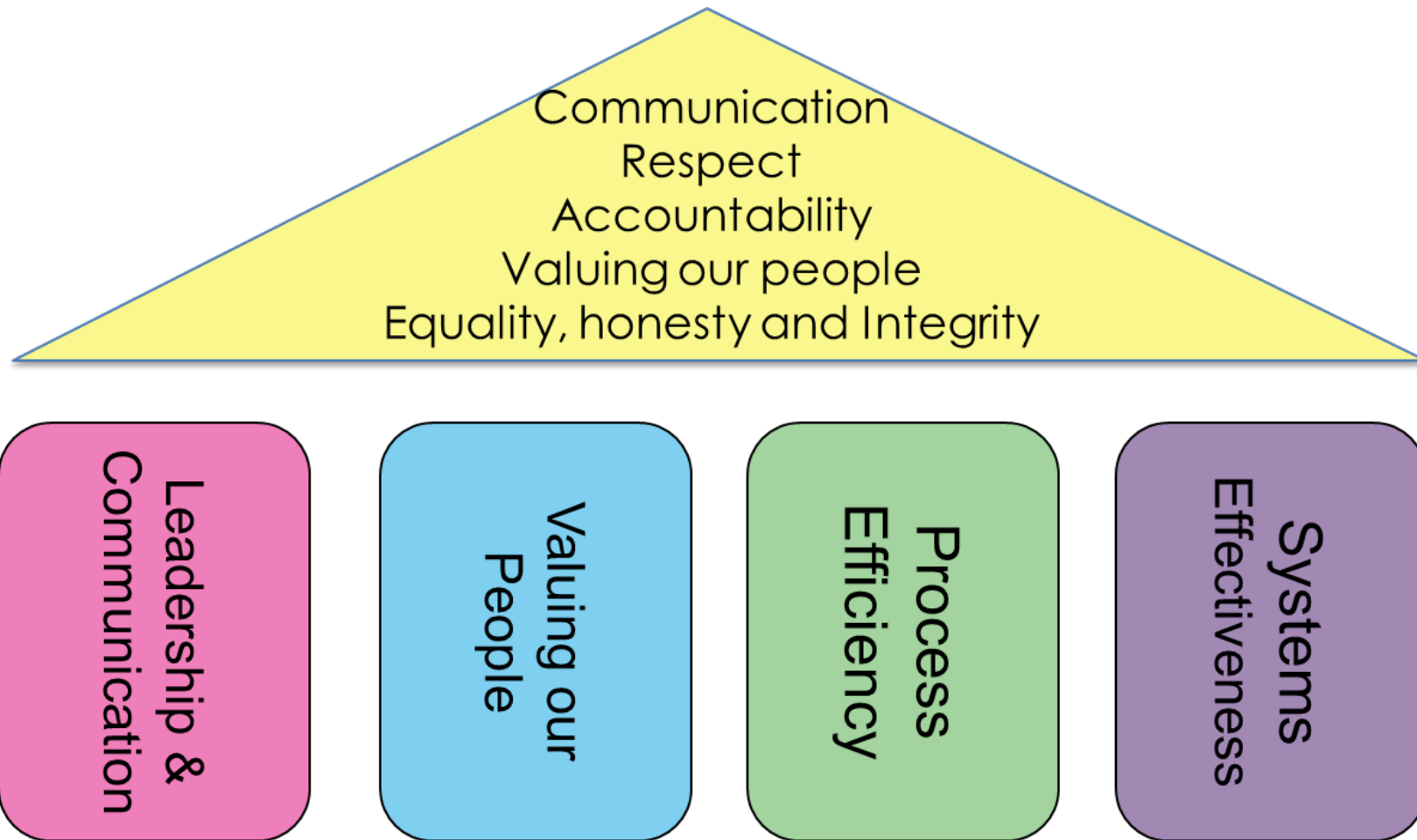
Mapped survey to the actions

Championed recognition scheme

Quarterly celebrations

The wall of change

To deliver professional and operational property management **excellence to our clients and customers at all times.**



Process Efficiency

Risk Management

Skills Matrix

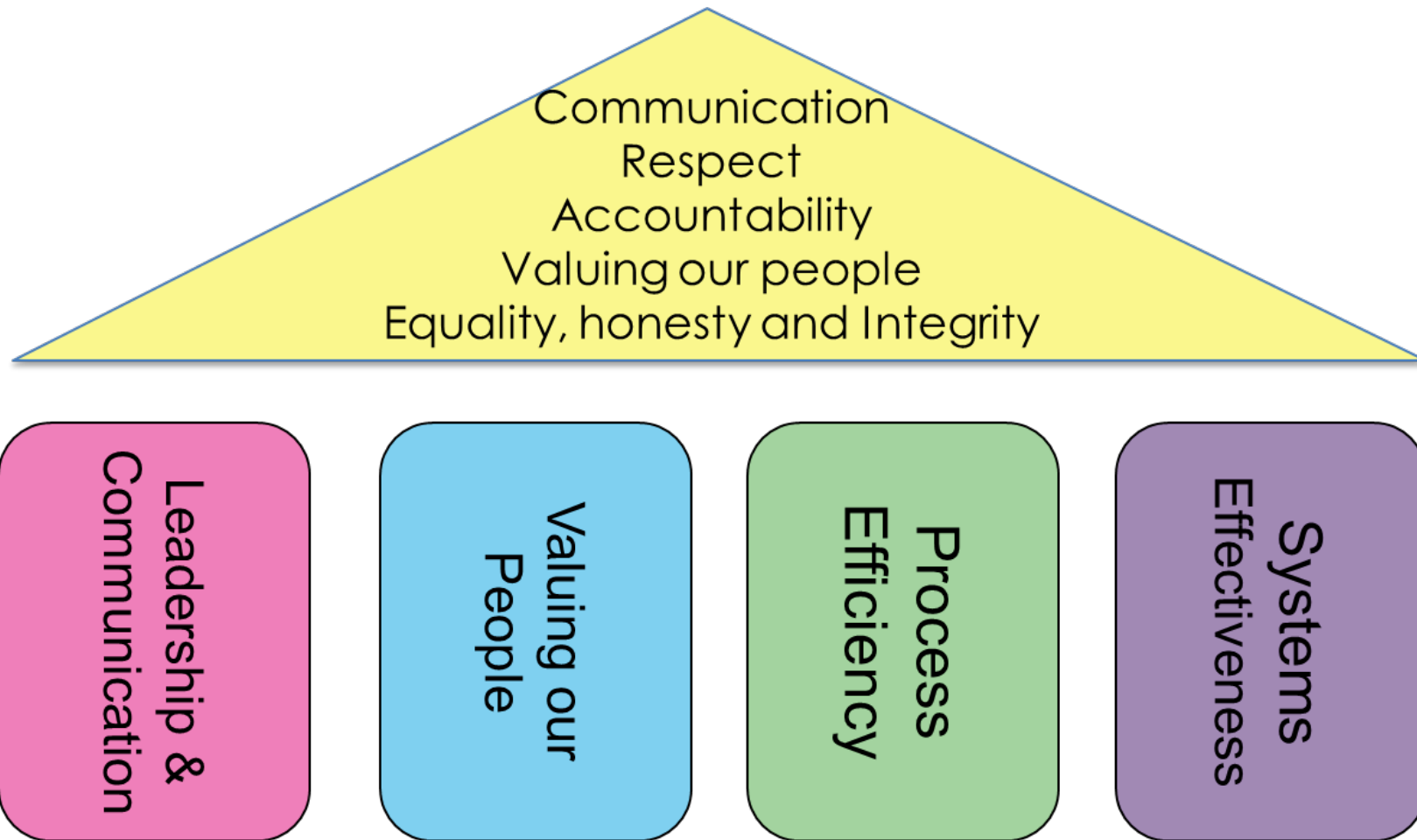
SIPOCs and controls

Investors in Excellence/EFQM



COMMITTED TO
investors in excellence

To deliver professional and operational property management *excellence* to our clients and customers at all times.



Systems Effectiveness

Reviewed

Cut

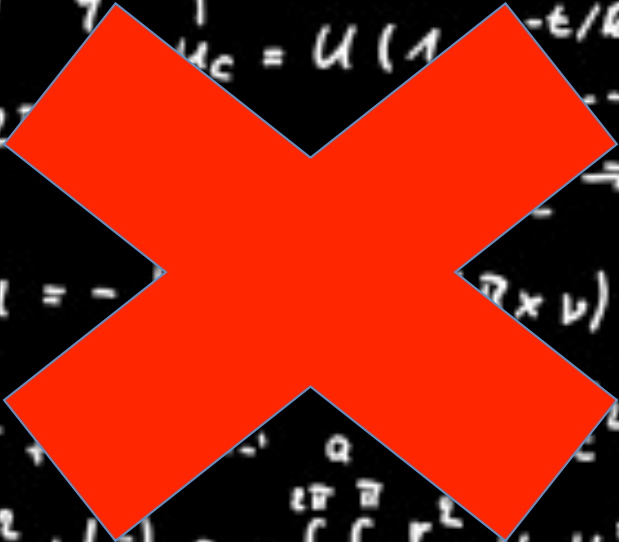
Prioritised

List was only 10 long

CLARITY

$\rightarrow x^2 + px + q = 0$
 $\rightarrow x_{1/2} = -\frac{p}{2} \pm \sqrt{\left(\frac{p}{2}\right)^2 - q}$
 $f_r = \frac{1}{2\pi} \cdot \frac{1}{\sqrt{LC}}; \omega = 2\pi f_r$
 $-\frac{d}{dt} \int_A B dA = \oint_L E' dl = - \int_L (\nabla \times v) dA$
 $HCl + H_2O \rightleftharpoons Cl^- + H_3O^+$
 $V = \frac{1}{6} \pi h (3e_1^2 + 3e_2^2 + h^2)$

$W = \int_{s_1}^{s_2} F(s) \cdot \cos \alpha ds$
 $\tanh x = \frac{e^x - e^{-x}}{e^x + e^{-x}}$
 $v = \frac{ds}{dt}$
 $\theta = I \cdot N$
 $U_c = U(1 - e^{-t/RC})$
 $C + O_2 \rightarrow CO_2$
 $\rightarrow 2Fe_2O_3 + 8SO_4$
 $\rightarrow W_{rot} = \frac{1}{2} \cdot J \omega^2$
 $p_v = \int_{\varphi=0}^{2\pi} \int_{\vartheta=0}^{\pi} \frac{r^2}{50_2} H_{\varphi} H_{\vartheta}^* \sin \vartheta d\vartheta d\varphi$



Successes

Face to face communication

Lots of repetition

Clear pictures of the journey

Measurement, Language

Honest buy in/honest buy out

Good management – know your people!

Change by stealth

Staff Mobility

Challenges

People who leave

People who stay

Recruitment journey

Quality of candidates

Repetition

Perception/Marketing

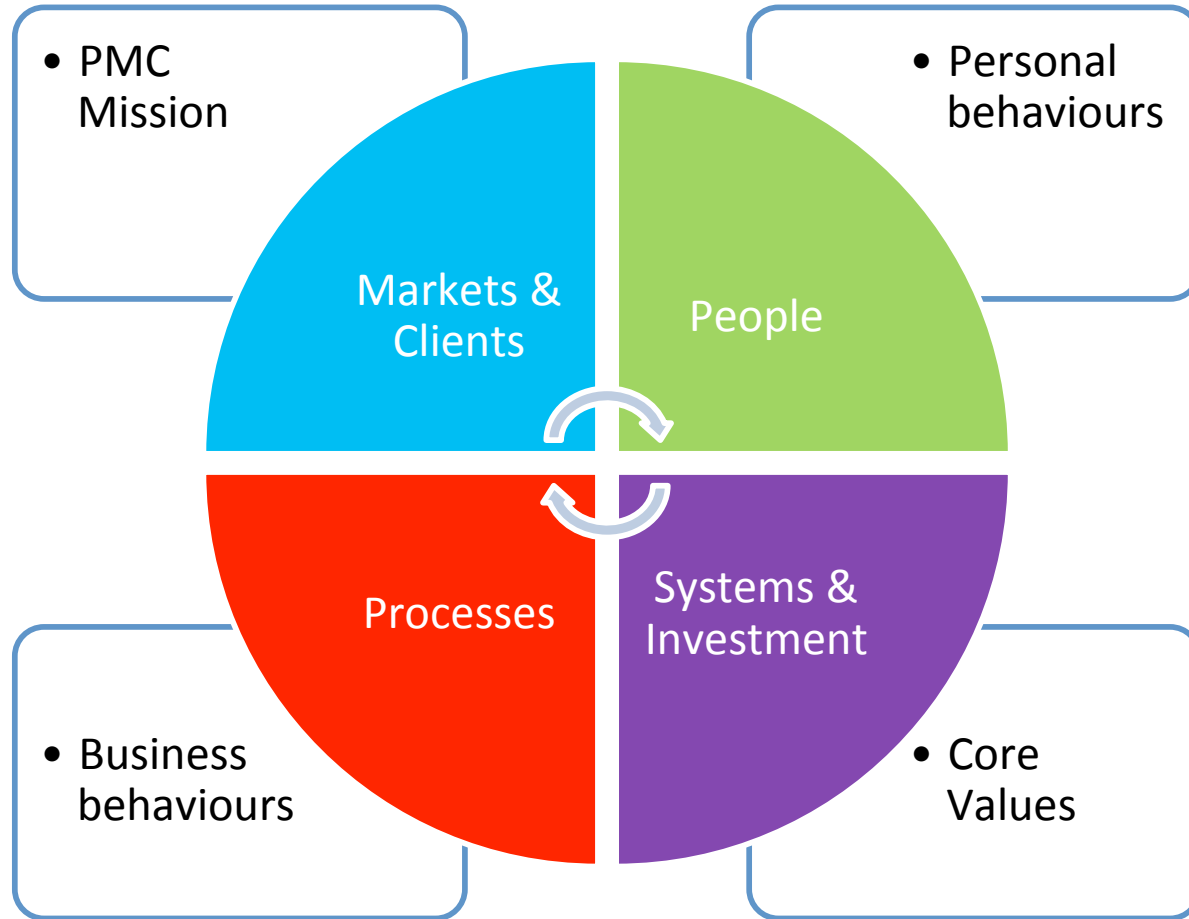
The unknown becoming known!

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Evolution..



Keep yourself sane

Believe or leave

Be true to your values

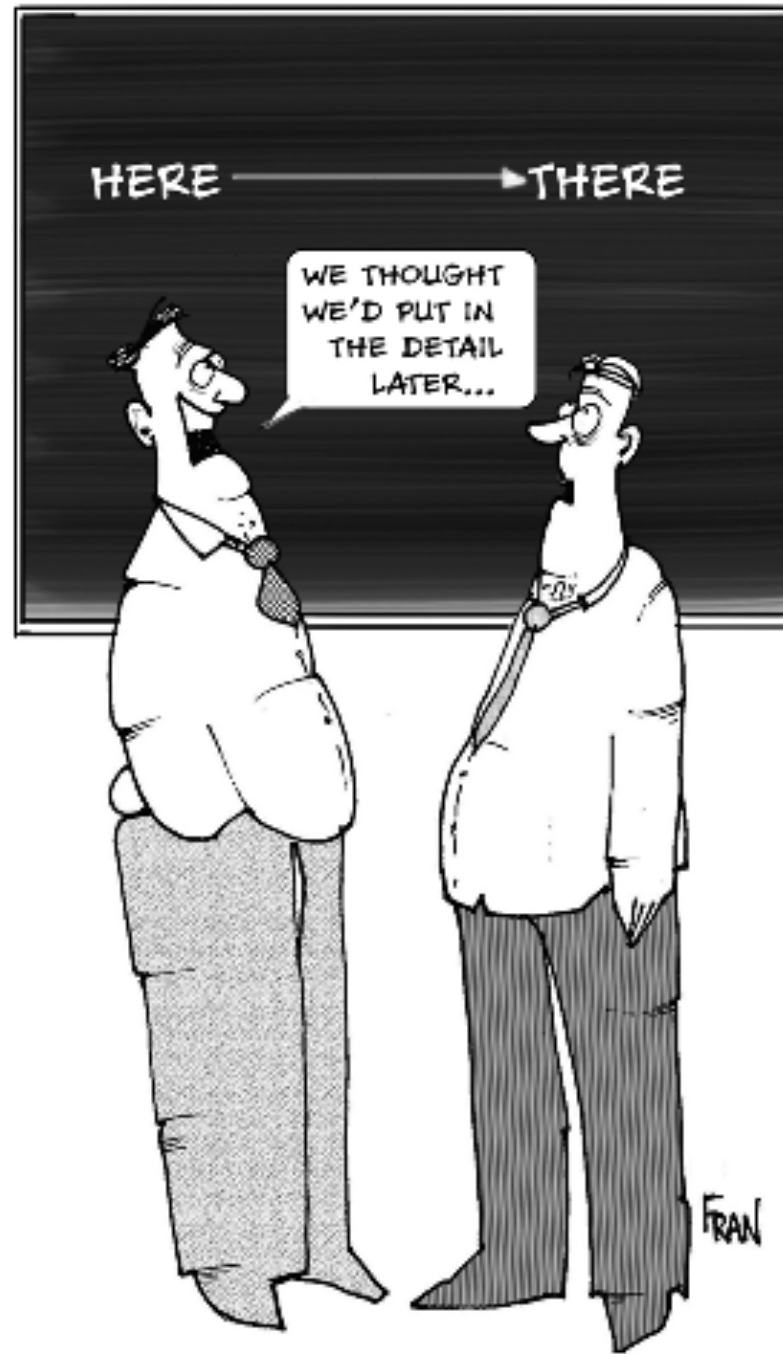
Grow your Emotional Intelligence

Mindstore – Jack Black

Manager-tools.com podcasts

Investors in Excellence or EFQM





CHANGE MANAGEMENT



Midlands SSC Forum – Thank you

ROBERT WALTERS