



CHANGE ACCELERATOR PROGRAMME

Build a high performing team, develop effective leadership and boost business engagement



'The secret of change is to focus all of your energy, not on fighting the old, but on building the new'

- Socrates



ABOUT TRANSFORMING CULTURES

Transforming Cultures is a **Change Consultancy** that specialises in helping executive sponsors, programme leaders and teams execute change initiatives.

We work with busy, ambitious, savvy and entrepreneurial professionals: CEOs, Programme Leaders, Transformation Heads, Programme Directors, New, or Accidental, Leaders and Managers.

We help our clients realise the full potential of their investments through the development of a high performing leadership team, as well as the implementation of a practical and effective engagement process.

Clients reach out to us to assess their concerns surrounding engagement, leadership and team performance in particular projects or work groups.

ABOUT TRANSFORMING CULTURES

Following our assessment, we design tailored intervention strategies aimed at developing:



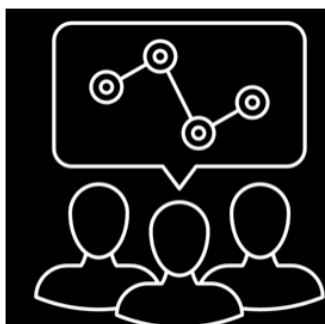
Effective Programme Leadership

Ensuring the initiative is led and coordinated well and follows a strategic engagement plan



High Performing Teams

Making sure the whole team is on board, working towards the same vision and is equipped with the necessary skills to engage effectively with stakeholders at every level



Engaged Workforce

Creating a simple, effective and structured Change Management plan that can be easily implemented, understood and engaged with by employees across the business

The Change Programme is underpinned by the 7 Universal Principles of Successful Change. It taps into a wealth of knowledge, including 6+ years of experience working on initiatives impacting 40+ countries across 10 industries, as well as a variety of methodologies (Agile, Prince2, Six Sigma). Previous initiatives have included technology roll-outs, mergers and acquisitions, divestment, digital transformation, restructuring, financial reporting, outsourcing and a myriad of others.

As coaching practitioners (AIP) with a background in Organisational Psychology (BSc) and Marketing and International Management (MSc), we have been acknowledged for helping to shape the brand that underpins the identity of the new Asahi IS Organisation capability.



COMMON MISTAKES AND CHALLENGES

Organisations can become more agile, as well as more responsive to market changes and growth opportunities, by learning to execute change initiatives in a timely and effective manner.

In the modern world, executive sponsors, programme leaders and managers are juggling with higher levels of competing demands than ever before - regulatory changes, product launches, technology disruptions, workforce diversity and millennial in leadership positions, to name but a few.

Focussing on tasks rather than benefits

There is often a widening gap between what a project aims to achieve from a delivery viewpoint versus the ways in which it will ultimately benefit the business. Programme teams pay too much attention to technical deliverables, entrenched in technical jargon, and thus lose sight of how to communicate the project benefits to stakeholders. The focus is on the output itself (be it a system, a platform, an infrastructure or something else), as opposed to sharing the benefits of the project in a way that clearly communicates its value and projected returns on investment. This leads to confusion and a lack of both enthusiasm and engagement.



Creating complexity and fragmentation

Organisations constantly change their processes and technologies and, as a result, their structures and plans can become obsolete very quickly, and, in the worst cases, unnecessarily complex. Complexity is the primary enemy of execution – oftentimes it leads to delays in decision-making, as well as costly and incomplete deliverables. Bringing in change consultants in this scenario may not be enough to rectify this, as they do not have the power to simplify ingrained processes, and can even complicate matters further. Fragmented plans directly foster a lack of accountability and commitment.



Delayed or an absence of decision making

Analysis paralysis is a direct result of a lack of decision making. Avoiding making a decision can often be far more costly than implementing a decision and amending it as the needs of the project change.



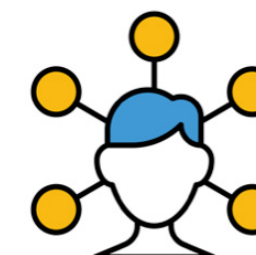
Complacency

Teams can become complacent, go through the motions, or develop a tick-the-box and play-it-safe attitude which damages the quality of the delivery and causes avoidable delays and cynicism. The main preoccupation becomes avoiding responsibility for failure, and any semblance of accountability is lost. Often, an incorrect overall assumption is made that organisational culture can't be changed, and any effort to do so is doomed to fail.



Lack of focus

Project resources can deliver a solution, but either have insufficient capacity, or have not developed the necessary skills, to engage effectively with the business and manage expectations accordingly.



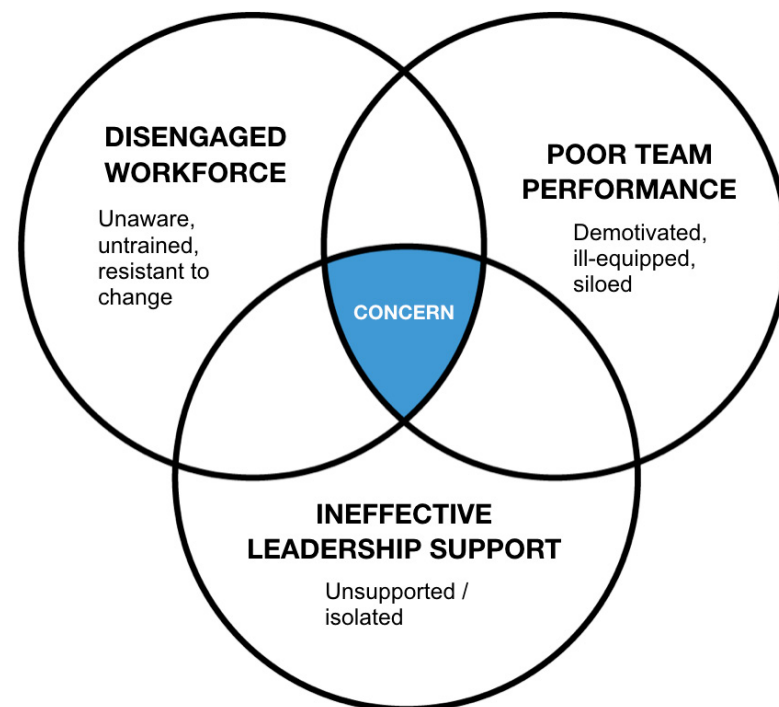
Lack of ownership

Teams are unclear about their individual roles and responsibilities, so become overwhelmed by the demands made by the business and are unable to follow through on their promises and deadlines. Defensiveness leaks in and ownership becomes diluted.



PROBLEMS

Many organisations struggle to address these pain points, which often leads to greater problems further down the line:



Ineffective leadership support. Executive sponsors support the change, but underestimate the level of strategic involvement required at the different stages of the initiative. Although they play a pivotal role throughout the implementation, they often assume that consultants and team members have enough gravitas amongst themselves to ensure the change is supported strategically and consistently to ensure ultimate business buy-in and adoption.

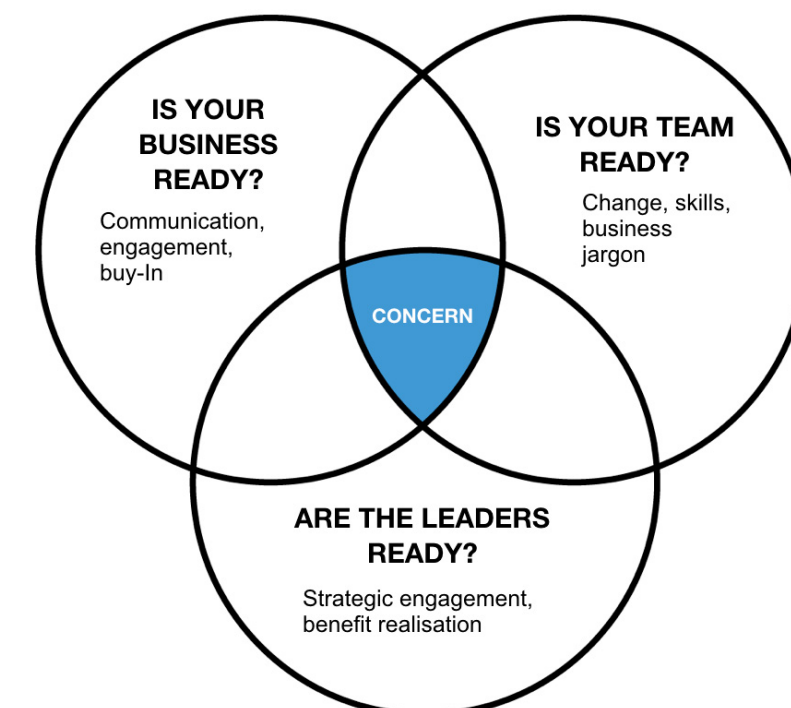
Poor Team Performance. Teams are unclear about the role they play in obtaining business buy-in, or are either unwilling, or ill equipped, to engage with the business in a way that is clear, effective and free from technical jargon. They focus on deliverables, rather than value realisation, and underestimate the level of support required to embed the change. They struggle to manage business expectations and can become defensive towards dealing with its demands. Silos develop.

Disengaged workforce. The workforce does not sufficiently understand the relevance of the initiative, how it will affect them and how they, and the business, will benefit from it. They grow cynical and believe that it is simply an additional workload that they will see no benefit from.

Many organisations, both in UK and USA, have paid the price of organisational sluggishness:

- Of the 100 UK companies listed in the 1984 FTSE 100, only 24 were still in operation by 2012 (Imperial College Business School);
- In the US, the average lifespan of S&P 500 indexed companies, some of the best in America, has dropped by almost 50 years over the last century. While the figure stood at 67 years in 1920, it was just 15 years in 2012 (Yale University);
- 88% of Fortune 500 companies from 1955 were no longer in operation as the same entity by 2016 (AEI 2016);
- 50% of the current S&P 500 companies will be replaced within the next 10 years (CNBC 2014).

We have identified 3 readiness areas for successful execution of any change initiative:



CHANGE ACCELERATOR PROGRAMME

Our Change Programme assesses a business's concerns and readiness regarding performance, leadership and engagement. We then design a tailored intervention strategy to target each area of concern.

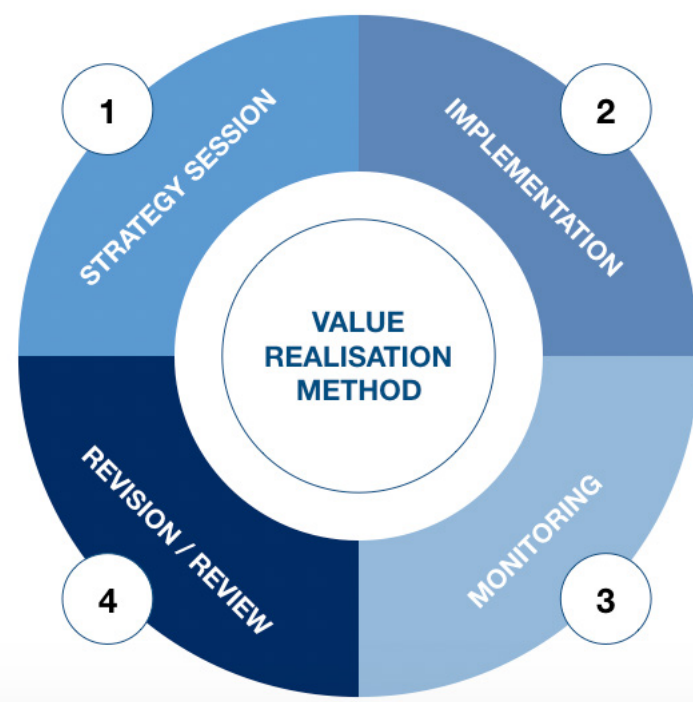
BENEFITS

The programme will give you:

- Effective Programme Leadership ensuring your project or change initiative is driven and coordinated by an effective and supportive engagement plan
- High Performing Teams making sure everyone involved is committed, accountable, focussed, able to engage effectively with the business and confident in making autonomous decisions
- Engaged workforce creating an end to end Change Management process that can be easily implemented, and both encourages and supports adoption across the business

VALUE REALISATION METHOD

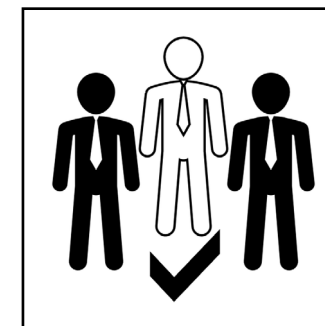
The programme revolves around your initiative and follows a 4-step method:



- 1) **Strategy Session:** This is designed to highlight risks, provide recommendations and other suitable options, followed by a proposal
- 2) **Implementation:** Beta and roll out stages
- 3) **Monitoring:** Monthly monitoring using the Value Realisation Scorecard
- 4) **Revision / Review:** Further tailoring prior to the end of programme, based on results

STRATEGY SESSIONS

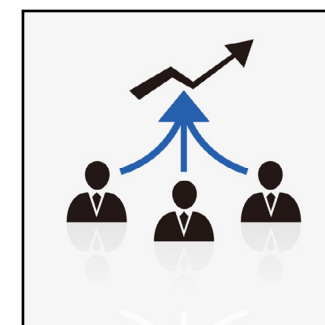
During the strategy session you will uncover areas of concern around performance, leadership and engagement.



LEADERSHIP

ARE THE LEADERS READY?

- Strategic engagement
- Benefit realisation
- Coordination and alignment



TEAM PERFORMANCE

IS YOUR TEAM READY?

- Change skills
- Business jargon
- Shared vision
- On board



BUSINESS ENGAGEMENT

IS YOUR BUSINESS READY?

- Communication
- Engagement
- Training
- Buy-in

IMPLEMENTATION

Value Realisation Method

THE METHOD DOES 3 THINGS: A_DEVELOPS COMMITMENT AND ACCOUNTABILITY - B_IMPLEMENT E2E CHANGE MANAGEMENT PROCESS - C_PROVIDES SPECIALISED CHANGE TRAINING		
PERFORMANCE AREA	SUCCESS INDICATOR	INTERVENTION
Leadership	Benefit Realisation	- Benefit Realisation Roadmap - Daily, Weekly and Monthly Planners
Leadership	Business Influence	- Leadership Roadmap - Adoption Roadmap - Strategic Interventions
Leadership	Team Readiness	- Principles-Based Influence Workshop
PERFORMANCE AREA	SUCCESS INDICATOR	INTERVENTION
Team Performance	Accountability	- Mentoring - Leadership Coaching
Team Performance	Commitment	- Mentoring - Leadership Coaching
Team Performance	Change Skills	- Training Day: Decision Making, Effective Communication, Negotiation, Leadership, Conflict Management, Prioritisation, Resistance Management
Team Performance	Buy-in	- Mentoring - Leadership Coaching
Team Performance	Clarity	- Mentoring - Leadership Coaching
PERFORMANCE AREA	SUCCESS INDICATOR	INTERVENTION
End to End Change Management	End to End Change Strategy	- End to End Engagement Strategy - Engagement Plans: Level 1, Level 2, Level 3 - Change Management Templates - Success Metrics - Benefit Realisation Roadmap
End to End Change Management	Business Buy-in	- Leadership Roadmap - Adoption Roadmap - Strategic Interventions - Cultural Diversity Training
End to End Change Management	Business Impact	- Change Impact Assessment - Detailed Change Impact Assessment Templates and Checklist
End to End Change Management	Business Readiness	- Communication and Engagement Plans - Training Plans - Transition Management Plans
End to End Change Management	Business Engagement	- Roadmap for Successful Change - End to End Engagement Plan - End to End Communication plan - Change Champions Adoption Journey

VALUE REALISATION SCORECARD

Monitor - Revise - Review

Progress is measured against the 13 elements of the value realisation score-card

	AREA	COMPONENTS	
ARE YOU READY?	Leadership	Benefit Realisation	
	Leadership	Business Influence	
	Leadership	Team Readiness	
IS YOUR TEAM READY?	Performance	Accountability	
	Performance	Commitment	
	Performance	Skills	
	Performance	Energy / Focus	
	Performance	Buy-In	
	Performance	Clarity	
IS YOUR BUSINESS READY?	E2E Change Management	Business Buy-In	
	E2E Change Management	Business Impact	
	E2E Change Management	Business Readiness	
	E2E Change Management	Business Engagement	

TESTIMONIALS

“ You have truly helped to build a brand that has created an identity and underpins the new IS organisation capability. I would love to work with you again on any future initiatives on any business transformation and management capability perspective.

Graeme Slater - Programme Director - Asahi Breweries ”

“ I found him incredibly skilled at asking the tough questions that helped me to see things from different perspectives and helped me to look at problems in different ways

Aneta Basiuk - Head of Operational Audit & Compliance - Allegis Group ”

“ *His knowledge of systems and processes has meant he has been able to create process improvements that have driven pipeline acquisition..*

Anna White - Account Director - Verizon Enterprise Solutions ”

“ *You have been at the heart of the divestment team, supporting the Service Delivery people peer to peer in their roles*

Tomas Votruba - European Service Desk Manager - Asahi Breweries ”

AWARDS



SPOT Award Winner

Extraordinary Performance & Commitment in embodying the company's values
Allegis Group - 2017



Vice President Ovation Award

Increased effectiveness & reduction of non-realised revenue
Verizon Enterprise Services - 2013



Finance Director Ovation Award

Verizon Enterprise Services - 2012



Support Lunch Winner (X2) for successfully introducing and implementing the Organisational Change Management capability in the organisation - Allegis Group - 2016 & 2017



Contact us

+44 (0) 7810078655
info@transforming-cultures.com

Website

<https://transforming-cultures.com>

Resources

<https://transformingcultures.blog/>

Who is the Change Programme for?



New or existing leaders and executive sponsors executing strategic initiatives (new or existing):

- CEOs;
- Business Unit or Division Heads;
- Programme Leaders;
- Transformation Heads;
- Programme Directors;
- New or Accidental Leaders and Managers;

Ambitious, entrepreneurial, savvy, qualified, influential decision-makers with the ability to leverage and mobilise resources.



verizon

TATE
+ LYLE



ALLEGIS
GROUP

Asahi

