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Embedding the Lessons from Business Change Programmes

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Lessons learnt from Inflight Programme, PIRs and closure reports

We distilled top 10 lessons learnt from a number of inputs

Level Crossing Managers PIR

National Centre PIR

Phoenix Tranche 1

Our experience of best practice

Apple closure

Current top 10 lessons

- Clarity of vision and purpose
- Clear blueprint for change
- Effective leadership
- A strong business case for the change
- Benefits realisation
- Clear roles and responsibilities
- Having the right capability
- Fit for purpose governance
- Lessons learnt
- Stakeholder management

How can programmes derive value from these insights

- All individual PIRs, closure reports and the top ten list will be available through the Change Channel
- Regular updates to the list to reflect programme developments
- The lessons will be communicated through:
  - Our BCMs to all Exec Focus programmes
  - All training modules e.g. Business Change the NR Way
  - Established working groups e.g. PMO working group
  - An email to the Business Change Community of Practice
  - Induction process to all new programmes

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Top 10 lessons learnt from Business Change programmes

Key Lessons Learned

Process flow diagram:
1. Identify | 2. Definition HIGH LEVEL | 3. Definition DETAILED | 4.1 Design TRANCHE 1 / 4.n Design TRANCHE n | 5.1 Deliver PROJECTS IN TRANCHE 1 / 5.n Deliver PROJECTS IN TRANCHE n | 6.1 Demonstration BENEFITS OF TRANCHE 1 / 6.n Demonstration BENEFITS OF TRANCHE n | 7. Close

+ Clarity of vision & purpose   + Effective & Consistent Leadership

Remit, aims of Apple and expected benefits not as clear as could have been

Apple Programme

Very mixed expectations of Apple from the start and from top to bottom of the organisation - some routes and IP thought it would bring radical change to the centre. Expectations was not consistent across business units and centre and this was extremely hard for the programme to manage
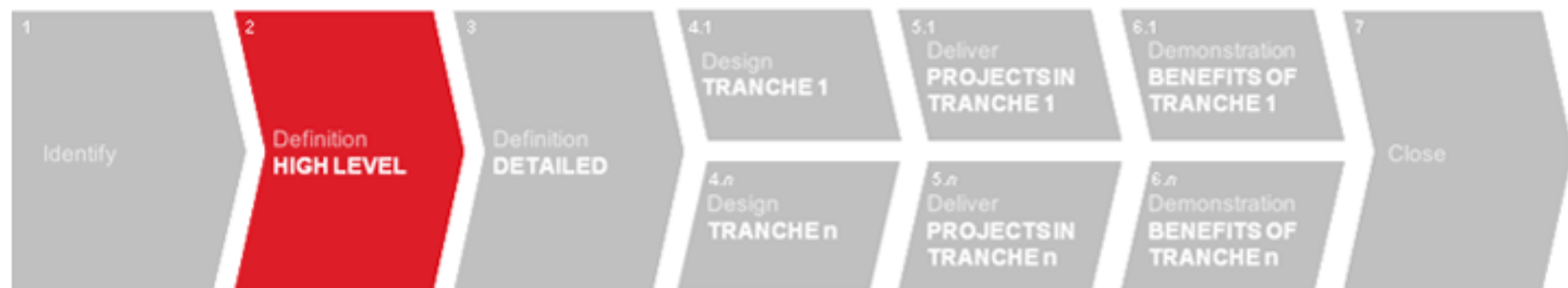
Apple Programme

RLCMs were inconsistently involved in the process of recruitment of their teams. Where this occurred it positively reinforced their leadership role. However this was dependent on whether the RLCM had been appointed and was in post.

Level Crossing Managers Programme

The departure of the Executive Sponsor mid-way through the programme led to some dilution of the vision, if this happens in future then the new sponsor should retain the purpose and vision or seek ExCom approval for a change

National Centre Programme

Key Lessons Learned

1	2	3	4.1	5.1	6.1	7
Identify	Definition **HIGH LEVEL**	Definition **DETAILED**	Design **TRANCHE 1**	Deliver **PROJECTS IN TRANCHE 1**	Demonstration **BENEFITS OF TRANCHE 1**	Close
			4.n Design **TRANCHE n**	5.n Deliver **PROJECTS IN TRANCHE n**	6.n Demonstration **BENEFITS OF TRANCHE n**	

+ Clear and stable blueprint for change   **+ Strong Business Case for the change**   **+ Benefits Realisation**

When setting out the business case at the beginning there should be a clear distinction between directly achievable benefits and potential benefits that the project could enable

National Centre Programme

The new ways of working must continue to be embedded as the processes are better understood and learnings are reviewed and developed into improvements

Level Crossing Managers Programme

There was no clear vision or blueprint to guide the direction and scale of the change required across BAU so misaligned / competing objectives existed between the Programme and BAU

Phoenix Programme

Misalignment between some stakeholder expectation of £120m saving identified in phase 1 (which appeared not to be broadly understood or bought into) and delivered output

Apple Programme

Be aware of other programmes that may claim the same benefits, better agreement upfront

National Centre Programme

Key Lessons Learned

			4.1	5.1	6.1	
1 Identify	2 Definition HIGH LEVEL	3 Definition DETAILED	Design TRANCHE 1	Deliver PROJECTS IN TRANCHE 1	Demonstration BENEFITS OF TRANCHE 1	7 Close
			4.n Design TRANCHE n	5.n Deliver PROJECTS IN TRANCHE n	6.n Demonstration BENEFITS OF TRANCHE n	

+ Fit for purpose Governance + Stakeholder Engagement + Clear Roles & Responsibilities + Lessons Learned

Portfolio management did not 'land' effectively as the language used largely disengaged senior stakeholders

Phoenix Programme

Lack of separation of BAU priorities from the Programme team meant that Phoenix was hostage to the day-to-day needs of BAU, resulting in some non cooperative behaviours amongst the teams

Phoenix Programme

The communications cascade just doesn't work as well as it should; managers did not always communicate across their teams well

Apple Programme

Difficulty knowing when Apple stopped and BAU started

Apple Programme

Better promotion of the Level Crossing Hub including demonstrating the features and benefits and providing examples of how managers have found it useful

Level Crossing Managers Programme

Phasing the programme should have allowed any lessons learnt to be shared with later phases of activity, this did not happen in all cases

National Centre Programme

Key Lessons Learned

1	2	3	4.1	5.1	6.1	7
Identify	Definition HIGH LEVEL	Definition DETAILED	Design TRANCHE 1	Deliver PROJECTS IN TRANCHE 1	Demonstration BENEFITS OF TRANCHE 1	Close

			4.n	5.n	6.n	
			Design TRANCHE n	Deliver PROJECTS IN TRANCHE n	Demonstration BENEFITS OF TRANCHE n	

+ Having the right capability

The Business Change Support to the programme was seen as beneficial; however there was a lack of dedicated resource at route level and within the projects, this placed additional pressure on resource within the central programme

Level Crossing Managers Programme

A group of experienced BCMs were trained up to run onboarding sessions & there was constructive cooperation with the programme & across all Business Change teams to coordinate with the business & deliver the courses

Phoenix Programme

Programme roles were not resourced adequately according to a detailed workplan nor in line with MSP4NR roles & responsibilities e.g. (BCM)

Phoenix Programme

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Embedding key Lessons Into Your Programme

The questions below should be discussed with the senior programme team and the resulting output shared with the wider programme:

1. Do you recognise and understand these lessons from your current or previous programmes?

2. Which of the lessons relate specifically to your programme and its current phase of the MSP4NR lifecycle?

3. How can you embed the lessons and cascade the changes through your organisation?

4. Define the actions required, owners and timescales

If you would like to speak to a member of the business change team, please contact Nicola Benjamin.

Appendix

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Top 10 lessons identified for Business Change Programmes

Lesson identified	Why is this relevant?	MSP4NR Best Practice *Visit the 'Change Channel' on Connect for more details*
Clarity of vision and purpose	It is important that everyone involved in a programme understands the purpose of the programme and what success looks like - without it you are likely to be continually asked 'why are we doing this?' A clear and compelling vision will gain commitment to the future direction and change. This needs to be clear and simple so everyone can understand it.	A **Shared Change Purpose** should be created at the beginning of the programme with all stakeholders involved. It should be clear and simple, without jargon, so that the purpose of the programme can be universally understood. This is most effectively done using the **Initial Change Description** tool. It is also an essential tool for stakeholder engagement and needs to be communicated consistently by the entire team in order to evoke the best response.
Clear blueprint for Change	The 'as is' and 'to be' picture of change to needs to be clearly defined and understood. This will steer project briefs that will effectively close the gap and establish the future ways of working.	Develop the **Blueprint** to provide a clear view of the starting and end points of the change as well as the gap closure required. Applying the POTI Model (Process, Organisation, Technology, and Information) will help you to define this.
Effective leadership	Lack of effective leadership is one of the principal causes of programmes failing. Without strong buy-in and leadership at a senior level programmes will typically suffer from insufficient resources, lack of focus and insufficient commitment across the organisation	A **Sponsor Assessment** should be carried out to provide confidence that senior leadership understand the change challenge and their role in the change. If your Senior Responsible Owner departs mid-way through the programme, make sure any changes go through strict change control. This will help avoid inappropriate change in direction or scope.
A strong business case for the change	Your programme must have commitment from the people who you expect to realise the benefits from your programme. If the business is not confident that these benefits can be realised they will be unlikely to sign-off your business case.	Business cases should clearly articulate the benefits, making a clear distinction between directly achievable benefits and potential benefits that the programme could enable. Also ensure that you clearly state any interdependencies with other programmes and activities. This ensures that the programme is not overstating what it is able to achieve as success could be dependent on delivering things outside of its remit. The **Business Change Investment Paper** template will help you create a strong business case.

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Top 10 lessons identified for Business Change Programmes - continued

Lesson identified	Why is this relevant?	MSP4NR Best Practice *Visit the 'Change Channel' on Connect for more details*
Benefits realisation	The fundamental purpose of programmes is to deliver benefits. Those impacted by the change need to sign-off / buy-in to the benefits realisation plan. These are the people who will ultimately realise the benefits, so they must have confidence that they will be delivered and clearly demonstrated. If you cannot clearly articulate how this it is going to happen your programme is unlikely to be successful.	Step one is to create a **Benefits Map** to identify benefits and articulate how the programme will deliver these benefits. Once you have a clear understanding of the exact benefits your programme aims to achieve, create detailed **Benefits Profiles**. These allow base-lining of how and when benefits will be delivered, as well as clarifying ownership. Then create a **Benefits Realisation Plan** which will help your programme to prioritise and sequence its activities to achieve the maximum benefit.
Clear roles and responsibilities	If people are not clear of what is required of both themselves and others on the programme there is a high risk of key activities being missed, unnecessary activities being carried out and duplication of effort. The risk with someone who also has BAU responsibilities is that they will typically prioritise the BAU activities over the programme.	Use MSP4NR **'Roles and Responsibilities'** to gain a clear understanding of the specific responsibilities and accountabilities that people should be allocated into. MSP4NR also provides guidance on how to differentiate between the programme (which delivers the outcome), its component projects (which deliver the outputs) and embedding the change in to the business to enable benefits realisation – be clear about where the programme stops and BAU begins. Create a **'Resource Plan'** for a dedicated team which should clarify roles.
Having the right capability	A diverse team with a broad range of skills is highly effective at implementing change. By bringing together a group of individuals from different disciplines and uniting them under one shared change purpose, you are effectively utilising a wealth of experience and expertise. Everyone in this team needs to be clear on the purpose of the programme, what it aims to achieve and the role that they each play	MSP4NR has a number of clearly defined roles such as Senior Responsible Owner, Programme Manager and Business Change Manager. Use these to build a strong and motivated cross-functional team to design, deliver, train and embed the change into the business. Include external experts where necessary.. Be clear on your programme organisation, including the skills and capabilities needed at all stages of the programme to ensure that it is resourced appropriately.

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Top 10 lessons identified for Business Change Programmes - continued

Lesson identified	Why is this relevant?	MSP4NR Best Practice *Visit the 'Change Channel' on Connect for more details*
Fit for purpose governance	Governance will be the backbone of your programme and following it will give everyone confidence that they are doing the right things and help you identify risks and issues in time to resolve them. Governance practices (such as stage-gate reviews) will help you to identify when your programme is not on-track to deliver its benefits whilst there is time to act, rather than at the end of the programme.	You need to follow MSP4NR (**details and templates** for MSP4NR are on the **Change Channel** on Connect) which is acknowledged as best practice. Key elements of your governance model should be strict stage-gate management, disciplined programme boards and transparent change control. Keeping your stakeholders updated and informed through regular, systematic reporting is also critical.
Lessons learnt	Programmes often fail to learn from their own experiences and repeat mistakes. Sharing key lessons will maximise your programme's overall chance of success Be open to sharing these with the wider business and be pro-active in learning from other programmes, both past and present, 'steal with pride' any best practices from other programmes and avoid making similar mistakes.	At the end of each tranche, complete a *Tranche Closure Report.* The purpose of the Tranche Closure Report is to document the achievements of the tranche as well as to capture any lessons learned for other tranches or programmes.
Stakeholder engagement	If key stakeholders or recipients of change are not bought in to the change, they are unlikely to support it and may even resist it – this will prevent benefits from being realised. It is therefore important that we understand how the change impacts different roles i.e. Who needs to change? Do we need them to sponsor change locally?	Create a '*Change Network Map'* and '*Stakeholder Engagement Plan'* to create a picture of stakeholders and their requirements to build positive engagement throughout the lifetime of the programme and benefit realisation. Ensure that senior leaders and customers are involved and understand why we are doing the programme and the benefits that it seeks to deliver. This particularly includes those impacted by the change, including front-line/operational staff - interaction events are one effective way of doing this. Do not underestimate the amount of engagement and support needed to deliver the proposed benefits!

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