



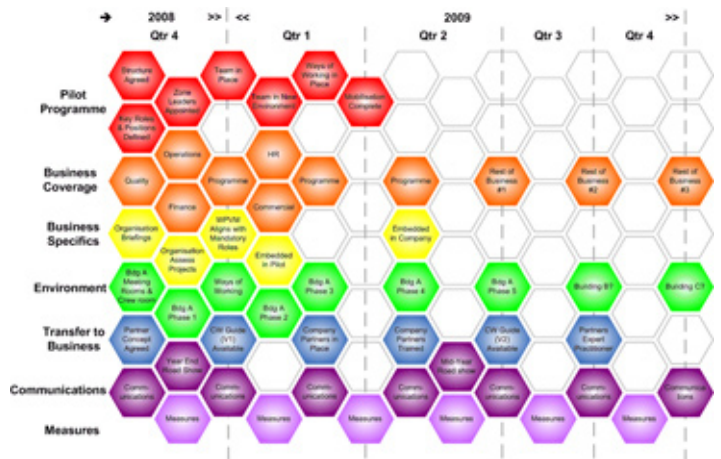
INSPIRED PARTNERS

helping turn ideas into reality

Changing the Culture of a Large Defence Company

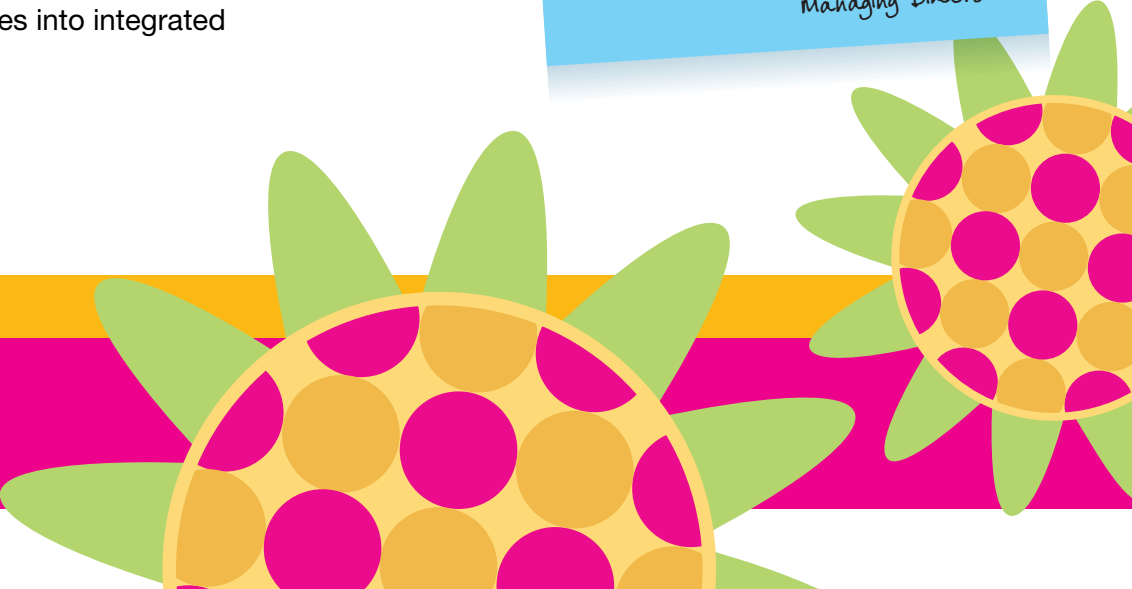
In response to the changing marketplace, a large, well-established defence company needed to shift its emphasis from volume production to delivering solutions in line with the Ministry of Defence's procurement requirement. The company recognised that it had to develop a greater delivery focus and a more collaborative working approach within its project teams, but progress was being hampered by the existing business culture.

Inspired Partners was brought in to manage a two-year culture change programme and lead the company's 500 employees into integrated and collaborative working.



"Inspired Partners brought discipline and momentum to the culture programme..."
HR Director

"We have changed a lot of people - they will now work in this different way."
Managing Director

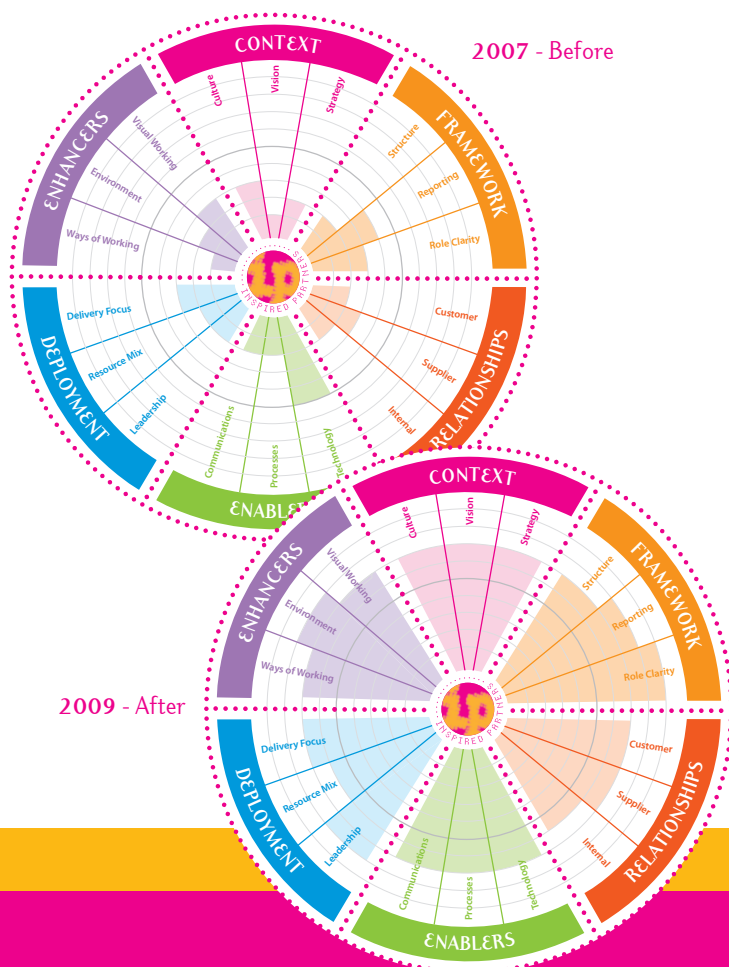


Diagnostic

Inspired Partners used their Integrated Performance Model® to diagnose the business and identify the key issues that had to be addressed in order to achieve successful and sustained change.

Face-to-face interviews were held with a cross-section of employees to work through a questionnaire based around the 18 areas of the Model. In order to create an in-depth understanding of the business and the factors affecting change, it was necessary to establish:

- what worked well and should be maintained
- what needed to be improved
- what new techniques and practices should be introduced



Develop a Detailed Plan

Following approval by senior management, a joint Change Team was set up with representatives from the company and Inspired Partners.

Guidance and training was provided to ensure all Change Team members understood their roles and the techniques that would be employed.

This team was responsible for:

- developing a shared vision of the way forward, to ensure all activities were strategically aligned
- developing and driving the change plan
- ensuring the plan – and its progress – was clearly and effectively communicated to all stakeholders

"It's always difficult for an organisation to see its own faults and understand the level and degree of change needed – an external party," can have a good look inside."

Project Leader

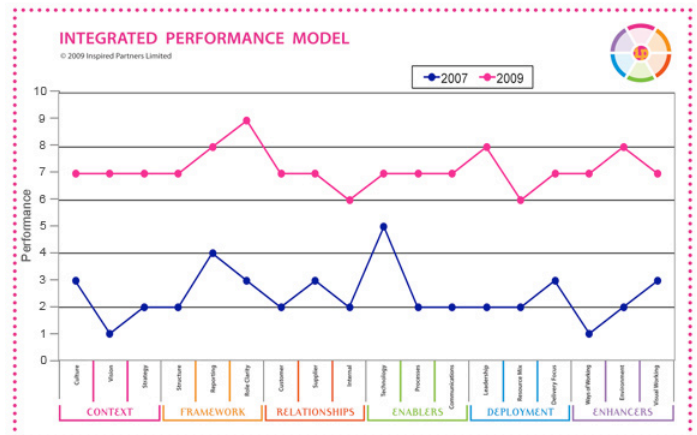
Deliver the Desired Outcome

The diagnostic revealed that structural issues would hamper change, so Inspired Partners ran a number of workshops to explore the issues and develop a new model for the business. Roles and responsibilities crucial to programme delivery were reviewed and refined, competencies defined and reporting lines clarified.

To improve team leadership, a new role of Zone Leader was created which detailed the desired skills, behaviours and attitudes. Specific Assessment-Development Centres were designed to identify and develop the best candidates.

New working practices were introduced to enable and encourage collaborative working and ensure a consistent approach across teams. In conjunction with the workforce, the Change Team also developed and implemented new ways of working, covering meeting protocols, clear desk policy, document storage and telephone etiquette.

Collaborative Working



The Change Team began by using these tools in its daily work to increase awareness. A programme of 'Lite' implementations was then extended across the company, achieving some quick wins and increasing familiarity.

Finally, as part of a new Programme Mobilisation, there was an opportunity to prove that this approach achieved the desired collaborative working and a greater focus on delivery. The need to improve the physical working environment also provided an ideal opportunity to embed the change in the everyday surroundings. Inspired Partners led a re-design and refurbishment programme that helped increase the sense of team identity and foster a delivery focus. As well as creating more comfortable working conditions, this better reflected the innovative nature of the business and its products.

vision & strategy

structure

ownership of plan

co-located team

ways of working

tools for the job

product in area

Sustain for the Future

Change may take a few years to embed, but it is truly successful when it stops being seen as change and becomes just the normal way of working.

Inspired Partners put in place the foundations to ensure that the change would become integrated into the business. This included 'hard' changes, such as the introduction of new roles and responsibilities and the changes to the physical working environment, which would be difficult to undo. It meant ensuring that the teams and the business had the skills and tools to take responsibility for and sustain the change after Inspired Partners had left.

It also involved implementing the soft, behavioural changes that complement the more formal processes and help to sustain the organisational, environmental and cultural changes.

"The most impressive things are those we see – the environment and the outputs – but underneath the simple, effective, consistent and repeatable practices are key to the culture change."

Managing Director

Following the completion of the new Programme Mobilisation, a forecast six-month slippage was recovered enabling the company to receive the first payment from the customer as originally scheduled. This meant securing funding that would otherwise have been unattainable.

This one payment covered the full costs of the Inspired Partners' implementation of the Culture Change programme.

"When asked whether we would be up for working on a programme that would involve significant culture change we said 'yes' unreservedly. Changing the culture is always a difficult journey for those impacted and for those who are coordinating the work. This was no exception – but it's fantastic now as you can feel just by being there that it is a different place to work than it was when we started two years ago."

Managing Partner - Inspired Partners

