



INSPIRED PARTNERS
helping turn ideas into reality

Bringing a New Approach to Programme Mobilisation

Whilst undergoing a major Culture Change, a large defence company was seeking to secure a contract that would sustain up to 100 jobs for 10 years. The company had to assure its customer that the programme would be mobilised and delivered in a different way to previous contracts.

To prove the concepts being introduced in the Culture Change, Inspired Partners led the mobilisation, enabling the company to demonstrate to the customer a greater delivery focus and a more collaborative working approach.

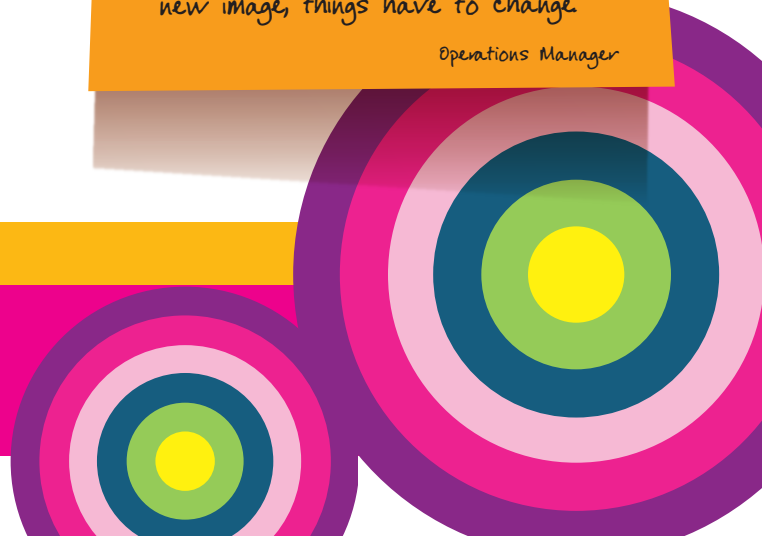


"It has changed the way we go about launching new programmes."

Project Leader

"Companies no longer dictate the type, quantity and cost of the products. In a global market, this is becoming the role of the customer who is now demanding responsive delivery, consistent quality, good service and a competitive price. Companies must become, and remain, globally competitive - and for business to conform to this new image, things have to change."

Operations Manager



Developing a Common Vision

To ensure that all activities were strategically aligned and focused on the desired outcome, the programme needed a meaningful, easy-to-understand Vision.

Inspired Partners organised a joint customer and company workshop to explore the differing objectives, establish the critical success factors and develop a common vision. This was then validated with the main sponsors before being shared with everyone involved in the programme.

Planning the Programme

Programme mobilisation began with the development of a Post-it Plan, which took into account the different workstreams and existing work processes.

Each workstream had a nominated owner, responsible for delivering the outputs necessary to achieve the end goal. The plan was reviewed weekly to monitor progress and drive activities, with fortnightly reporting sessions to the steering group.

A comprehensive communications plan was put in place using existing mechanisms and a new fortnightly team briefing instigated to ensure that everyone understood the change and was engaged in the process.



Creating the Structure

To break down the established fiefdoms and silo working, the programme structure was divided into Zones and a number of potential models tested against key criteria.

The structure was designed to:

- create effective interfaces with the customer and supply chain
- empower the individual Zones to work collaboratively and achieve deliverables
- provide the minimum changes of ownership during the project lifecycle
- retain the flexibility to meet future needs

All the key roles were also reviewed, competencies defined and job descriptions created or rewritten as required.

"I have been a Programme Manager for 10 years and have been involved in similar activities in the past but the structure development and honing of zones were the areas where I saw real change."

Programme Manager

Designing a New Role

Implementing the new approach required an effective leadership team. The new Zone Leader role needed to be responsible and accountable for technical excellence, driving the delivery-schedule and managing the team members.

All prospective candidates attended Assessment~Development Centres specifically designed to reveal their suitability for the new ways of working.

"I thought the Leadership Development activities were excellent. We started off as a group of individuals, each trying to protect our own interests and over a period of time evolved into a team who were there to support each other."

Zone Leader

Developing the Leadership Team

Once the new Zone Leaders were in post, Inspired Partners facilitated workshops and provided one-to-one coaching to develop the team of team leaders and help them lead their people through change.

The Zone Leaders worked together as a team to generate values and behaviours, stakeholder maps and ways of working for the programme. This strengthened their mutual support and ensured that they were equipped with the tools and skills for their new role. A key output from these activities was a single integrated schedule owned by the whole of the leadership team.

Introducing New Working Practices

Inspired Partners also provided training to help the Zone Leaders introduce new working practices, including driving daily objectives from the overall schedule, conducting daily stand-ups and keeping meaningful team measures up to date.

These were reinforced by the redesign of the working environment. The interactions within and between Zones were analysed and used to determine the layouts and location of teams. Visual Working was also implemented, with each Zone having its own totem pole identifier and team board. Introducing a representation of the end 'product' for the programme within the working area reinforced the delivery focus.

"The entire team now have clear visibility of each other and with the various visuals - Totem Poles, Stand-up Boards, etc - can get an understanding of what each group or team does and is doing."

Team Leader



Enabling the Programme

For consistency and efficiency in delivery, Inspired Partners supported the team in:

- defining and documenting how the programme would be run, including setting a meeting schedule
- ensuring that all the technology requirements were in place
- creating a training plan for team member awareness and training in the relevant processes

Multi-site Collaboration

Representatives from the customer were integrated into several of the programme teams to encourage true collaborative working.

As this meant team members could be spread across three sites, facilities were put in place to enable distributed team working. A computer-based system combining video conferencing and document sharing was installed to allow everyone to take part in 'virtual' stand-ups.

"In November it was a number of functions bolted together, and now (in June) it is a programme team which is a fantastic achievement.

Independent Lead of Launch Review

Programme Launch

To mark the end of mobilisation and the start of business as usual, Inspired Partners led an off-site two-day Team Event for all members of the programme team.

This 'significant moment' provided an ideal opportunity for everyone to develop their understanding of the programme and the new working practices. It also helped raise the profile and authority of the Zone Leaders. After the event, everyone moved straight into their new workspace and began to work differently.

"(The changes have) improved team and inter-team communications. There's a far more open and honest atmosphere in the teams - rather than having formal communications channels where people are careful about what they say, they're just talking to each other.

Zone Leader

