

Transformational change through an Executive Leader's Lens

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Housing NZ Corporation Transformation Programme

- ▶ Sponsor and SRO - Senior Responsible Owner
- ▶ \$92M technology enabled business change
- ▶ Replacement of core technology
- ▶ Service delivery model changes
- ▶ Touched all 1000 staff
- ▶ Business Case 2010 to implementation 2012
- ▶ 150 dedicated programme staff

Lessons learned and the role of senior leaders

- ▶ Executive Governance
- ▶ Programme Scope
- ▶ Benefits
- ▶ Roles and Responsibilities
- ▶ Business Integration
- ▶ Change Management

Executive Governance

From multiple steering groups to one governance board defined by programme benefits

- ▶ From siloes to enterprise view
- ▶ Transparent, open and honest with robust decision-making
- ▶ Business ownership vs sponsorship
- ▶ Enlist your best people/trusted advisors - in both business and programme
- ▶ Right structure leadership and behaviours
- ▶ role of the strategic partners

Programme Scope

Focus the programme scope on the benefits only and remove other projects (continuous improvement, other changes or BAU activities)

- ▶ Shared understanding of the business drivers and end state
- ▶ Accurately define the limits of the transformation activities
- ▶ Keep your options open and remain flexible
- ▶ Look for opportunities to stage the change into manageable pieces
- ▶ Enterprise portfolio management - competing priorities
- ▶ Foreshadow and plan for the impact of a change freeze

Benefits

Lock-in continuity of business ownership for benefits from business case, through requirements, design, testing, readiness, and into deployment.

- ▶ Maintaining integrity of benefits through government, ministerial, board, and executive changes
- ▶ Dedicated role within programme to focus on benefits, plans and monitoring until hand-over to BAU
- ▶ Be clear on the benefits but flexible on how you get there.
- ▶ Establish benefit management as an organisational capability/discipline

Roles and Responsibilities

Dedicate and embed resources in the programme, and make them accountable to the programme

- ▶ Programme sponsor vs business ownership
- ▶ Programme owns 'transformation business engagement' not BAU support functions
- ▶ Adapt programme structure and resource for stage of the programme
- ▶ Expect resource contention and plan mitigation strategies
- ▶ Knowledge transfer from programme to business

Business Integration

Design the operating model, business process, functions and roles (staff and customer) and technology changes as one integrated business solution

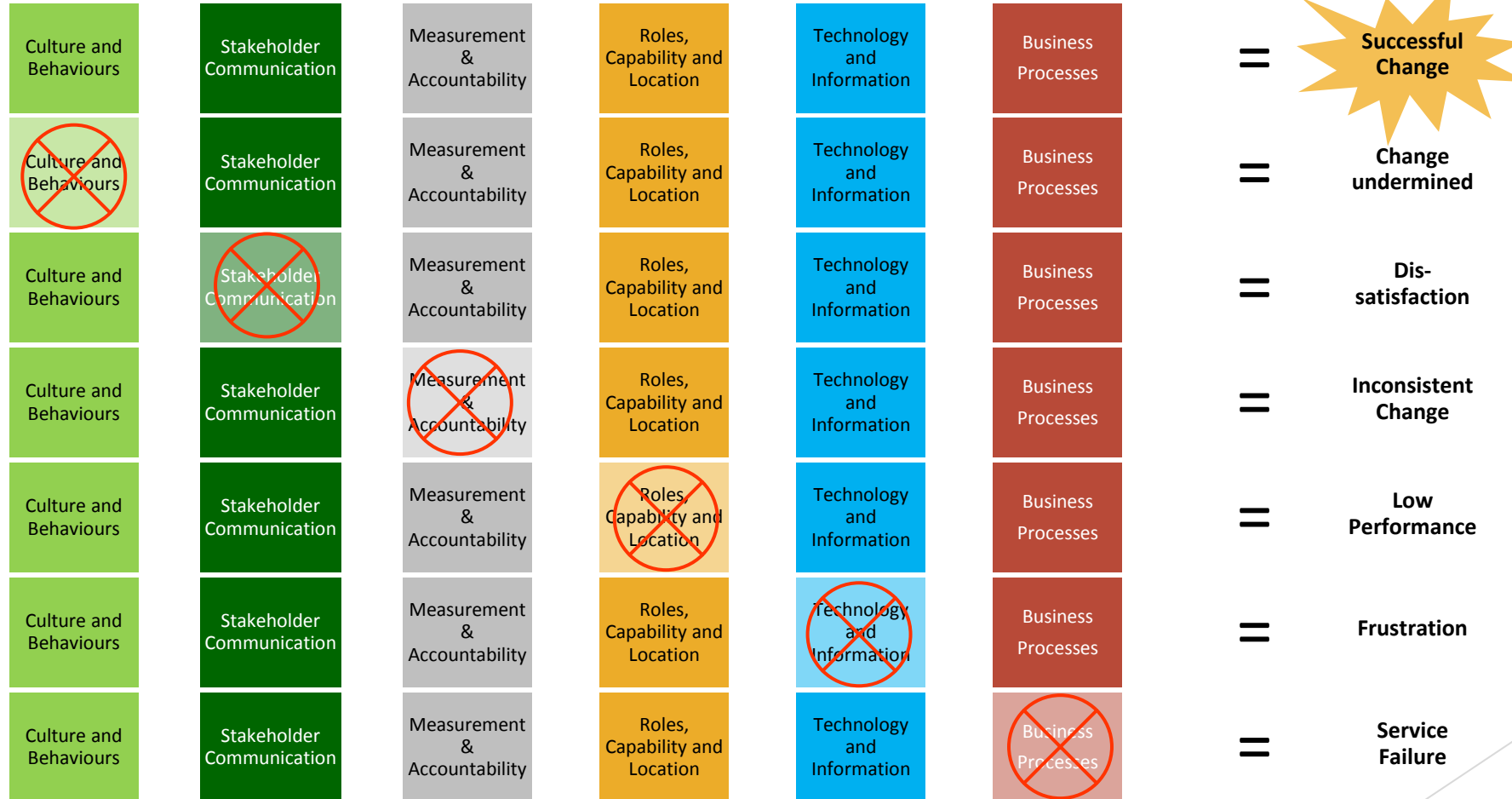
- ▶ Baseline the current state and root causes of improvement opportunities
- ▶ Examine the process and people solutions first, before throwing technology solutions at the problems
- ▶ Design, document and test end to end business processes
- ▶ Align technology, process, cultural and behavioural change
- ▶ Integrated deployment planning

Change Management

It's possible to implement major change and increase engagement.

- ▶ Effective and dedicated executive sponsorship with proximity to detail
- ▶ Don't underestimate external stakeholder change management and communications
- ▶ Coping with a change freeze and build-up of demand
- ▶ Enlist business leaders as change champions
- ▶ Status quo is not optional and change is inevitable
- ▶ Create early wins and progressively embed change

Successful Change Management



Discussion and Questions

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