

SERVICE

Change Management

Helping you reap the benefits of change

Change management is fundamental to the success of our most complex, our most ambitious, and our most impactful business transformations.

All too often, however, it is viewed as a bolt-on or afterthought when in fact it is key in taking you from your first thoughts and ambitions through to the realisation of the benefits you are aiming to achieve. It involves a clear, well-articulated vision, a compelling business case, committed leadership, well-informed and involved stakeholders and an organisation ready and willing to make the change.

Drawing on our experience and applying our distinctive approach to change management, we'll work with your people to plan and implement change in order to realise genuine business benefits.

An effective approach to change

We think it's important to have a structured approach to help you manage change, recognising that it's a complex journey for both your organisation and your people that requires action across a number of fronts:

Three Key principles



Focus on delivering the benefits: perhaps most importantly, our way of helping you change is focused on realising the benefits of your investment. We work with you to drive real clarity on what you are actually going to get by delivering your vision, and exactly how you are going to achieve those outcomes. That way, we ensure the change effort focuses on the right areas, is proportionate to the benefits and is supported by a strong sense of shared ownership and desire for action



Change the individuals and the organisation: change happens when both the individuals involved and the organisation as a whole are ready. We ensure the right actions are taken to prepare your people and ensure that the processes, systems and culture line up to support the changes you need



Create commitment not just capability: we recognise that it's not enough to have people who are aware of the reasons for change and equipped for the new world, there also needs to be a genuine commitment to working in new ways, whatever the challenges. We help you take the right actions to enable your people to really embrace the changes that are needed

These three principles underpin our distinctive approach to change management and enable us to plan and implement change in a way that realises genuine business benefits.

“Our approach to change is focused on helping you realise the benefits of your investment. We work with you to drive real clarity on what you are actually going to get by delivering your vision and what achieving that will take. We then ensure you take the right actions at just the right time to change both individuals and your organisation as a whole so you create commitment not just capability and the change really sticks.”

Mark Fearn
Partner



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A simple, practical framework

We also think it's important to have a framework to help you manage change as it typically requires action across a number of fronts. Our simple, practical framework makes it clear what needs to be done to really deliver the change successfully:



Leading the way: For real change to occur, your leadership has to be absolutely prepared to back it and be involved from the outset to completion, even when times get tough. We help you create and sustain visible, committed and aligned executive sponsorship and support; 'tell the story' internally and externally and establish clear ownership and tracking for benefits realisation so all the hard work really does pay off.



Preparing the business: We put a heavy emphasis on really understanding how your business as a whole will be impacted. This holistic approach ensures your operating model and culture evolve in the right ways to support the desired change and helps mitigate the operational risks around change by ensuring these are identified early and addressed.



Equipping the individual: Our approach ensures the right people are championing the change at 'grass roots' level. We help you bring to life, at the right time, what the change will really mean for people as individuals. We also ensure your people are equipped with the knowledge and expertise they need to be ready.



Creating real ownership: Fostering genuine understanding and buy-in from everyone involved in the transformation is crucial to bringing people on the change journey. This means giving your people a say in shaping the changes that will impact them as well as bringing out and handling concerns and tackling whatever is really getting in the way of making the change happen.

By applying this framework and the principles that underpin it to your unique situation, we help you take all the critical actions at just the right time to successfully deliver the change and realise the benefits:

Timing is key



We will help you take the critical actions at just the right time...



...to minimise performance downturns and maximise benefit achievement



MOBILISE Focus:

- Define the change approach
- Size the change challenge
- Map the journey – milestones and benefits
- Place the change in the context of other initiatives
- Create visible sponsorship
- Communicate rationale and potential impacts
- Mobilise the change team



DESIGN Focus:

- Identify executive sponsors
- Communicate the journey
- Define the change enablers
- Develop the detailed change plan



PREPARE Focus:

- Manage and communicate progress
- Build deeper involvement
- Start to drive operational readiness
- Rollout training and Capability Development



IMPLEMENT Focus:

- Ensure adoption of new behaviours and attitudes
- Measure uptake
- Communicate success
- Transition to 'business as usual'



BUSINESS AS USUAL Focus:

- Embed new behaviours and attitudes
- Drive benefits realisation and continual improvement
- Drive benefit realisation

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A small team; a big difference

We won't come with an army of consultants or pre-set ideas or methodologies. Instead, using our deep experience and guided by our framework for effective change, we'll work with you to construct the right approach, making sure your people are at the heart of the change that you want to achieve. We make this a key part of

what we focus on with all our clients. With change management, as with so many of our areas of work, it's the people who make all the difference. It requires a lot of effort and sensitivity, but it pays dividends.

Our experience

We helped a global consumer goods company successfully deliver next generation collaboration and productivity tools and ways of working to 100,000 people. This global FMCG organisation promoted collaborative, efficient and flexible ways of working through the use of the latest cloud storage, instant messaging, on-line meetings and video presence technologies. A change management team had been established but was struggling to support the pace of delivery. Senior stakeholders were unclear how employees could prepare for and adopt the change and, as a result, were losing confidence in the overall programme. The organisation asked Berkeley to carry out a fast-paced diagnostic review and then invited us to take on leadership of the change work. Berkeley quickly developed an overall change approach and plan and re-aligned the existing team around this. The reinvigorated change team became a credible part of the overall programme team, working effectively across all work streams. The new clarity around approach and roadmap, along with the successful go live to thousands of people restored stakeholder confidence and built a strong set of relationships for the future.

We helped an international 'linchpin' of the global supply chain industry to develop a new global Project Change Management capability. Despite pockets of good practice, their existing approach to project change management lacked structure and consistency, with an overly deadline-driven management culture that sacrificed people engagement to hit delivery dates. As is often the case, the size of the change challenge was often not considered up-front, nor reflected in realistic delivery timescales or dedicated change resourcing. Berkeley was asked to develop a as well as a new internal capability to support on-going delivery. Working in close collaboration with key business stakeholders and end customers, Berkeley designed and developed a single, organisation-wide, change framework with a common change management language, toolkit and adoption approach. Berkeley also set up the ongoing change capability by recruiting and onboarding a permanent 'Business Change Coach' to own and develop the capability on an on-going basis. The client reported significant benefits of the approach to change, which was felt across the global business.

We created an in-house change capability to support radical supply chain transformation at a global FMCG present in 180 countries with annual turnover of €50bn. Faced with increasingly intense competition in developing markets, the client needed to transform supply chain efficiency by enabling its third-party distributors to use mobile devices to provide real time access to back office and stock control systems. Strong change management was needed to help distributor and client staff adopt the solution and change ways of working.

Berkeley worked with the client team to design and develop a bespoke change management toolkit for the programme, including a set of easy to use tools and templates. The change management toolkit was rolled out across 13 countries in Africa, Asia and the Middle East, supported by the client's own in-house team who by this point had the skills and experience needed to lead the ongoing work themselves. The new solution subsequently went live successfully in several further territories, delivering both efficiency savings and competitive advantage as distributors become able to respond quickly to changing market needs.

We developed a change strategy to support a global portfolio of change programmes. The client had an ambitious £80m+ transformation programme, spanning 20 individual programmes/workstreams across 3 regions and 12 markets. The overall change initiatives covered operating model changes, process optimisation changes and the delivery of a number of global technology platforms. Berkeley were asked to develop a right sized change management framework suitable for managing a portfolio of changes which would both co-ordinate the different changes across different geographies and markets, and also "make the change stick". Berkeley developed a pragmatic change management framework and change delivery model. This included a robust approach to monitoring change progress and business readiness throughout implementation; and also driving adoption by combining both hard and soft interventions. Berkeley then supported the successful implementation of the framework and approach to driving for the two largest programmes which were rolling out sales and finance capabilities to 28 countries globally.

We delivered a programme to implement a new compensation and benefits scheme in a FTSE 40 pharmaceutical, which employees 60,000 people globally. The company was at the early stages of implementing a bold new business strategy with the aim of doubling its revenues over a 6-7 year period. As part of delivering this strategy, the company wanted to align employee reward more closely to company performance; encouraging everyone "to be their best every day" and removing a sense of "entitlement" which had crept into some parts of the organization. Berkeley were asked to take on roles as a Programme Manager and Change Lead. The programme successfully implemented a new employee benefits platform and transitioned all UK staff to a rationalised set of people policies, terms and conditions. The need for strong change management disciplines was a key aspect in securing support for the programme. Significant amounts of face-to-face time was invested with each business function to ensure endorsement and advocacy from their respective leadership teams. This enabled UK leaders to not just support, but own the proposed changes when communicating to their employees; which was critical in driving the ongoing mindset change desired.