

Change Management Part 2:

Beyond Covid-19 – Preparing for a New Normal

LUPC and SUPC Conference

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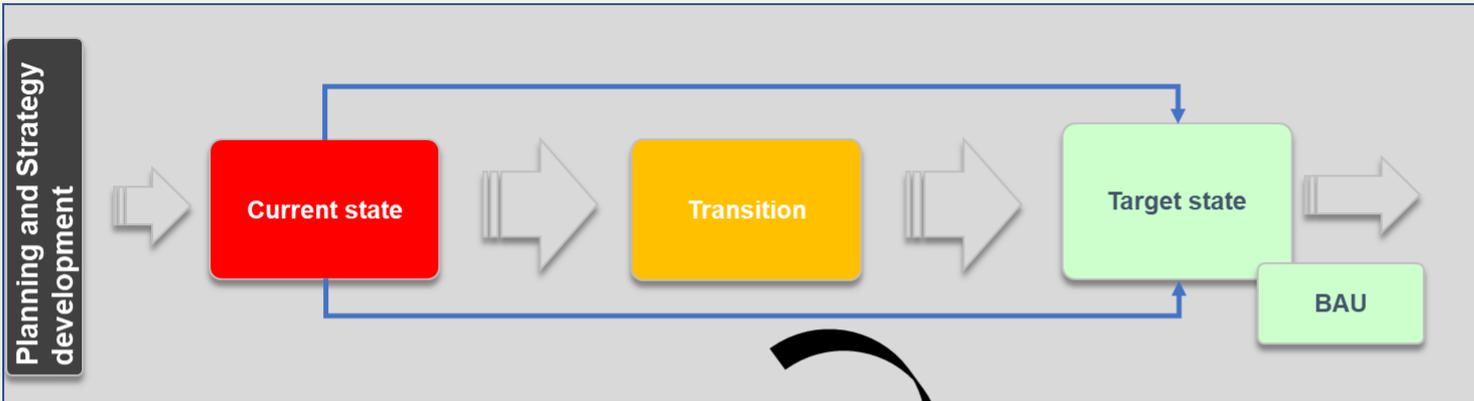
Key Areas of Focus

- The Story So Far
(The Way we Were, to the Way we Are)
- The Way We Want to Be After Covid-19
(And How we Get There)

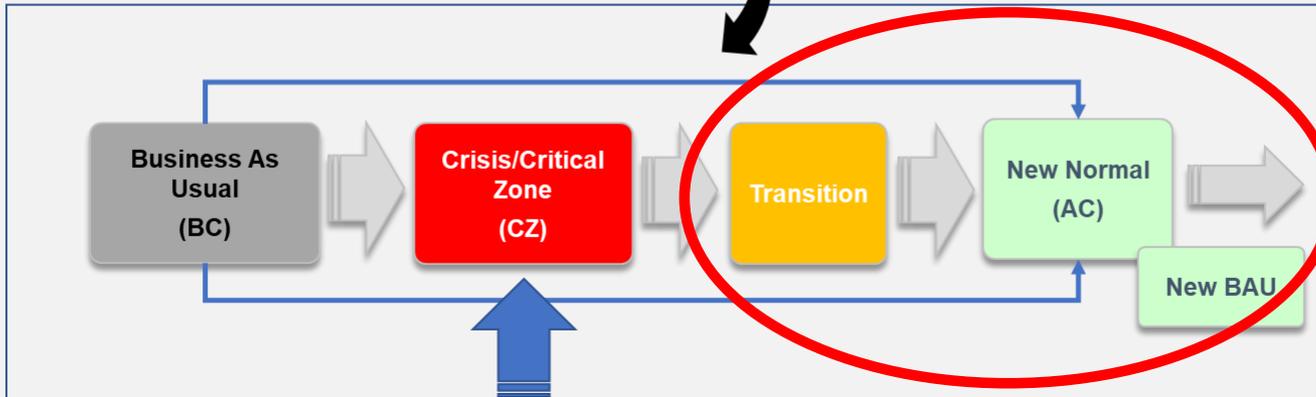


Normal Change versus Current Change

Traditional Change Pathway



Covid-19 Change Pathway



- Long Term Sustainability and Benefits Realisation –
- Post-implementation Project Reviews
- Performance Management/ KPI Monitoring/Reporting
- Continuous Improvement

Where We Were (BC) – A Case Study

Work Patterns and Culture

- Office-based, office-hours.
- Teams have worked together for a long time and 'have always done things this way'.
- Right skills for 'business as usual'.
- Micro-management/directive style of management.
- Task culture – characterised by getting things done.

Roles and Responsibilities

- Owners, technical experts and advisors of complex processes that Universities/Organisations have to follow.



Relationships with Stakeholders

- Close working relationships; relies on face-to-face contact.
- Relationships are used primarily to discuss and assess levels of compliance.

IT Systems

- Rigid, complicated systems that only solve a fraction of the requirements needed for effective Procurement.
- Systems do not provide a comprehensive view of spend or generate a basic view of supplier and category expenditure. No single source of information.

Business Processes

- Characterised by manual events, including numerous, repetitive tasks.

Vendor Relationships

- Transactional - All vendor relationships handled with the same strategy.

Where We Are (CZ)

We have:

- Created temporary working and service delivery arrangements to get through the crisis
- Set Short-Term Goals
- Strengthened people's skills to adapt to new ways of working (at least in the short-term)

"A lot of pressure to continue to deliver as normal...and this is not possible right now"

Comment from Change Management 1 Webinar.



Reflections Exercise

Energised/
Empowered/
Time for Reflection

Uncertain/
Unsure

Scared/
Anxious

Surreal/
Parallel World

Flexible/Focused/
Inspired

Lonely/Isolated
/Closed In

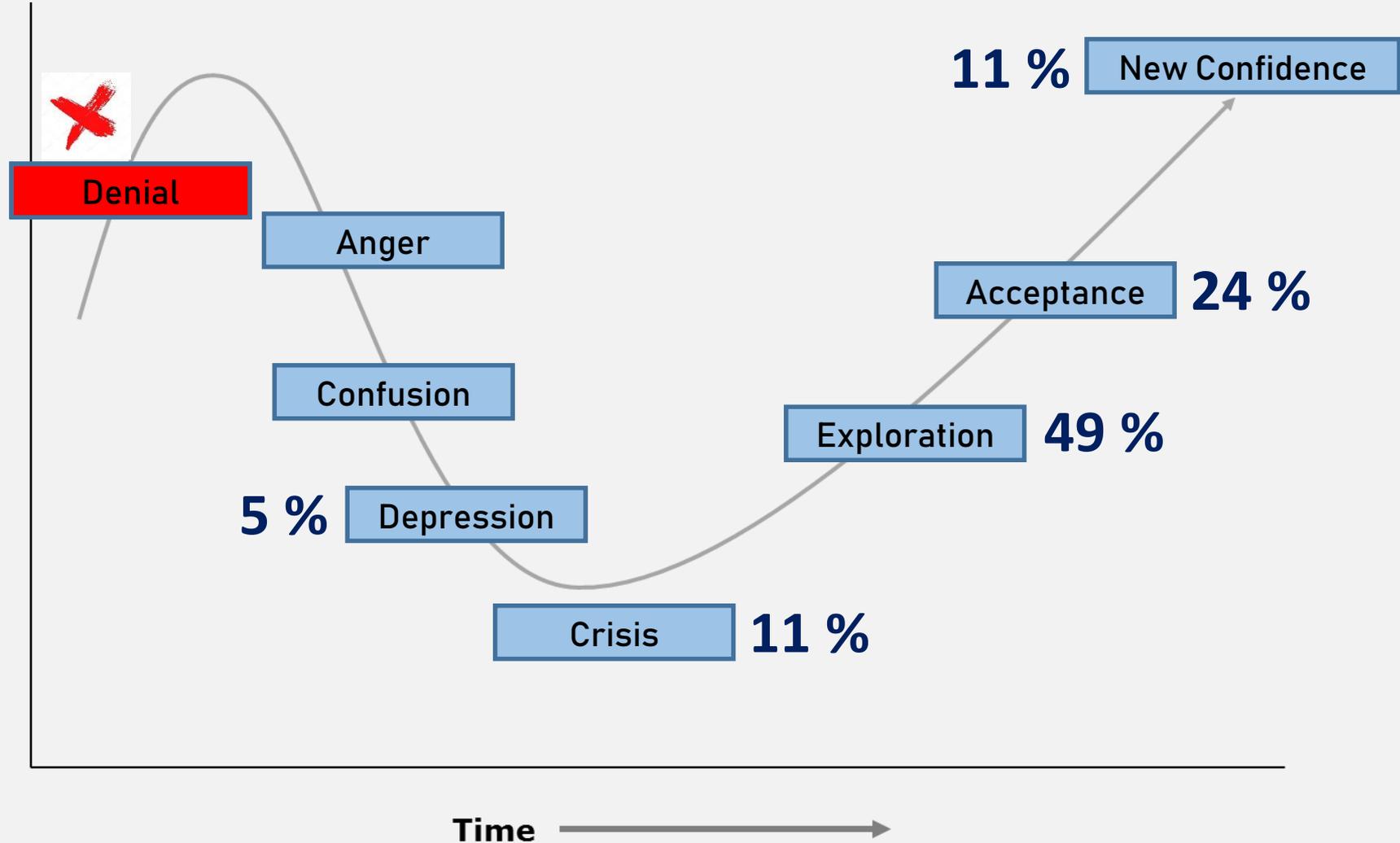
More
Productive/
Meetings more
succinct

Overwhelmed
/Disorientated
/Restricted

Some thoughts...

And Where We Are on the Change Curve

Confidence, Morale, Effectiveness



Case Study – Where We Want to Be (AC)

- Flexible/Outcome-focused work environment
- Empowered Stakeholders
- Procurement Teams seen as proactive facilitators of change – commercial business partners driving strategic change
- Digitisation of the Procurement Pathway
- Driving strategic alliances and modern, collaborative vendor relationships; strategic ‘supplier – buyer’ relationship model; partnership-working

“Opportunity for change rather than continuing what we have done for years; excellent opportunity to digitise”

Comments from Change Management 1 Webinar.



Change Impact Assessment – A Framework

Rating	Behaviour & Culture	B&C	Process	PR	Location	L	Technology	T	People	P	Information	I	Safety/ Wellbeing	S	Compliance	C
L	Limited/no change to behaviour		Limited/no change to process steps.		Location remains unchanged		Changes in technology will be minimal (e.g. same system but with additional features)		Minimal impact on people. No organisational change, no training. May require an update to guidelines only.		No change in information collected		The change does not have any impact on safety or wellbeing		The change does not have any impact on compliance	
M	The change requires minimal shift in behaviour; few people in the team are impacted by the change		Changes to process steps are mainly medium in impact. Less than 10% of process steps show a significant impact.		Minor changes to the working environment (i.e. desk move within same building etc.).		Changes in technology will be complex (e.g. the introduction of a new IT Solution to replace one currently in use).		No organisational change. However, will require training to ensure full competence.		The same information is collected. However, this may be in a different format, requiring some learning to interrogate and/or understand the information.		The change has an indirect/ enabling impact on safety critical activities and/or wellbeing		The change has an indirect/ enabling impact on compliance.	
H	Change demands a total shift in ways of working with a resultant significant change in behaviour and culture; affects a significant proportion of the team.		Processes are changed significantly through additional steps and/or significantly different activities linked to process steps.		Major changes to the working environment (i.e. shift from office-based to field-based/home working).		Changes require a significant shift (e.g. from manual processing to the introduction of a new IT Solution).		Will require significant organisational change as well as changes to roles and responsibilities.		New information, or the way in which information is collected is significantly different - requiring additional skills to interrogate and/or understand the information.		The change has a direct and significant impact on safety critical activities and/or wellbeing		The change has a direct and significant impact on compliance.	

Areas to Explore:

- Leadership, Working with Stakeholders, Vendor Management, Team Working

Change Impact Assessment – Example

Scenario description: Working arrangements have changed (temporarily) as a result of the recent Covid-19 Pandemic. Once the lock-down ends there will be an expectation that productivity levels and effectiveness will increase as the opportunities enabled during the Covid-19 lockdown are realised. This includes the potential to change work patterns and culture.

B&C	PR	L	T	P	I	S	C
H	M	H	M	M	M	H	L

What does this mean for our people?

Change Area: Working Pattern and Culture

What is changing?

'As Is' (i.e. 'Was Pre-Covid-19'):-

- Office-based, office-hours
- 'Have always done things this way'
- Right skills for 'business as usual'
- Micro-management
- Task culture – characterised by getting things done.

'To Be' (i.e. Built on and sustained 'After Covid-19'):-

- Flexible/Outcome-focused work environment
- Digital Ways of Working
- Leadership style adapted to facilitate a productive home-working environment

Affected roles and functions

- All members of the team

What are the benefits for this Scenario

Better use of the University's Estate; increased sustainability and positive environmental impact; greater productivity and improved effectiveness.

Behaviour and Culture (B&C)

Enhanced self-motivation, behaviours required to manage remote teams.

Process (PR)

Refining processes that currently rely on face-to-face contact.

Location (L)

Will require individuals to complete DSE and other checks to ensure home is fit-for-purpose for regular home-working.

Technology (T)

The shift from office-based working will require a change in functionality.

People (P)

No organisational change proposed; training is required to ensure an enhancement in skills (i.e. all staff already have high levels of computer literacy).

Information (I)

Information from a single source as opposed to multiple sources currently in use.

Safety/Wellbeing (S)

Requires a greater focus on staff wellbeing (Line Management, HR, Change Teams etc.)

Compliance (C):

There are no/minimal compliance issues.

Business Readiness Criteria

Red:

- **Technology** - Not fit for purpose/or for scaling up
- **People** – high levels of anxiety; skills, attitude, knowledge not consistent
- **Processes** – Not yet defined for new ways of working
- **Infrastructure** – Not yet updated for new ways of working

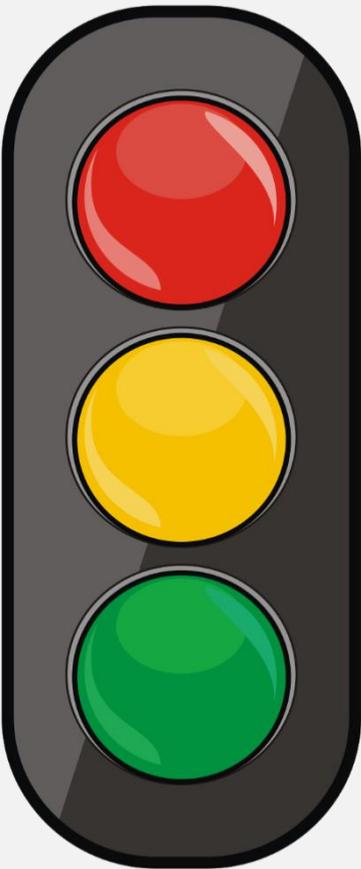
Amber:

- Some areas of activity fit-for-purpose in relation to people, process, technology and infrastructure

Green:

All areas of activity fit-for purpose and:

- There is an understanding of amendments to capability, processes and ways of working required to ensure that the new Operating Model is implemented effectively
- Service Delivery arrangements have been defined and documented
- Workflow (including communication channels, data, information etc.) between roles and key stakeholders is fully understood
- There is confidence that the new operating model will meet stakeholders' needs
- There is an understanding of the improved outputs that the new Operating Model will enable



Business Readiness Criteria

**Into the New
Normal and
Business As Usual**

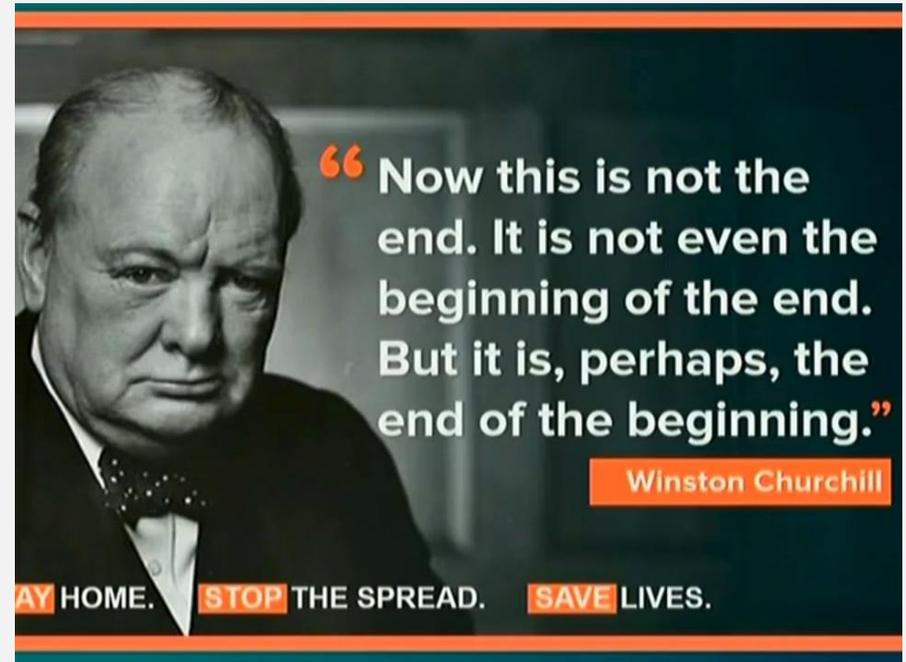


- All staff have been trained in any new processes, procedures and (where appropriate) use of new technology
- Contingency Plans, Transition and Support arrangements have been agreed and are ready to implement
- The extent to which ways of working have been changed to maximise benefits has been assessed
- The extent to which new ways of working have had an impact on key performance metrics has been assessed
- Ongoing training has been undertaken to address identified emerging skills gaps when necessary
- **New ways of working are fully embedded**

A Recap: Key Points to Note for the future beyond C-19

We need to go back to basics:

- Build on opportunities arising from new WoW*
- Return to a sense of normalcy while retaining newly adopted 'good' behaviours
- Plan for a new normal – establishing and embedding robust principles and practice
- Maintain some sense of urgency



*Please read the SUMS [Silver-Linings Playbook – Opportunities to Transform the Sector During Covid-19](#) available on our website

Rules for Sustainable Change

- There is a firm and clear commitment from leadership to make the change
- There is a simple and consistent description of success and clearly endorsed benefits
- There is a clear focus on outcomes, not deliverables
- There is an appropriate level of stakeholder support and engagement at all levels in the organisation
- Skills are built to sustain the change



Thank You and Questions





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