

bulletin

news from CITI – partner in change

spreading the word

by **Christopher Worsley**

CEO: CITI Group

PROGRAMMES, real programmes that deliver new capability and whose success is measured in delivered change, are not only difficult, they are genuinely complex.

Predicting organisational behaviour when it is undertaking a transformational programme is hard. Such programmes span organisational boundaries, which in itself demands a deep understanding of, and empathy for, the organisational context. To then threaten and change these very boundaries introduces a completely new dimension of intricacy.

early stages

Every experienced programme manager knows that at the early stages of a programme (and that often means up to halfway through!) determining exactly what is within the programme, and what is not, changes dynamically. The boundary between the programme and the business is highly

permeable, and, unlike projects, there is no point at which it is safe to cry “Enough!” and seal the boundary shut.

When considered from the perspective of managing boundaries, it is easy to see that the key activities during programme initiation fall into five categories:

- (1) Defining and shaping the programme boundary – determining the agenda for change
- (2) Creating legitimacy for the programme – allowing it to gather a momentum for change
- (3) Information ‘scouting’ and negotiation – establishing ‘allies’ for the change
- (4) Ensuring continuity – compelling, committed energy and momentum for change to keep things going
- (5) Isolating programme activities guarding the programme’s new approaches as they are vulnerable to early ‘aggression’ from established ways of working.

Gladwell, in his book *The Tipping Point*, a must-read for programme managers, describes the genesis of an epidemic, and there are some striking similarities to the experience of starting up a successful programme. During the early infection phase, protective barriers – political boundaries if you like – contain it. To become an unstoppable epidemic – to infect the body politic – it has to convert or subvert resistance. It can only spread if it can overcome the immune system that acts to inhibit its influence.

To reach the ‘tipping point’ there need to be three agents and two agencies:

three agents

- a ‘connector’ who links groups together, who champions the cause or who acts like an ambassador,
- a ‘maven’ who collects ‘odds and ends’ of information and who can ‘negotiate’ between parties, and
- a ‘salesman’ who can overcome objections and finds a value or benefit for all, and who may supplant reason with passion.

These three agents need, in addition, these agencies:

two agencies

- a ‘stickiness’ factor – something that attracts or compels attention, and
- a supportive environment that nurtures the fledgling state.

As I said, interesting parallels. I wonder if that’s why so many successful programmes have three core roles, why these roles focus not on method but on summarising and interpreting information, deciding who gets to know what, when, presenting the vision, and in so doing, create the conditions for persistent organisational change. Probably not – surely it’s just down to how well you know MSP.

My thanks to P. Lehtonen & M. Martinsuo for their insights in this area.

successful programmes have three core roles

building strong foundations for project success

REMPLOY was set up more than 60 years ago. The only way for it to fulfil its mission of providing employment for disabled people was through its own factories. By last year these had grown to a network of 83 sites, in every area of the UK from Scotland to Cornwall.

But the world has changed in the past six decades. The latest thinking among disability groups and leading charities is that many disabled people will have better prospects working in mainstream employment, rather than on specialist sites. For example, Jo Williams, Chief Executive of Mencap, has said: "When the factories were started 60 years ago they were making an important contribution. Those days have gone really. We're looking forward to seeing people with disabilities fully integrated into society."

Bob Warner, Remploy's Chief Executive, shares Jo's views. He said: "Remploy has a great opportunity to help more disabled people find jobs, but we have to change how we

work in all areas of Remploy. There is now an acceptance that disabled people would prefer to work in mainstream employment alongside non-disabled people rather than in sheltered workshops from which they do not progress and develop. Therefore the company had to change."

changing dynamics

Remploy realised that, with the changing dynamics of employment today, for the cost of employing one person in a Remploy factory it could place four people in jobs with mainstream employers. Furthermore, some of the businesses set up in the post-war years were in urgent need of refocusing to ensure that they were meeting modern market needs.

Bob faced a formidable challenge: first to convince all those who had an interest – including politicians, disability groups, the media, disabled employees and their families, and unions – that the company had the right approach. "The vision was clear and the change made complete sense. It was a great day for Remploy when we were successful in securing government approval for our modernisation plan. It meant that we could increase the number of disabled people supported into work from around 5,000 a year to 20,000 a year by 2012. And we pledged that we would do it without compulsory

redundancy of any disabled employee.

"Planning, preparation and discussions involved a huge amount of detailed work. Even with the green light from government and agreement from other stakeholder groups, we were faced with a major logistical challenge."

Following a rigorous supplier selection process, Remploy turned to project and programme management specialists CITI for advice on how to manage a change programme of this kind, and for help in bringing it about. Remploy had to close or merge 28 factories and transfer people and production within a limited time and a defined budget while in the media spotlight and working in a highly charged climate where emotions, understandably, were running high. "Throughout its history, the company had never executed a programme of this scale and complexity," said Bob.

support for change

Building a foundation for Remploy to master change and develop its true potential was essential. An early decision was made that, rather than bringing in external project managers, CITI would train and develop Remploy's own staff as project and change managers, and would provide appropriate systems and support to allow Remploy's own people to undertake this major change programme for themselves.

Geoff Vincent, CITI's Principal Consultant leading the engagement, said: "Transferring capability is exactly what CITI is about. We strive to give our clients the confidence to manage major change and are delighted that we have been able to ensure the change programme was a success, and also leave Remploy in a much stronger position to tackle the challenges that may lie ahead."

Over the 12 months to the end of March 2008, Remploy has found 6,600 jobs in mainstream employment for people with disabilities – an increase of 27 per cent on the previous year. The figures include 4,600 jobs under the government's Workstep programme, aimed at those who experience the greatest barriers to finding and keeping a job – a rise of 47 per cent on the previous year. The factories were closed on time, the work transferred successfully and there were no compulsory redundancies of disabled employees.

Bob Warner, pleased with the outcome of the modernisation programme so far, added: "Remploy, with its own project and programme management capability, working to the highest professional standards, has what we need to meet the new challenges the company faces, including the building and development of successful businesses following the restructuring. Refreshed and revived, Remploy is now in the ascendant and can apply its skills to helping many times more disabled people into employment, for the next 60 years and beyond."

the right tools are essential to reach new heights

by Bob Warner, Chief Executive of Remploy, and Geoff Vincent, Principal Consultant

CITI's MSc commended

EXCELLENT news! In June the MSc Managing Major Projects and Programmes was validated by Middlesex University. The MSc is a joint programme offered by CITI and the National Centre for Project Management, which is based at Middlesex University. In particular, the validation panel commended the innovative nature of the programme as well as the partnership between CITI and the centre.

The MSc builds on the success of the PG Cert Managing Major Projects, which we have been offering since 2005. In July, a further 14 experienced managers graduated with the PG Cert.

join the best

The MSc is designed for experienced project and programme managers. Using blended learning techniques, the part-time course requires participants to use their own projects, programmes and working environments as a focus for their studies and assignments. The payback to the individuals and their organisations is immediate. A recent graduate even had one of his clients adopt techniques he had learnt on the course.

The course can be completed in two to three years and has already been adopted within the development frameworks of some CITI clients. We invite you to join the best to create the best!

■ For more information, contact Eva McCann on +44 (0)1908 283 600 or email msc@citi.co.uk

by Dr Thomas Docker, Chairman

projects and programmes: what's the difference?

THE differences are substantial, yet to the untrained eye they appear subtle. A PSO is all about supporting projects, usually in a multiple-project environment. This environment is frequently called a portfolio.

A PSO can offer support in a number of useful ways. Helping to identify, acquire and record appropriate project data for reporting purposes is only the start. In many cases PSOs help to identify and supply staff to projects, including project managers. PSOs can supply templates and reporting tools, and where

appropriate they can ensure compliance with chosen standards and procedures. They can provide higher levels of support too, in the form of guidance, workshop facilitation and even coaching to project managers.

Where the 'P' in PSO means 'portfolio', then a new set of questions – at the corporate, not just the project, level – comes into play. Questions such as: Does the portfolio have an appropriately balanced position on risk? Is it making the most effective use of scarce resources across the organisation? Might it

make strategic sense to rob project Peter to pay Paul – even if Peter suffers, in the short term at least? Are there common issues that should be managed at the portfolio level, not by individual projects?

Move up to PMO, and 'Support' becomes 'Management', while 'Project' turns into 'Programme'. Using the term 'Programme' implies a new degree of sophistication, and a new level of management decision-making. The PMO takes a more active management role, as the programme manager or director

takes on the direct sponsorship of each project within the programme.

Central to this is the active tracking and management of benefits – of the programme, not the individual projects. Projects in a portfolio may share some elements – resources, for example – but are designed to achieve individual objectives. A programme, on the other hand, is a coherent set of projects based on a common vision. Programmes tackle the hardest problems available to any organisation. Like the instruments in an orchestra, the

individual projects play their part in achieving a common purpose, and they must work in time, to the common beat of the conductor. This can only be done through a strong PMO, which, like the conductor's baton, makes absolutely clear what result is wanted, and ensures each project stays in step to the final beat.

by John Zachar, Principal Consultant

"Like the instruments in an orchestra, the individual projects play their part"



your event network

**17-18
September
2008**

PPSO SIG 14th Conference

Warwick Conferences, Coventry

SUCCESSFUL PPSOs know what their assets are and how to work them. Will PPSOs continue to sweat their assets to extract the best possible service offerings in these credit crunch and recession-fearing times?

At this conference, delegates will be taken through the most valuable assets their PPSO has and learn more about how they can get the most out of what they already have, without the need for extra spend and resources.

CITI present to the PPSO SIG

John Zachar, CITI Principal Consultant, with years of experience in

PPSO consultancy and training, kicks off with an interactive session on the physical assets of the PPSO – do you use all the available resources within your organisation?

Throughout the afternoon Adrian Wilson, CITI Principal Consultant, talks on his specialist areas, PRINCE2™ and APM. He will specifically discuss the three knowledge assets, “risk identification and management”, “earned value” and “configuration and change management”.

■ **For a full agenda and to register as a delegate please visit: www.ppsosig.co.uk/Events.php**

Project Challenge Expo

Olympia, London

**24-25
September
2008**

VISITORS to this exceptional event will gain real practical value and a worthwhile learning experience. With around 80 exhibiting organisations and more than 40 high-quality presentations to choose from, this event provides an unparalleled opportunity to learn from leading industry experts. You will get right up to date with the latest tools, solutions and services.

PMOs: Copper, counsellor, or consul – a sponsor’s perspective

Dr Christopher Worsley, CITI’s CEO, discusses sponsors and PMOs

as two critical elements in the good governance of projects and programmes. It’s all very well having elaborate roles and responsibilities set out, being exhorted to do better and being told what they should do, but it’s better to know how busy executives can deliver the necessary performance and how they can be suitably supported by their PMOs.

■ **To find out more visit stand 176 at Project Challenge or book on Christopher Worsley’s session on day one (www.projchallenge.com)**

PMI International Project Management Conference

Ricoh Arena, Coventry

**6
November
2008**

THE theme this year will be “It’s People that Count” and will look at how to build and motivate your project team and provide professional development for your project managers to produce the required result.

The conference will be one of the main international events this year and the quality of presentations will reflect PMI’s commitment to the highest professional standards.

STEPS to Change Confidence

At this year’s event Steve Jones, CITI Principal Consultant, will be presenting with Vicky Higham, HBOS plc.

After an external benchmarking review of its project capability, HBOS established a Project Capability Improvement Programme to deliver outcomes that included sustainable business change with measurable business benefits.

Steve examines what is fundamental to the success of any project or programme – the knowledge, attitude, skills and experience of the people involved in its delivery. Vicky discusses how HBOS is establishing a programme and project management community, alongside existing recognised communities, to create a consistent approach to the implementation of change across the business.

■ **To book on this event visit: www.pmi.org.uk/events/intprojman.asp**