

TELOS SOLUTIONS
Change management services

May 2003

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Objectives

The context for change

Principles of successful delivery

Telos services

Why Telos?

The objectives of this presentation are –

- To outline the context and principles of successful delivery
- To describe a range of flexible offerings that give better assurance of delivery success
- To provide a flavour of Telos Solutions' change management competencies and approach

THE CONTEXT FOR CHANGE

- CEOs and Directors recognise that they need to deliver major change programmes but are faced with a 'change-skills' gap
- Shareholders, the market and customers will not wait the traditional 5–10 year for strategies to deliver in their own time
- Internal management usually know what is wanted, but delivery experience can be 'stove piped'
- Cost pressures have caused organisations to cut back – they are often stretched to satisfy even BAU responsibilities
- Investment is needed to achieve major change but there is fear of the failure to deliver at all, and concern about the risk of unacceptable time frames or loss of control of costs
- The criticality of change programmes justifies 'de-risking' wherever possible

Change sponsors recognise
they must act, and need
support

PRINCIPLES OF SUCCESSFUL DELIVERY

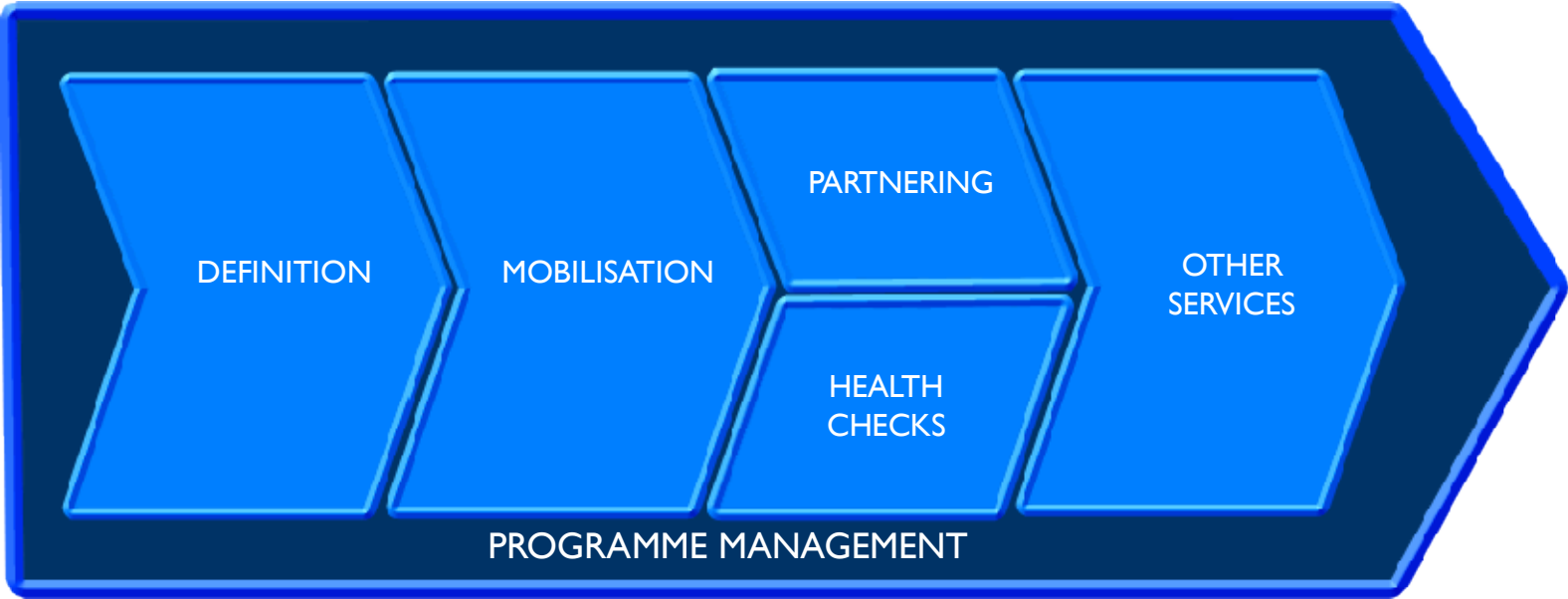
- **Aligned to strategic objective**
 - essential that delivery is continuously managed towards business objectives, even as they change
- **Pace**
 - optimum tempo to deliver benefits
 - attain business objective while still strategically relevant and within timescale sufficient to do a quality job
- **Pervasive - People, Process, Technology and Cultural**
 - challenge of managing large programme of change whilst delivering business as usual
 - recognition that it goes outside normal boundaries and impacts across the whole business
 - ensure organisation can absorb change and deliver benefits
 - probably some elements outside company's management experience or confidence
- **Execution**
 - needs highest level sponsorship and significant participation through well defined management structure
 - requires high experience to ensure drive towards the solution with certainty
- **Cost management**
 - authorisation of funds up front with reasonable contingency and sub-project business case authorisation
 - cost position and forecasts exposed clearly to senior management
- **Risk**
 - manage as one, manage the dependencies
 - de-risk wherever possible

Successful delivery goes
beyond mere process

CHANGE MANAGEMENT SERVICES

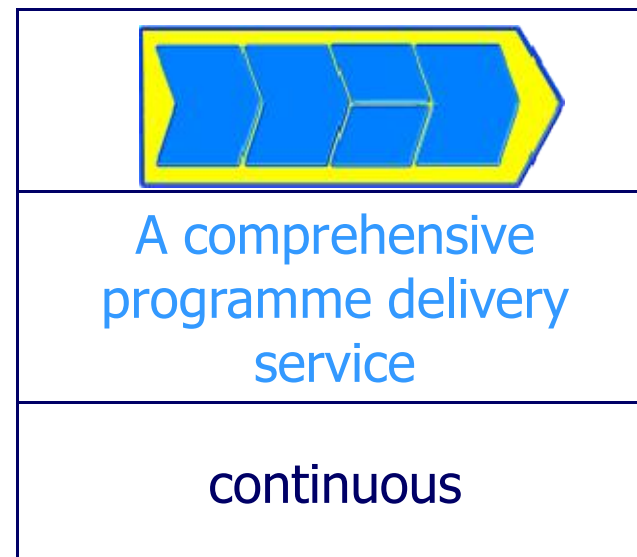
TELOS
SOLUTIONS

Strategy → Policy → Plans → Delivery → Benefits



A complete framework

- The full programme management proposition is a complete end-to-end programme delivery framework from creation to benefits delivery
- The outputs are aligned to the ultimate objective of delivering the required function through IS and technology, business processes and revised organisation
- The benefits to the business sponsor are the successful delivery of outputs and benefits aligned to strategic objectives
- Key sub-components of programme management activity are covered in the following slides



DEFINITION

- The definition takes as its inputs a given strategy and/or project wish list and translates these into a cohesive and doable project portfolio that best fits the strategic objective and constraints
- The key output is a set of communicable project definitions, plans and budgets
- The main benefit of the exercise is to create direction, clarity and agreed purpose thus removing doubt, debate and dispute
- It is most often applied at the start of a new programme or when setting up an annual operating plan
- It calls for understanding of the issues and deep delivery experience
- The costs are modest compared with the cost of getting it wrong



A small price for knowing
what to do

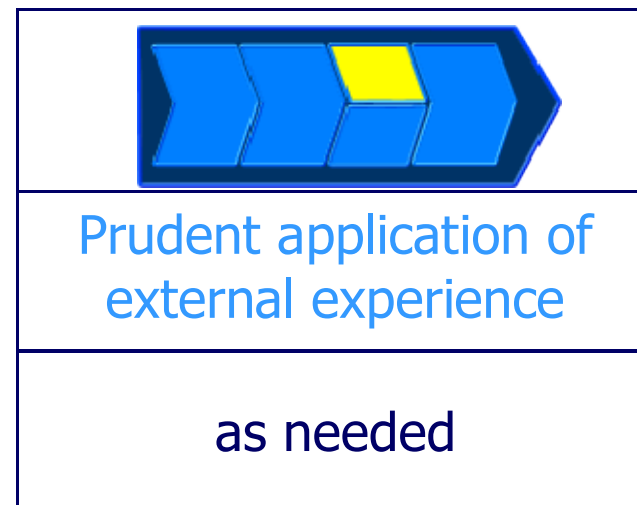
3-6 weeks

- **Mobilisation:**
 - gets resources in place
 - sorts out responsibilities and makes accountabilities real
 - establishes the authority of the main participants
 - establishes the pace by which things will be done
- **The principal outputs are:**
 - an established programme structure
 - financial control mechanism
 - definitions, approaches and high level plans for each of the projects
 - resourcing, legal agreements
 - a formal assessment of risk and mitigating actions
 - communications plans
 - an integrated plan for the programme
- The main benefit of mobilisation is that the subsequent delivery phase is operating on an absolutely solid foundation

- For major programmes, mobilisation should be a distinct phase as it establishes the basis for successful delivery both in terms of who does what and, as importantly, the programme culture
- It is the first place that integration comes into play



- Partnering can be a powerful way to provide 'in-flight' guidance before it is too late
- The principal output is coaching, advice and support to the Programme Manager and/or the sponsor as appropriate
- The main benefits are getting more leverage from key internal personnel, and tapping into the experience of other programmes at low cost
- It is best applied to an organisation that has good delivery capability but recognises that additional input is a sensible safeguard for an important programme



- Health checks can either be:
 - pro-active, to provide spot-check analysis and confidence
 - or reactive, to provide corrective plans against specific issues arising in a programme
- The key output is an analysis of status with recommendations for corrective actions delivered in a tight 2 to 3 week period
- The main benefits are to provide either confidence in ultimate success, or a short sharp corrective adjustment to the programme
- They can either be applied as a one off alternative to programme partnering or when there are some concerns about the well being of the programme
- Costs can be predicted as the process necessarily is delivered within tight timescales



- Programme resources
 - Project managers
 - Project office
 - Key functional skills
 - Partner suppliers
- Organisational dynamics
 - Achievability assessment
 - Organisational Pyramid (TOP model)
 - Personality types & teamworking
 - Coaching, mentoring
- Operations
 - Operational assessment
 - Backfilling (interim management)
 - Management information
- Strategic readiness
 - Distribution analysis & assessment
 - TPA selection & management
 - Customer focus



WHY TELOS SOLUTIONS?

We don't:

Seize control from you

Deploy inexperienced people at high rates

Operate to a 'one-size-fits-all' methodology

Allow process to triumph over benefits

We do:

Care about the result

Share our knowledge and experience

Operate within a proven framework

Focus on alignment of delivery to strategy

Provide high value by lowering risk

Become an effective part of your team