

***It's all about people.....
project challenges and
some personal reflections***



Llywodraeth Cymru
Welsh Government

www.cymru.gov.uk

Richard Wilson, Deputy Director, Welsh Government

Presentation to Wales Audit Office seminar: September 2014

Organisational challenges.....

- *Culture & Organisational Maturity*
- *Creating and communicating and empowering others to act on the Vision*
- *Establishing a sense of urgency within an organisation*
- *Assembling a 'coalition of the willing' amongst business change programmes*
- *Consolidating early wins and communicate quick wins and then build on them*
- *Develop new ways of doing things*

.....and some more challenges.....

- *Silo working*
- *Duplication*
- *Lack of transparency and trust*
- *Is there a benefits realisation plan?*
- *Recognition of where we're starting from*
- *Change fatigue.....too much organisational and technological change*
- *Our current systems & processes*

Leading Change

- *Engaging with stakeholders – clear objectives (**purpose**)*
- *Ensuring change / projects support this purpose (**alignment**)*
- *Defining where decisions made (**golden thread of delegation**)*
- *Ensuring appropriate resources in place (**competency and capacity**)*
- *Defining when critical decisions occur and who (**decision gates**)*
- *Ensuring transparency and communicating outcomes (**reporting**)*
- *Corroborating through independent review (**assurance**)*
- *Supporting and open culture (**culture and ethics**)*

.....starting out.....

- *Mind set and attitude*
- *Stakeholders..... how do we engage with stakeholders*
- *It's not about technology..... its about people*
- *Engagement & supporttransparency of process, process-lite,*
- *Build trust.....doing what we said we'd do*
- *Articulating the case for a portfolio approach and you may need to build a Portfolio Management Office*

.....the problem with optimism.....

'.....There is often a tendency to be over optimistic when defining and setting target measures for the expected benefits from a programme...

However, less optimism in setting expectations may stop the programme from even getting started – so a balance is required.....'

[OGC – Managing Successful Programmes]

The Business Case

- *Projects don't always fail at the end, they fail at the beginning ...*
- *'.....the majority of business cases do no more than justify the allocation of resources to the programme. Most then become moribund and any further development of promised benefits is quickly forgotten'.... (Financial Times)*

Benefits realisation

- *Starting with the end in mind - results-led/benefits driven change*
- *Be clear about the benefits you are buying, challenge each benefit at the outset and apply the 'so what?' rule*
- *For example - staff time savings: they are like vouchers – they only have a value when they are used*
- *Staged release of funding – at key milestones*
- *38% of respondents in one survey openly admitted to overstating benefits to get funding.*
- *Beware of double counting*

At the centre – the role of the SRO

- *to act as Champion at Board level*
 - *the mentor to the project manager*
 - *secures resources for the project*
 - *maintains project alignment with strategic objectives*
 - *ensures best practice*
 - *the SRO 'project manages' the process*
 - *the SRO owns the project and is ultimately responsible for benefits realisation*
-
- *the importance of the SRO is in being the visible, ultimately accountable leader of a change initiative.*

Personal reflections: Visible Leadership - that means you!

- *This is about emotional intelligence*
- *Lead more, manage less*
- *Inspire not only your team but stakeholders too*
- *Create and articulate the vision and strategy*
- *Don't micro-manage, empower and energise your team*
- *Involve everyone; nobody has a monopoly of great ideas*
- *Lead by example*
- *Keep things simple*
- *Have fun.....build the team*