

Successful Delivery

From diagnosis to implementation BeeAgile consultants enable organisations engaged in complex change to deliver the intended outcomes and benefits, whether it be setting up a new or restructuring an existing organisation, beginning a new initiative, or assisting in the turn-around of a failing programme or project.

Pace and Results

Progress depends on the successful delivery of change. Yet, despite best efforts, change is often disruptive, less effective and takes far longer than expected. It results in failed improvement initiatives, projects running over time and budget, and disappointed and stressed employees. There seems to be a choice between pace of delivery and results.

BeeAgile believes in pace **and** results. The main reason why some organisations are able to adapt relatively easily and rapidly, whilst others cannot, lies in their ability to manage change alongside their day to day business. This frees managers from the dilemma of whether to devote time to building the future or keeping the show on the road – as they can do both together. They understand that changes in customer demand need a concerted response not just from the front line service departments but from other parts of the organisation as well. They ensure the different parts of the organisation join up to deliver what the customer needs.

Agile and Lean

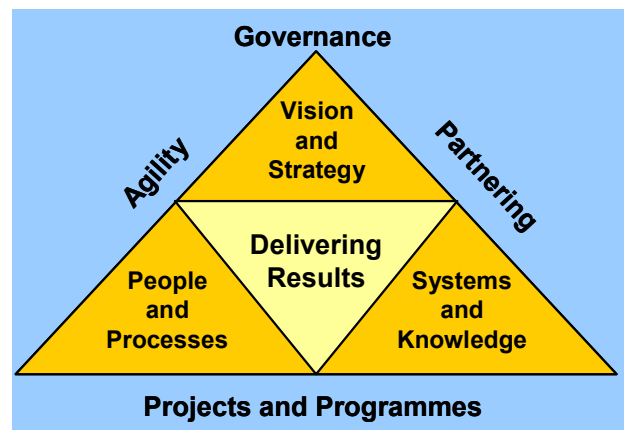
Fast delivery should not have to mean inefficient delivery although it can sometimes seem that way. An Agile response to market demands combined with Lean operational thinking has been applied to great effect in manufacturing and other sectors. It can also help deliver change both quickly and efficiently by eliminating waste from the “delivery system” while re-enforcing those things which are critical to effective action. For example projects and programmes that are very clear about their purpose, only include elements needed for delivery of results, and have streamlined decision and governance processes based on “good enough” planning detail.

Stakeholders First

The starting point for effective delivery has to be the stakeholders who benefit from or are affected by the change. This starts with customers and those who commission improvements. It also includes staff, suppliers and others who are critical to successful delivery. Understanding stakeholder interests early and building them into the design are critical to

success. Stakeholder consultation can seem to delay things at the start, but if well done it avoids delay or even complete derailment later. This is especially so in large organisations where delivery requires common understanding and teamwork across different functions.

Success4Change® framework



In the past few years BeeAgile has developed unique models, approaches and capabilities to help our clients to deliver successful change fast and at the same time develop their own capability to cope with continual change. Our **Success4Change** framework is based on the premise that, to cope with continual change, organisations must become:

- **Agile** in responding to changes in their environment;
- effective at **Partnering** both internally and externally to the organisation;
- efficient at operating **Governance** mechanisms to prioritise and ensure results; and
- strong at delivering **projects and programmes**.

The framework includes our **Organisational Agility Model**® which helps build agile equipped high performance leadership

Public Sector Prospectus

and teams. Our focus on **Lean Planning**[®] ensures projects and programmes are designed (or reviewed) to remove everything except what is necessary for success. Also included is our **Organisational QFD**[®] approach which is a proven and systematic approach to creating successful, winning partnerships. And making up the final framework component is our **Agile Governance**[®] capability which not only applies the right degree of governance oversight at the right time, but also involves the key stakeholder groups in the development of plans rather than simply informing them after they have already been agreed.

The overall resulting framework comprises a set of elements that can be used together or separately as needed to deliver the required results.

BeeAgile – knowledge in depth

BeeAgile is made up of some of the UK's foremost independent management specialists, each with many years' organisational, management and delivery experience. We use our wide array of skills and experience to apply approaches such as the following within the overall context of our **Success4Change**[®] framework:

- Stakeholder surveys, assessment and management
- Vision, strategy, goals and values development
- Innovation management and product / service creation
- ABC based cost reduction process
- Lean / Agile enterprise techniques
- Outsourcing / multi-sourcing relationship building
- Management education and training delivery

BeeAgile people

The key people behind the BeeAgile concept – 10 highly experienced senior executives and leading professional consultants - include former directors of Dixons, Marconi, Tektronix and Unilever, and senior managers / consultants from Accenture, PWC, Ernst & Young, KPMG and PA Consulting. BeeAgile is also supported by the extensive resources and business expertise of many of the UK's leading independent management consultants.

Selected case studies

Government Department / Local Authorities

Our consultant has been Programme Manager for Valuebill, one of 22 National Projects funded by the ODPM. This pilot project is proving the practicality of data exchange internally within Local Authorities (LAs), and between LAs and the Valuation Office Agency, in order to streamline revenue collection. It has developed schemas to enable these exchanges, and processes for data cleansing and data matching both locally and nationally. There are nine LA project partners, and other key stakeholders include the Valuation

Office Agency, ODPM, implementers following the pilots, and a range of LA application suppliers

Local authority

This assignment was for the professional department of a Borough Council and involved implementation of a Quality Management System developed by a professional body for voluntary use by their members. As professionals the staff had worked very much in an individual capacity responsible for the quality of their work under the standards and ethics of their profession and the Service Level Agreements they had with their internal clients.

Major government department

A key benefit from moving into a new, purpose built office was to improve the effectiveness and efficiency of people's working practices. This was done by developing "new ways of working" that focused on knowledge sharing, team working and communications. At the same time the department had to persuade several thousand people to radically alter their travel patterns to implement a green transport policy, implement desk sharing to accommodate significant growth in numbers and adapt to working closely with a managed service partner under a very large PFI contract.

Our clients

Our consultants have delivered results successfully in partnership with:

Central Government

British Nuclear Fuels, CAA, DTI, DfES, DEFRA, Department of Health, Employment Service, Foreign & Commonwealth Office, HM Customs & Excise, HM Prison Service, Home Office, Inland Revenue, Lord Chancellors Department, Metropolitan Police, Ministry of Defence, Office of Deputy Prime Minister, Public Records Office, UK Passport Office

Local Government & Education

City of Westminster, East Cambridgeshire District Council, Epping Forest District Council, Hertfordshire County Council, London Borough of Lewisham, London Borough of Merton, London Borough of Redbridge, Stevenage Borough Council, Further Education Development Agency, Loughborough University, North Hertfordshire College, University of Salford

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