

# Transformation

## How to make it work...

**T**ransforming the way an organisation functions can be incredibly valuable – maximising the ROI of change – but also extremely challenging, whether the change applies to the whole organisation or just a part of it.

Transformation sometimes involves the implementation of new systems and technology (enablers) but always involves business and behavioural change – ie. changes to processes and new ways of working, communicating and making decisions. Maximising the opportunity will also require innovative thinking, vision generation and ongoing stakeholder engagement.

To be effective, the central theme of any transformation should be its benefits – ideally benefits for all or most stakeholders, including staff, customers and the organisation as a whole. So for any transformation, benefits should be identified at:

- The start – amplifying and supporting the vision and end goal;
- The middle – outlining the paths through the transformation, and determining, driving and motivating the required business changes; and
- The end – demonstrating through realisation the success of the transformation and ultimately the fulfilment of the vision.

One proven and effective approach that follows this pattern is Sigma's Benefit Realisation Management (BRM). This methodology has been extensively tested in both public and private sectors, delivering significant value in many different environments. In 2004 it was recommended as 'best practice' by the Home Office and in 2007 it informed and underpinned

the latest version of OGC's Managing Successful Programmes (MSP).

The approach was the central theme of the Metropolitan Police's C3I Programme to move from 32 borough control centres to three regional centres. BRN ensured the success of this major transformation that included the realisation of £400m of savings plus numerous other benefits.

“In addition to generating significant value from specific corporate and local change programmes, BRM has helped to strengthen the interface between corporate and overseas offices.”

BRM is currently providing the framework for an extensive and far-reaching RAF transformation, ensuring that the multitude of potential improvements determined through the Lean process are appropriately valued and prioritised to ensure that the transformation delivers the strategic vision.

The application of BRM at British Nuclear (Sellafield) to several major IT Programmes has identified many opportunities and benefits of transformation, strengthening business cases and facilitating their approval by the Nuclear Decommissioning Agency, also contributing to much-needed cultural change.

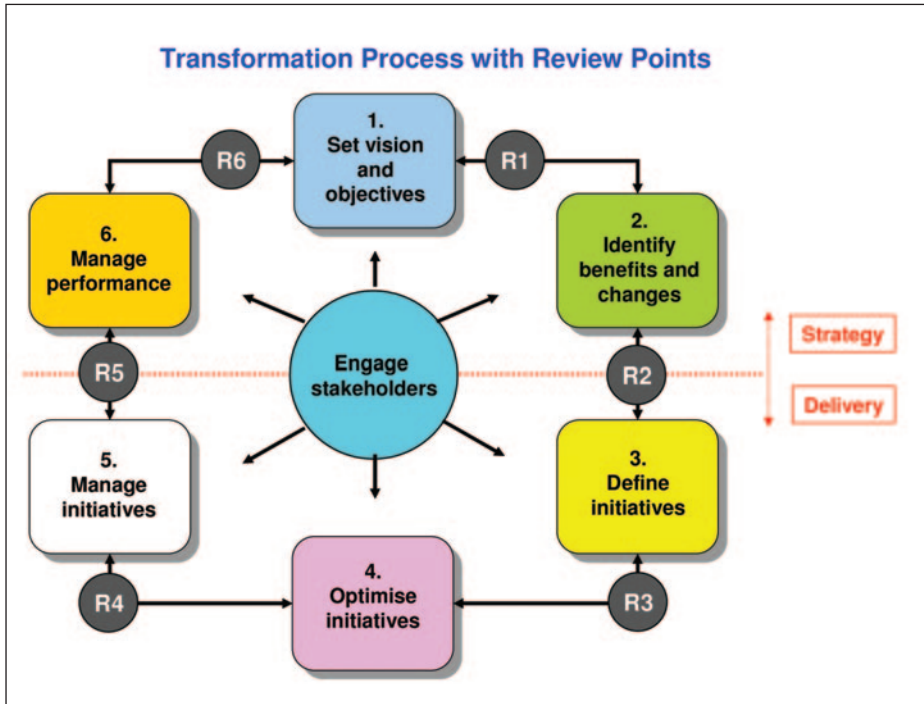
BRM is currently being embedded within HM Prison Service/NOMS with application to IT Projects and Transformation Programmes, resulting in the identification of several

significant new benefits and the engagement and motivation of stakeholders.

Following the application of BRM at Cheshire Constabulary to help shape force strategy and ensure the success of the force's main transformation programmes, a sizeable spin-off benefit was also achieved. As part of the government programme to accelerate the use of mobile data, forces were invited to bid for their share of the £30m to £40m of special funding. Many forces received nothing because the benefit cases in their bids were weak or non-existent; others received only a proportion of what they requested. Cheshire Constabulary received the total amount requested, namely £2.1m, as a result of the quality of the benefits case they submitted.

BRM is also being applied effectively to two public organisations each with a major international focus – the British Council and the Department for International Development. In addition to generating significant value from specific corporate and local change programmes, BRM has helped to strengthen the interface between corporate and overseas offices.

BRM includes portfolio management, providing the framework and the monitoring and balancing criteria to manage actively a portfolio of programmes and projects to achieve and maintain improved business performance. BRM also fits well with other disciplines, such as 'Lean' and 'Six Sigma' where it frequently provides the strategic context for localised improvements (see RAF Transformation case above) and is often regarded by our clients as the 'glue' that binds together other management techniques.



well-structured workshops. Skills transfer is also a key facet of our style and approach, achieved through the collaborative way in which we deliver the above services and supported by an extensive range of educational and training services.

Although we have a well tried and tested methodology, supported by powerful tools and techniques, we recognise that every client situation is different, requiring a language and sophistication appropriate to the organisation, taking account of its level of maturity in respect of benefit realisation.

If you are committed to improving business performance, perhaps through efficiency

The normal life-cycle of the transformation process, based on BRM, is outlined in the diagram above – six phases, each concluding with a review point or gateway, and stakeholder engagement central to the whole process.

At Sigma we offer a comprehensive range of services to facilitate successful transformation and to improve business performance. Our services operate at three levels and include:

**Programme and project level**

- Visioning and objective setting workshops;
- Benefit identification and mapping workshops;
- Determining and evaluating dependencies;
- Programme and project scoping;
- Classifying and validating benefits;
- Creating benefit realisation plans;
- Developing business cases;
- Establishing benefit tracking and reporting.

**Portfolio level**

- Reviewing and evaluating an existing portfolio;

- Determining programme/project selection and monitoring criteria;
- Implementing active and effective portfolio management.

**Organisational level**

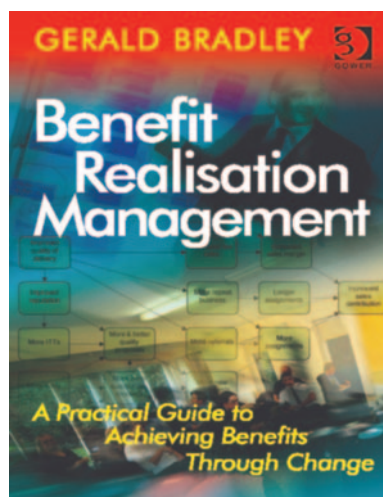
- Setting up a Programme Management Office (PMO)
- Establishing the role of Benefit Facilitator (Benefit Realisation Manager);
- Embedding BRM within an organisation.

All these services will involve motivational stakeholder engagement, which is often achieved best through sensitively facilitated and

savings and enhanced service delivery, contact one of our experienced consultants and explore how Sigma could help you to make a resounding success from investment in change.

Gerald Bradley

- Chairman of Sigma Consulting;
- Pioneer of Benefit Realisation Management (BRM);
- Author of 'Benefit Realisation Management – a practical guide to achieving benefits through change';
- Author of numerous articles on BRM topics;
- Regular speaker at conferences and exhibitions;
- Mentor and reviewer of OGC's Managing Successful Programmes (MSP) 2007;
- Facilitator of the BRM Masterclasses for SROs in the MoD.



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