

Change Realisation Assignment for a Metro Infrastructure Client

Introduction and background to the assignment



Our client's Director of Assurance and Contracts requested support to bring about significant improvements in the way that assurance was carried out across the organisation.

In essence, the assignment involved identifying gaps in the use of time and personnel competencies and ways of bridging those gaps.

Touchstone Renard was able to provide the necessary help, based on years of experience in dealing with change realisation.

Our task

The initial review of time and resources was aimed at pinpointing the key areas of change to be addressed, providing the basis for an action plan to implement the changes required.

The project objective was to transform the way in which assurance was carried out, so that it would become:

- more risk-based
- more proactive - away from the current reactive culture
- more challenging of standards and processes where appropriate
- more efficient and less bureaucratic

How we went about it

We selected the right team of specialist consultants for the job, with a proven track record and good interpersonal skills. Our basic approach was a mix of diagnostic and facilitative methods to make significant change happen.

First of all, we mapped the change requirements from the current routine to the ideal new regime, so that the type and size of the change task could be clearly determined.

We needed to ascertain the 'readiness for change' by interviewing key individuals and teams from within our client's organisation, focusing on the following:

- leadership and management competencies of all personnel
- use of time and workload
- vision - where and what the 'ideal' was and the willingness to go there

The remainder of the project focused on enabling key people and their teams to achieve the step-change performance required, gaining their support and 'ownership' to effect the changes required.

Analysis of the competency results showed that some of our client's asset engineers were less strong in setting clear assurance goals that could be understood by others. Stronger competencies included a range of essential people skills. It also became clear that many individuals perceived their role and abilities in a different light to that of their managers or teams.

Workshops facilitated by us between our client's managers enabled us to identify the Critical Success Factors (CSFs) required to deliver a new assurance regime.

Analysis of the current use of time compared to the ideal use, combined with the CSFs represented a total revolution in the way that work was done and time was spent.

What we achieved and our thoughts on the assignment

We mentored our client's teams during the early stages of the transition to the new way of working and completed the assignment, leaving our client's assurance team fully engaged in carrying through the changes.

We were delighted to have helped our client achieve the desired outcome and it was very satisfying to see our recommendations being put into practice and bringing about the changes that our client had hoped to achieve.