

Delivering Transformational Change The City Service Experience



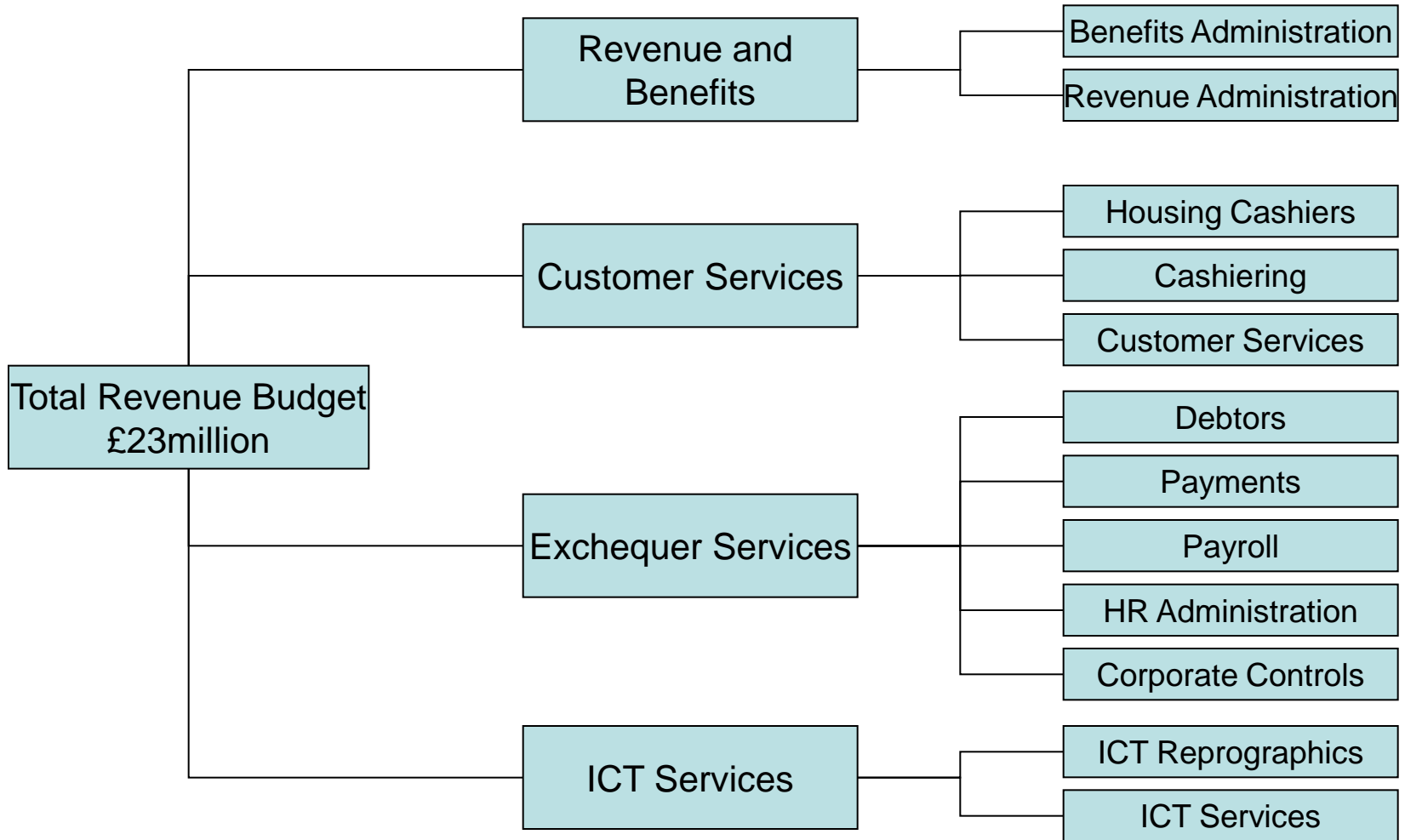
Ray Ward & Kath Moore



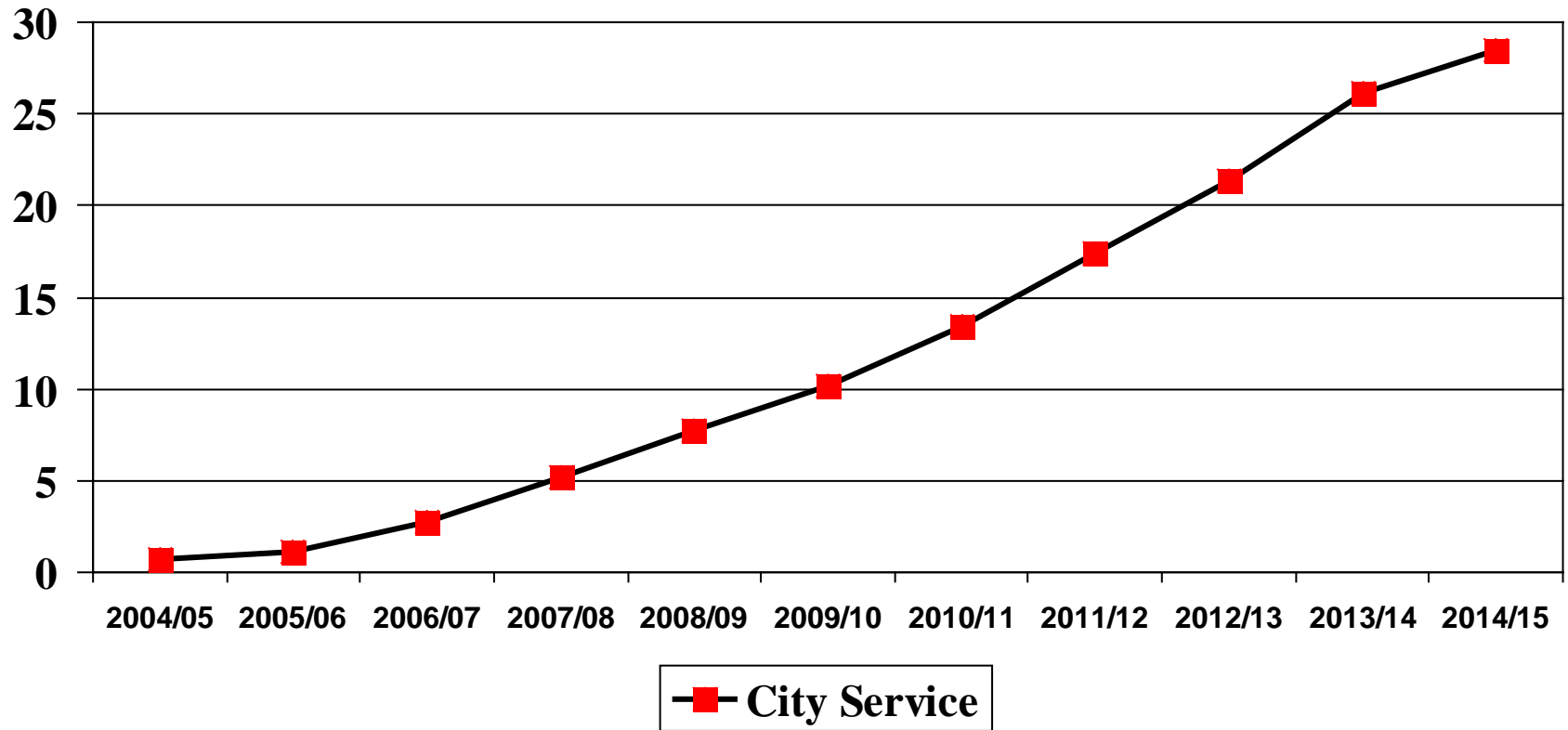
“INSANITY:
doing the same
thing over and
over again and
expecting
different results.”

- Albert Einstein

Scope



Cost Model



Could talk about...

Having the right tools and skills

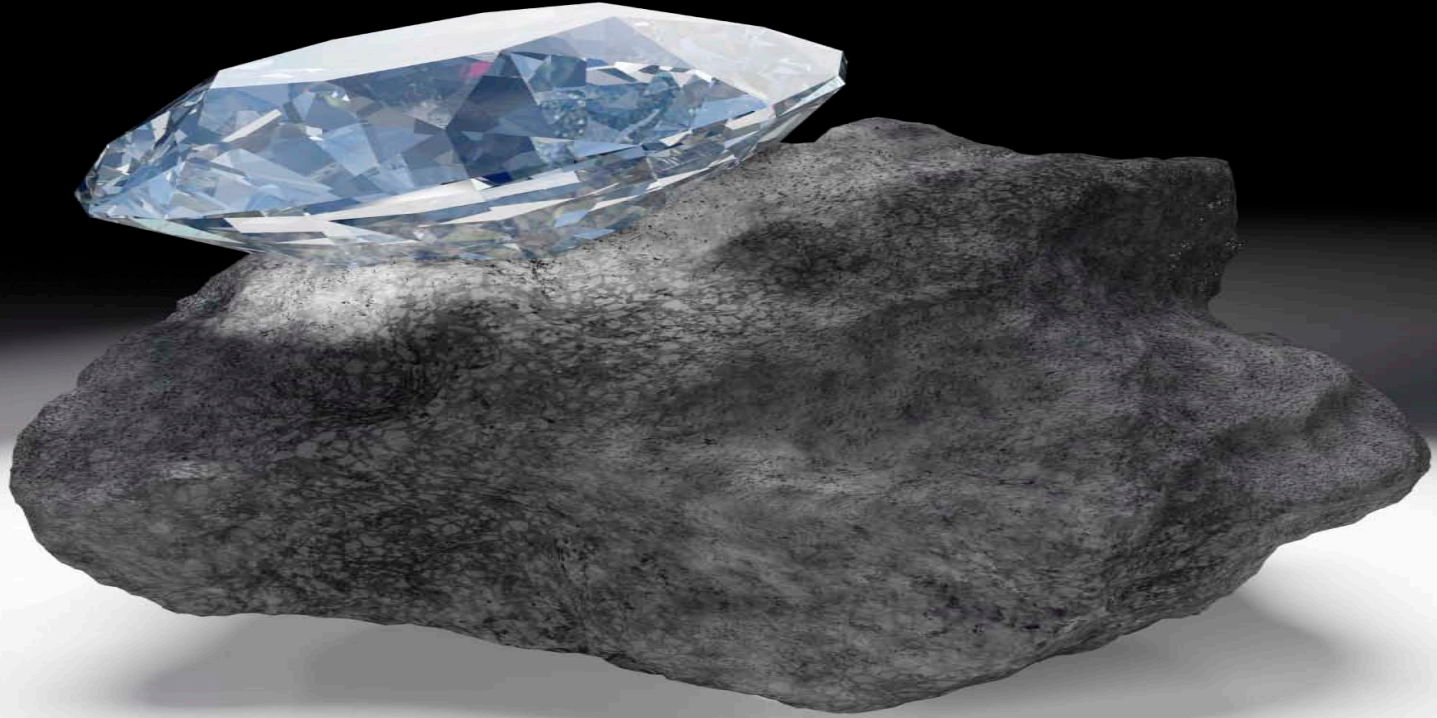
- Business Cases
- Governance arrangements
- Programme management (MSP)
- Project Management (PRINCE II)
- Benefit Realisation (Macro benefit)
- Risk management

But we don't want to give you that....

Lets talk about the stuff people don't talk about such as....

- Leading change
- Understanding the Landscape
- Linking strategic and operational change
- The HR balance sheet
- Sense Making
- Mess management
- Becoming an open learning environment
- Difficult conversations
- The psychological contract

Creating the Conditions for Success





What Our Staff Said

**“So what made you
think we would
implement any of your
ideas?”**



Leading the Change

“An ounce of practice is worth more than tons of preaching”

-Mahatma Ghandi



Knowing when to ask permission and when to beg for forgiveness

-City Service Motto



Sense Making



- People generally like certainty
- People need to make sense of what is going on
- This is the most complex element
- Work **HARD** at this

Becoming an Open Learning Environment

- Break with traditional management elitism
- Belief in the ethos of Manager as Servant
- Attract the commitment of the workforce
- Reliance on staff initiative and creativity
- Sometimes you will get it wrong ---- it's ok!
- Investing in you



Success



Looking to the Future





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