Managing Business Change the Network Rail Way

Owner and operator of the railway infrastructure in England, Scotland and Wales – Europe's fastest growing railway.

- 20,000 miles of track,

- 30,000 bridges and viaducts

- thousands of tunnels, signals, level crossings and points

- rail timetabling and 20 of the largest stations in England, Scotland and Wales
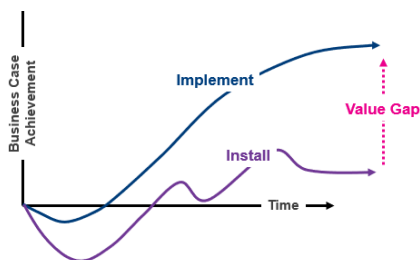
Challenge

In an organization with a £37.5bn investment budget and responsibility for 20,000 miles of track, infrastructure, scheduling etc., correct project and change management is vital. Network Rail recognized that change was everyone's business, and managers have a pivotal, and difficult, role during periods of major change. Very often they are managing "business as usual" targets and competing change demands – all impacting them personally in their role and also the performance and behavior of the teams.

MSP® - (Managing Successful Programmes) – which is owned and backed by the UK Cabinet Office is the project and programme management framework used to drive project delivery in Network Rail. However, MSP on its own does not manage the potential people risks and people engagement needed to deliver successful change programmes.

Managing Competing Demands

Enterprise - critical Change

Local / Functional Change

BAU Change

The regular Rhythm of Work
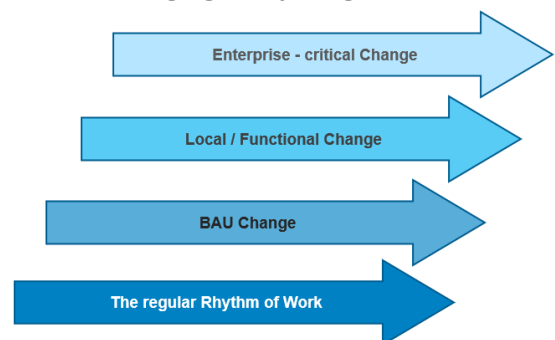
Managing the "Value Gap" in Change

Not engaging people sufficiently in major organisational change can create a significant gap in the value that is promised from the Business Case. Using **Changefirst risk assessment tools**, Network Rail were quickly able to diagnose the potential lack of people commitment and ownership that could act as a barrier to successful change implementation.

Given the necessity for people to be engaged, and to feel a sense of ownership of their change programmes, the change team within Network Rail - led by the then Business Change Director, Simon Webb - were asked to build an internal capability for building and deploying plans for **managing changes through people**.

Change Implementation Legacy – Network Rail baseline & Transport Industry benchmark		
Source: Changefirst database 2014		
Network Rail (30 respondents)	KEY Risks Dimension	Transport Industry (560 respondents)
30% of people	Level of Resistance	28% of people
51% of people	Level of Acceptance	54% of people
19% of people	Level of Commitment	18%
Risk score = 47	LACK OF SENIOR LEADERSHIP	Risk score = 44
Risk score = 53	INSUFFICIENT ENGAGEMENT	Risk Score = 50

Changefirst's methodology PCI® (People-Centred Implementation) and **digital toolkit Roadmap Pro** were selected as the framework that would:

- **best integrate** with Network Rail's use of the MSP® framework
- be **easy to scale and teach** to project and change management teams
- **be customizable** to different change needs inside the organisation.

In 2014, PCI and Roadmap Pro tools were integrated with MSP to form Network Rail's overarching business change framework – MSP4NR. Essentially, the core guidance for MSP was tailored to better meet the needs of Network Rail and aspects of dealing with people change were enhanced by providing a selection from Changefirst's digital toolkit to support Business Change Managers along a project and programme lifecycle. As the name PCI – People-Centred Implementation – suggests, focusing on the people aspects of change aimed to avoid common stumbling blocks such as poor sponsorship, insufficient commitment and employee resistance.

> *"Without the correct project management, you're only minutes away from crisis"*
>
> David Higgins, (then) Network Rail's Chief Executive, in an interview for Project Magazine.

Solution

> *"We build our own internal capability to reduce our spending and dependence on external consultants. Through action-learning workshops – come with a project, leave with a plan – we learn and use new skills, tools and processes immediately, see early results and build leadership support"*
>
> Karen Thorpe-Reid, Lead Business Change Manager

3 steps to get started

There were three distinct steps identified to get the project underway:

Step 1: Train core business change & project managers in the methodology and to use the digital toolkit to create a Centre of Excellence. There was a great pull from the organization for this and it has extended quickly such that currently there are over 800 people across Network Rail who have learned and are applying processes and tools within their change programmes.

Step 2: Integrate project and change management processes, tools and reporting to create ONE business change framework for Network Rail. Changefirst led a small team of early adopters to create MSP4NR, the overarching change framework.

Step 3: Develop role-based learning packages so that everyone knows how to use the tools and processes to improve the part they play in the change process. These packages became known as Business Change the NR Way and in order to gain stronger sponsor engagement, 90 of the senior leaders within the organisation were trained in the Changefirst Leading Change workshop plus the Executive Committee was given awareness training.

> *"During 2014 – 2016, MSP4NR was being used on 80 of Network Rail change programmes, including Sentinel authentication project which won a National Award for high level stakeholder engagement"*
>
> Karen Thorpe-Reid, Lead Business Change Manager

Sentinel authentication project

The big challenge was to gain buy-in from nearly 100,000 people – 23,000 Network Rail staff and 67,000 external suppliers and partners – so as to move authentication from 2% to 100% across all Network Rail sites.

Andrew Littlejohns, Programme Implementation Manager, had 7 people working in his team – a small group who needed to be completely focused on delivery success. MSP4NR helped Andrew prioritise the team's efforts and RoadmapPro tools highlighted critical people risks and mitigation to improve planning and delivery performance of the programme.

> *"The unique value of MSP4NR is it brings together the 7-stage MSP process with practical people processes, tools and data. I have been a business change manager for over 16 years, 8 of those with Network Rail and this is the first time I have come across an integrated methodology which works the way I want to work"*
>
> Andrew Littlejohns, Programme Implementation Manager

Results

Benefits for the Sentinel team

1. The ability to onboard quickly – through face-to-face and webinar sessions, as well as tailor and disseminate learning - and **get coaching/application support from internal experts -** meant that no time was wasted. Over 60% of the program team's time was spent doing essential engagement work with people across Network Rail.

2. Change **tools from the Roadmap Pro digital platform** were used to **gather real people data** – directly from impacted groups –to validate and accelerate decision-making. For example, the Adapter Readiness Assessment tool – one of the 11 multi-lingual diagnostics available to practitioners on the platform helped to guide Go – No Go decisions.

3. Key processes from the methodology were used to kick-off workstream planning – for example:
    a. Clear articulation of the Change Purpose using change description processes from the methodology, helping to create a common understanding and early engagement among the Sentinel leadership.
    b. Extensive mapping and analysis of the Route infrastructure using the Network Mapping process from the methodology, meant that different impacts and issues could be understood and planned for on a route-by-route basis. The Sentinel system needed to be "owned" by the Routes, and they needed to be able to endorse all plans and solutions being delivered.

Roadmap Pro and how it's used in Network Rail

The use of Roadmap Pro provided a single source of change processes, tools, resources and just-in-time learning that could easily be scaled to the needs of Network Rail. The Business Change Team needed to implement effective change and Network Rail's Business Change Team promotes the use of the digital platform to allow change to be implemented through the wider organisation as effectively as possible.

The integration of PCI into the existing Network Rail change framework has given the business the tools and capabilities to manage the people side of change. Over 800 members of the Network Rail change community, as well as 90 senior leaders, have been trained in the methodology to create both critical mass and leadership support for

change management capability building. The internal knowledge transfer was done via e-learning, video learning and "train-the-trainer" workshops. The change framework is now part of the Network Rail DNA; key tools and processes are now considered key elements of any change process within the business.

> *"We made a conscious decision to provide a visible sponsorship and public supporting role for MSP4NR, which has resulted in an organisation-wide buy-in for the initiative and executive level support. An active leadership role has been of crucial importance in the success of this change framework."*
>
> Simon Webb, Business Change Director

Can we help your organization deliver change more effectively?

If delivering change more effectively in your organization is high on your agenda, then schedule a no-obligation demo of Roadmap Pro now.

BOOK A FREE DEMO TODAY

Or visit www.changefirst.com for more information.

About Changefirst

Changefirst has been working with organizations for over 25 years with a clear goal - to enable organizations to deliver on their change agenda. In that time, we have worked with over 300 organizations in over 45 countries, training more than 40,000 people to use our tools and processes.

In the last 5 years, the accelerating pace of change and wholesale disruption of business models has seen client requirements changing significantly – with a need for solutions that are cost effective, scalable and available 24/7. To meet those needs we have developed Roadmap Pro for organizations that must deliver their change projects quickly, comprehensively and cost-effectively.

In 2020, Changefirst was assessed and certified as meeting the requirements of ISO 27001:2013 for providing Change Management services.

Main Office
Delmon House, 36-38 Church Rd,
Burgess Hill, RH15 9AE

T +44 (0) 1444 450 777
F +44 (0) 1444 450 745
E info@changefirst.com

Australia/New Zealand
PO Box 3042
Eltham Victoria
Australia 3095

M +61 4 1739 9358
E info@changefirst.com.au

Latin America
Dextera Consultoria
Alameda Jaú, 72 conj. 121
Cerqueira César 01420-000
São Paulo-SP Brasil

T +55 11 93282 0620
F +55 11 94306 4814
E contato@dextera.com.br