

We believe this is a market that can be cracked, and that we have begun a process of having something to say to our clients to help us change the perception that we are not in this business.

A great deal of work remains to be done but the prize for getting it right will be worth it.

Energizing Change Leadership Role and Behaviour Coaching Product

For Programme Managers and Process Owners



Status:

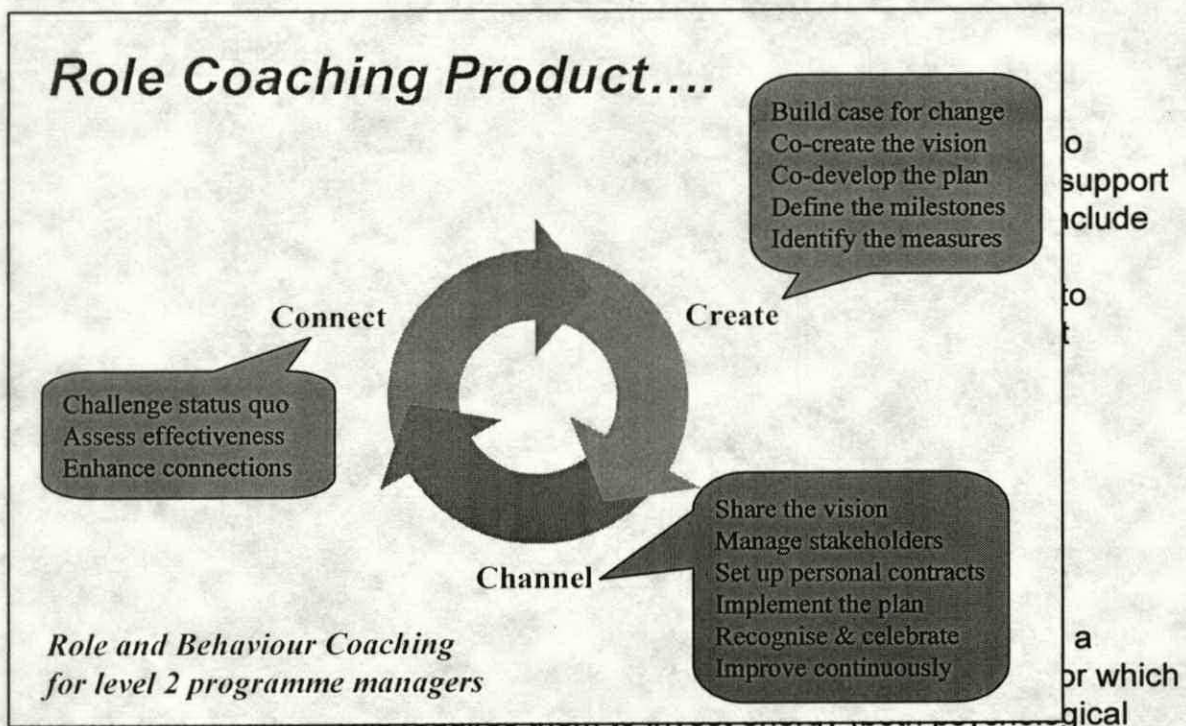


Executive Summary for CI Global Leaders Meeting



1 Introduction

This product offers guidance and coaching to Change Leaders on **how** they should implement the changes for which they are responsible within the overall Change Programme. Their success will depend on their conscious application of the PW "3Cs" theory of Energizing Change Leadership - Connect, Create and Channel.



and physical) in integrating the inputs they acquired during **Connect** to develop an innovative plan which will inspire others to want to implement it.

The third challenge is to **Channel** the energy developed around the change plan through all the stages of its successful delivery.

This will include:

- employing a highly participative approach
- putting the appropriate structures, systems and processes in place to support delivery
- using feedback loops to monitor and review progress in all implementation areas

- maintaining high levels of psychological and physical energy among all engaged in the change process.

2 The Target Audience

The bulk of PW consultants on large change assignments work with members of the client organisation from Level Two of the pyramid. These are senior managers, two or three levels down from the top of the organisation, who have been given responsibility for managing components of the Change Programme.

In the main these leaders fall into two categories:

- Programme Managers, who are often responsible for running the Programme Office and Transition Management Activities
- Process Owners, who are responsible for ensuring that work packages are delivered through their project team(s)

3 The Need

These senior managers will typically have only limited experience of managing change programmes and it is unlikely that they have analysed their past successes and failures in terms of a robust theory of Change Leadership. The success of the Change Programme depends heavily on how effectively they deliver their part of the action. It is therefore very important that PW gives these managers help with the **How** of delivering a change programme as well as with the **What** (ie their part of the CI Route Map).

4 This Offering

This product sets out Key Actions which constitute the **How** of delivering a change programme. These actions surround the concrete tasks which the Change Leader has been assigned on the CI Route Map. (See appended "Role and Behaviour Coaching Framework" for a classification of these actions using the 3Cs theory). This product builds on the principles behind Better Change and the leadership diagnostic developed at BA Engineering. The differentiating edge we will give to it will come from applying our new '3Cs' theory of Energizing Change Leadership.

The style in which PW delivers this input is one of guidance and coaching, with training and education on appropriate leadership behaviours provided by PW as necessary.

The offering begins with awareness raising of the issues involved in managing change. It extends the role definition of the Change Leader to embrace **How** issues alongside the **What**.

This will include:

- reviewing the responsibilities of the leader for **Connecting** effectively with the environment in which the change is to be delivered
- **Creating** a shared vision of the future state to be achieved through the Change Programme and high levels of energy committed to achieving this vision

- leading the implementation of the change in a way that **Channels** maximum involvement and energy input towards the focused achievement of all key deliverables.

It then sets up a Coaching Contract with each key Senior Manager, whereby they agree to embark on a relationship with their PW coach that will span the length of their involvement in the Change Programme.

The format for the coaching will be based around the Key Actions covered in the Change Leadership Diagnostic, and a Workbook will be available, for joint use by coach and coachee.

Substantive work on the relationship then begins with support in recognising and overcoming personal blockages and organisational barriers to change. This is followed by the development and implementation of a plan of action to work through the Key Actions in the Change Leadership Organisational Energy Diagnostic. Specific behaviours are defined which the leaders should role model and a personal development plan is agreed whereby "360 degree" feedback is

used to enable the leaders to review and progressively improve their ability to demonstrate the required behaviour.

5 The Benefits

5.1 To the delivery of the Change Programme

Change Leadership guidance and coaching of those responsible for delivery in Level Two of the pyramid will provide clients with a firmer grip on the day-to-day management of the Change Programme. The focus on the **How** in support of the **What** supplies a structured method of dealing with the "soft" issues which can make or break Programme success. Change Leadership is about engaging human beings in a committed and energetic pursuit of a better future; this product provides the concepts and framework for ensuring that leaders deliver on these "intangibles" which otherwise get overlooked. PW experience on large assignments has shown how much this sort of input improves performance and promotes successful delivery.

5.2 To the Coachees

The individual managers in receipt of the guidance and coaching benefit through:

- having an external sounding board, free from the influence of internal politics, with whom they can share their doubts and anxieties, the pain of failures and their pride in success
- using a structured framework through which they can deliver the **How** of their leadership responsibilities
- the learning, personal development and career enhancement that comes from taking part in a structured coaching relationship

5.3 To Price Waterhouse

The close relationships developed between PW Role Coaches and senior client staff, built through addressing personal behaviour as well as the task, will benefit PW through:

- promoting the partnership style of working, which PW is increasingly using as a differentiator in the market place
- facilitating better risk control, because PW people will be closer to the action

keeping PW better informed, particularly on broader business-as-usual issues which fall outside the project boundary but which nevertheless have a profound impact on the smooth running of the Change Programme.

6 Options for Delivery

This service can be delivered in three ways:

- Through one-to-one coaching between PW consultants and individual client managers
- Through one-to-team coaching, where a PW consultant facilitates a team to agree roles and implement and review the Key Change Leadership Actions
- Through client-to-client coaching, where PW provides the initial training, sets up the coaching framework and approach and then project manages its delivery

7 Implementation Tasks

TASK
1 Conceptual Design Validate executive summary with partners/ managers
2 Detailed Design Establish linkages with associated work (People Through Change, Change Managers Field Guide, BetterTech , Delivering Executive Leadership Product) 2.1 Produce route map (incorporate current Process Route map work) 2.2 Produce Draft v1 of product 2.3 Validate design with partners and senior practitioners 2.4 Produce Draft v2 2.5 Validate thinking with selected clients 2.6 Produce Draft v3
3 Production 3.1 Produce Sales Pack 3.2 Produce Workbook 3.3 Produce Support Guide 3.4 Produce training materials