



SUPPORTING BUSINESSES GOING THROUGH CHANGE

THE CLIENT SIDE ADVISER APPROACH



INTRODUCTION

In an increasingly technical and global marketplace, change is the norm, and there is a demand for businesses to become more agile to keep up with the pace. As a result, business transformation is getting smarter.

Research conducted by BIE found that for 94% of nearly 150 business leaders, being more agile was a priority. Business leaders across the board are increasingly looking at new ways of working, and they need to be able to flex and adapt to successfully respond to ever changing customer needs. Consequently, the organisations that traditionally help them to surmount these are having to adapt as well.

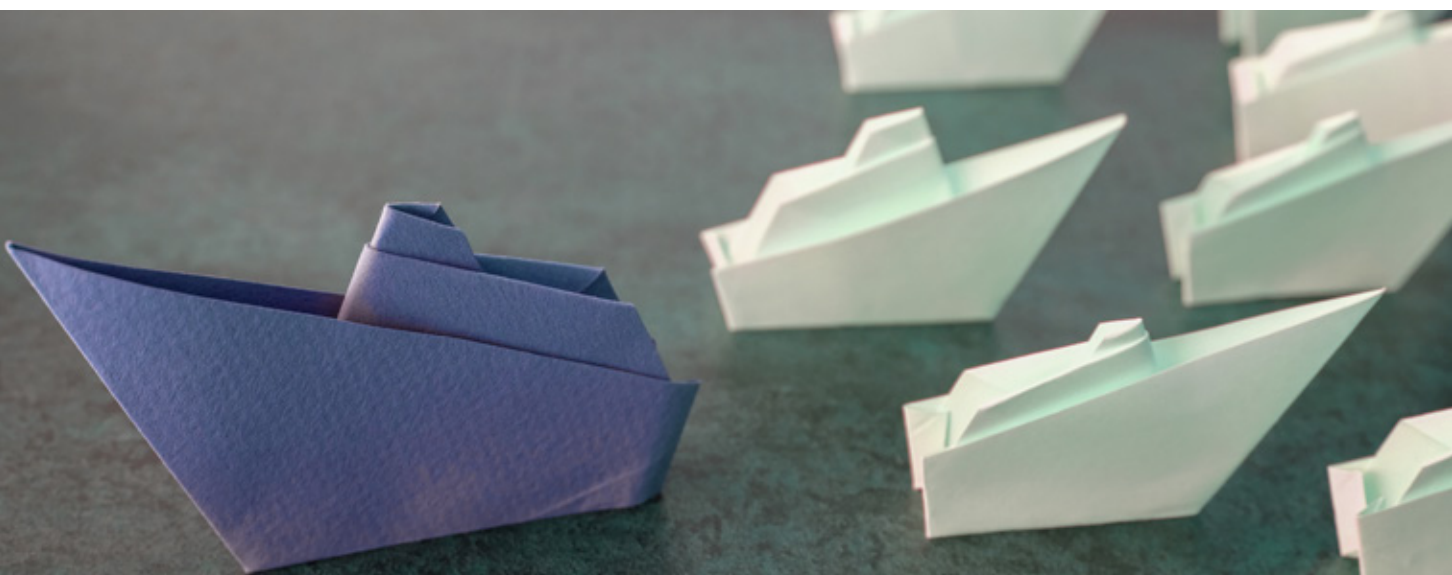
This is welcome news for businesses; it's a long-standing trend that few executives say their companies transformations succeed. According to **McKinsey & Company**, 70% of business transformation projects fail.

Traditionally, businesses have used a combination of recruitment and consultancy services for specific elements of their transformation project. However new models that focus on being a true client side adviser are offering more flexible solutions, built on the notion that businesses require different capabilities at different stages of the transformation process.

In this eBook we seek to explore how, in a world where change is a constant, the approach to business transformation is evolving.

We will explore:

- Why a traditional model doesn't always work
- The need to focus on delivery and legacy
- How the client side adviser model works
- What needs to go right





WHY A TRADITIONAL MODEL DOESN'T ALWAYS WORK

Traditionally, the recruitment and consulting industries have adhered to autonomous business models with little to no overlap between them. When it comes to equipping an organisation for business transformation, this leaves a burning hole around delivery and implementation. Without this, how can businesses be successful at meeting changing and variable demands?

The need to involve external organisations in business transformation often lies in a lack of internal capability to deal with change. A BIE survey found that only 42% of business leaders believe they have the internal capability to deliver business transformation. However, in reality this capability itself is often grossly underestimated.

Traditionally, businesses have sought the help of consultancies to achieve transformation; to help them strategise and plan, and possibly kick start a project. Recruitment (interim and search) companies have then been engaged to find the best people to implement the changes.

This begs the questions: who is managing the overall transformation programme? Who is responsible for monitoring progress and reacting to the changing needs that are increasingly inevitable along the transformation journey?

A traditional model could lack control, and as a result, governance, allowing consulting parties to mark their own homework.

Traditional consultancies may be expert strategists and advisers, but if they don't have practical experience of implementing change - the 'doing' – are they really the best people to deliver your transformation programme?

While a clear vision and well-thought out strategy may have been developed, the execution of the project is without doubt the most challenging part. One part that is often overlooked is the importance of a client side adviser understanding and planning appropriately for the 'people side' of the transformation.

THE NEED TO FOCUS ON DELIVERY AND LEGACY

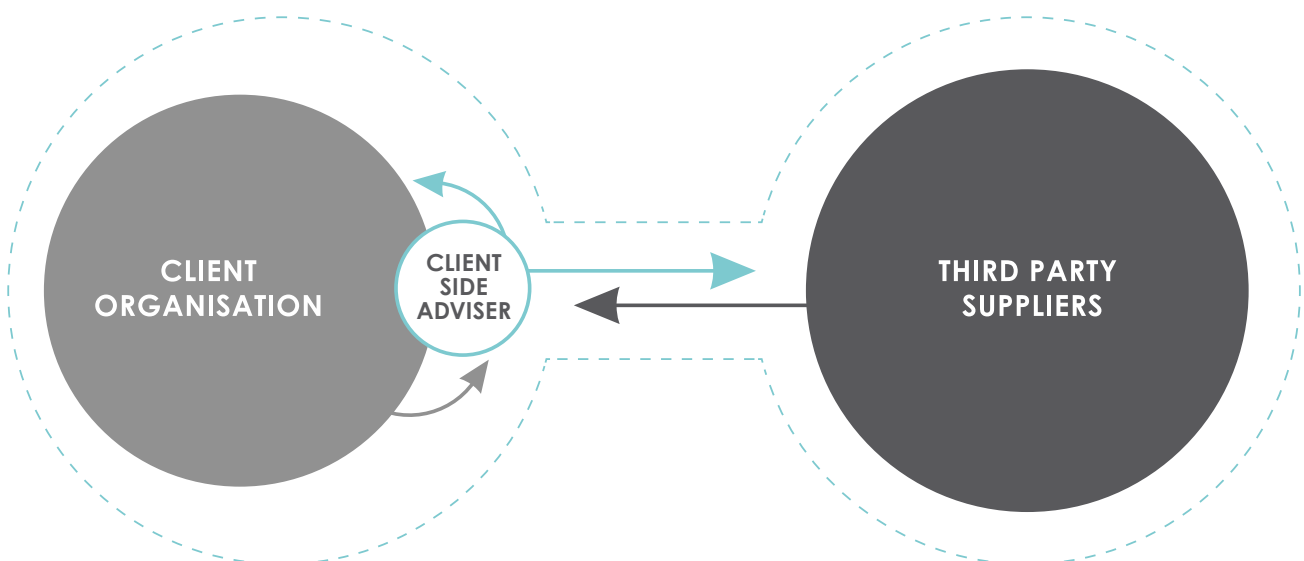
To be able to flex and adapt to successfully meet challenges, businesses need a bespoke and flexible solution for their transformation. However, transformation is not a skill organisations retain within their business. Therefore, they need to be able to draw on the relevant expertise, at the right times. And this is the concept on which the new client side adviser model is built.

The model combines consulting and recruitment. It's a 'hands on' model, where an independent Programme Director acts as a client side adviser and implementor throughout the entire lifecycle of the project, from creating a vision and strategy, a detailed implementation plan, and helping the business identify, source and manage the multitude of resources needed to deliver the project.

The aim is to support businesses in delivering a transformation programme; giving them more control and input over the final outcome, and the confidence and assurance that the right structure, process and governance is in place to keep the programme aligned to the plan. All whilst building internal talent to embed a positive legacy for achieving continuous growth and success.

Independent consultants are selected from a talent pool of cross functional experienced executives. They are ex-top tier consultancy professionals with a strong background in their discipline. Specialist consultants are drawn on for upfront strategy work and reviews, delivery focused consultants are selected for the process, design and wider IT implementation work, whilst ex-senior executives are selected for the advisory and programme leadership, as well as client leadership team governance aspects.

The new model works with organisations going through change by understanding their business requirements, resourcing a programme team with the relevant skills, applying the necessary levels of governance and managing all third parties to deliver correctly.



HOW THE CLIENT SIDE ADVISER MODEL WORKS

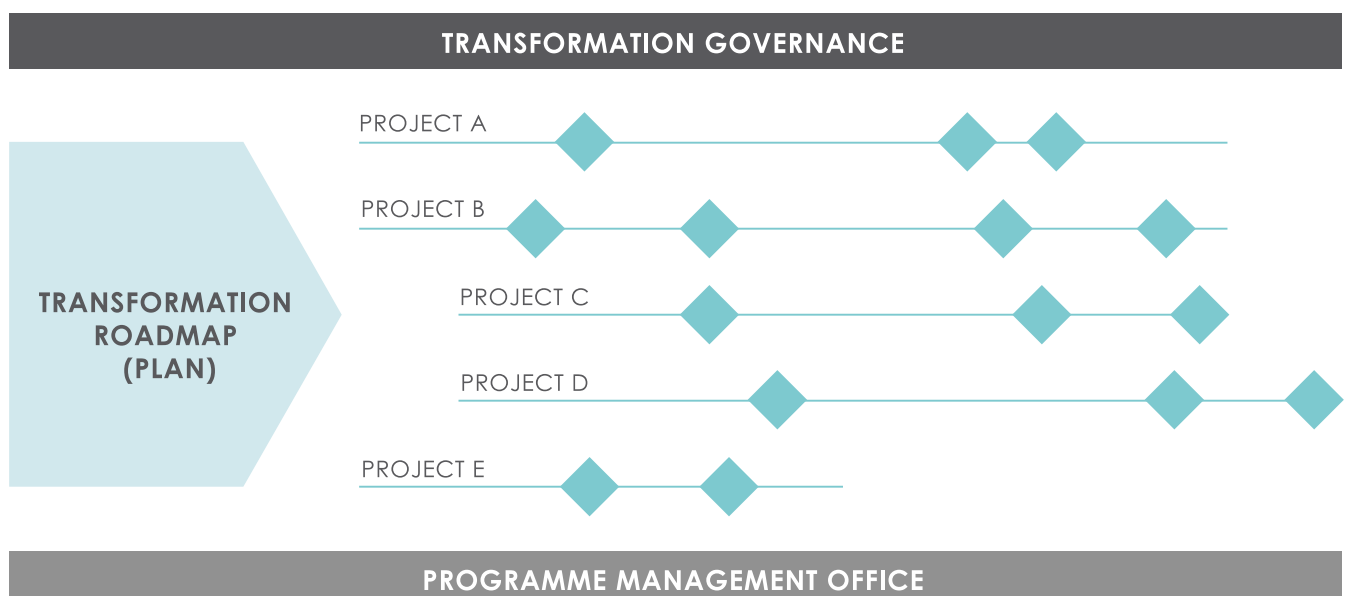
A transformation programme is built up of multiple functional workstreams and sub-projects that are implemented at specific points of the journey to drive the business towards the new vision.

Any organisation wanting to implement change will have a vision of what they want their business to look like. Using the client side adviser model, the Programme Director, a senior interim executive with years of hands-on experience in delivering large-scale transformation programmes, helps the organisation articulate their vision with the creation of a strategy document that details the new 'Target Operating Model' for the business.

From that point the Programme Director, alongside the programme sponsor and other key stakeholders, develops a transformation roadmap, outlining all the interdependent sub-projects that make up the transformation programme. These sub-projects will likely span across many functional workstreams within the business, led by internal business owners and external transformation leads for each affected business function (e.g. HR, Finance, IT, etc)

When it comes to execution, the Programme Director takes overall responsibility for ensuring the transformation is delivered smoothly, on-time and within budget, while each sub-project is managed by a blended project team of external and internal talent who can clearly articulate, implement, and embed the change.

By setting up a Programme Management Office (PMO), the Programme Director can establish programme governance, manage all third parties that are involved in delivery, and adapt and flex the transformation roadmap where necessary to keep the programme on track. The PMO monitors progress, providing regular updates to the programme sponsor.





WHAT NEEDS TO GO RIGHT?

To successfully deliver major change programmes, there are six key things that need to go right.

1

A CLEAR AND COMPELLING VISION

Without a clear and compelling vision of what your evolved business will look like, how can you know what changes and capabilities are required to get you there? Before kicking off a transformation project, it's crucial that you agree an end state Target Operating Model with all stakeholders, based on the business strategy.

This will allow you to develop a detailed implementation plan that will help you to achieve your vision. Sharing this vision across the business will help you to inspire your workforce to get onboard with the proposed changes.

2

SUSTAINED LEADERSHIP

One of the greatest benefits of the client side adviser approach is the appointment of leaders who take responsibility for implementing change. Leaders who will help you deliver a successful business transformation need to know what capabilities are required, and when. They need to have genuine leadership qualities - to be inspirational, motivating, and able to empower and nurture internal talent to embed a legacy.

3

BUILDING MOMENTUM WITH QUICK WINS

Change can be daunting for any business; for your stakeholders, and your workforce. But it's important that everyone is on board. Sub-projects should therefore include some short term initiatives to build momentum and a positive change culture. These 'quick wins' will also demonstrate benefits that will fund longer term initiatives.

4

INTEGRATED APPROACH TO PEOPLE, PROCESS, DATA AND TECHNOLOGY

A transformation project involves many parts, all of which need to be integrated and considered from a holistic viewpoint. The complexities of your business processes mean a change in one area of the business will have an impact on other areas. For instance, changing the organisational design of your finance team may impact your HR team. Changes to technology might influence how finance data is generated, how this links with HR, and how you go about creating reports. To succeed, you need a truly integrated approach that looks at all parts as a whole.

5

FIRST CLASS MANAGEMENT AND GOVERNANCE PROCESSES

The execution is the most challenging part of the business transformation programme. It therefore needs to be managed and governed to ensure you realise your vision. If no one is keeping a constant eye on the delivery, how can you be sure the transformation is being implemented successfully?

Furthermore your transformation programme should be treated as a changeable entity that you adapt as you encounter new challenges along your journey. A management team needs to be in place to reassess and re-evaluate the roadmap regularly to ensure it is still appropriate, and adapt it as necessary.

6

EXPERIENCED INDEPENDENT CONSULTANTS

Independent consultants who are going to inspire change and empower internal teams to develop are key to success. The emphasis is on being high-impact, independent, professional, senior, transformational, time-focused, and having wide expertise.

Independent consultants need to be experienced not only in the generic elements of transformation, but they need to have a strong track record in their chosen discipline, whether HR, IT, Finance etc. They need to speak the right 'language' to gain credibility and influence with internal teams.

They will be well-versed in the specific challenges of implementing change and can take the lead while your current leadership board focuses on keeping key day-to-day operations working optimally.

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CONCLUSION

Business transformation is a skill-set that many organisations do not have in the volume they require, when they require it, and the need for businesses to be more agile in response to constant change has never been greater.

As a result, business transformation is evolving to offer more flexible solutions by drawing on the right expertise, at the right times.

The client side adviser model allows organisations to invest in the right talent to deliver, as well as build their own capability, to enable a successful business transformation and create a legacy of continuous growth and improvement.



The logo for BIE, featuring a stylized diamond shape composed of two overlapping squares, followed by the text ABOUT BIE in a large, white, sans-serif font.

ABOUT BIE

BIE Executive works with companies going through change. Everything we do revolves around supporting organisations deliver their transformation programme, whilst leaving a positive legacy to achieve continuous growth and success.

We provide additional transformation expertise and support to organisations looking to grow their transformation experience and maturity. Using a mix of business consulting, interim management and executive search services, we build blended project teams of external and internal talent that can clearly articulate, implement and embed any transformation project throughout the business.

This integrated solution allows us to support businesses at every stage of their evolution and our functional expertise cover:

- Executive Leadership
- Finance
- Human Resources
- Supply Chain and Procurement
- Technology and Digital

As organisations respond to external market factors we support them to transform/transition their business through, but not limited to, the following projects:

- System implementation
- Process automation
- Revised organisation design
- Back office consolidation
- Shared Service centre set-up
- Project management office set-up/ rightsizing
- Sales function transformation
- M&A/integration activities

To arrange a consultation to discuss your current and longer term transformation challenges and opportunities, please visit www.bie-executive.com/arrange-a-business-consultation or contact Ben Hawkins, Executive Director – Business Consulting & Transformation on **0203 440 5250**.

www.bie-executive.com