

# Sponsorship and Leadership in a Transformation Programme



THE UNIVERSITY *of* EDINBURGH

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## AN INTERACTIVE DISCUSSION ON:

- Who we are and what we do
- Setting the scene



### Case Study: Flipped View

- The experts' point of view (what we thought we knew)
- Engaging with our leaders (what we know now)
- Problem solving together (what we're doing about it)



**Sarah MacKenzie**

**Service Excellence Change Manager**

Manages the Change Team embedded in the programme and within the colleges and departments

**Martyn Peggie**

**Core Systems Lead – HR**

Leading HR changes for new system implementation, former HR Transformation Lead, and Deputy Director for HR

hello:



## DID YOU KNOW?...

**600 BUILDINGS**

Across the city, including  
3 Colleges across 6 main  
Campus areas



**3 COLLEGES**

22 Schools with  
multiple sub units,  
centres & institutes



**TOP 20**

We are  
ranked top  
20 in the  
world in the  
2020 QS  
rankings



**41,000**

Students from over 150  
countries, choosing  
from over 500  
programmes



**15,000**

Members of staff  
supporting schools,  
colleges and  
support  
departments





## WHY SERVICE EXCELLENCE?

**We want to make our University an even better place to study & work**

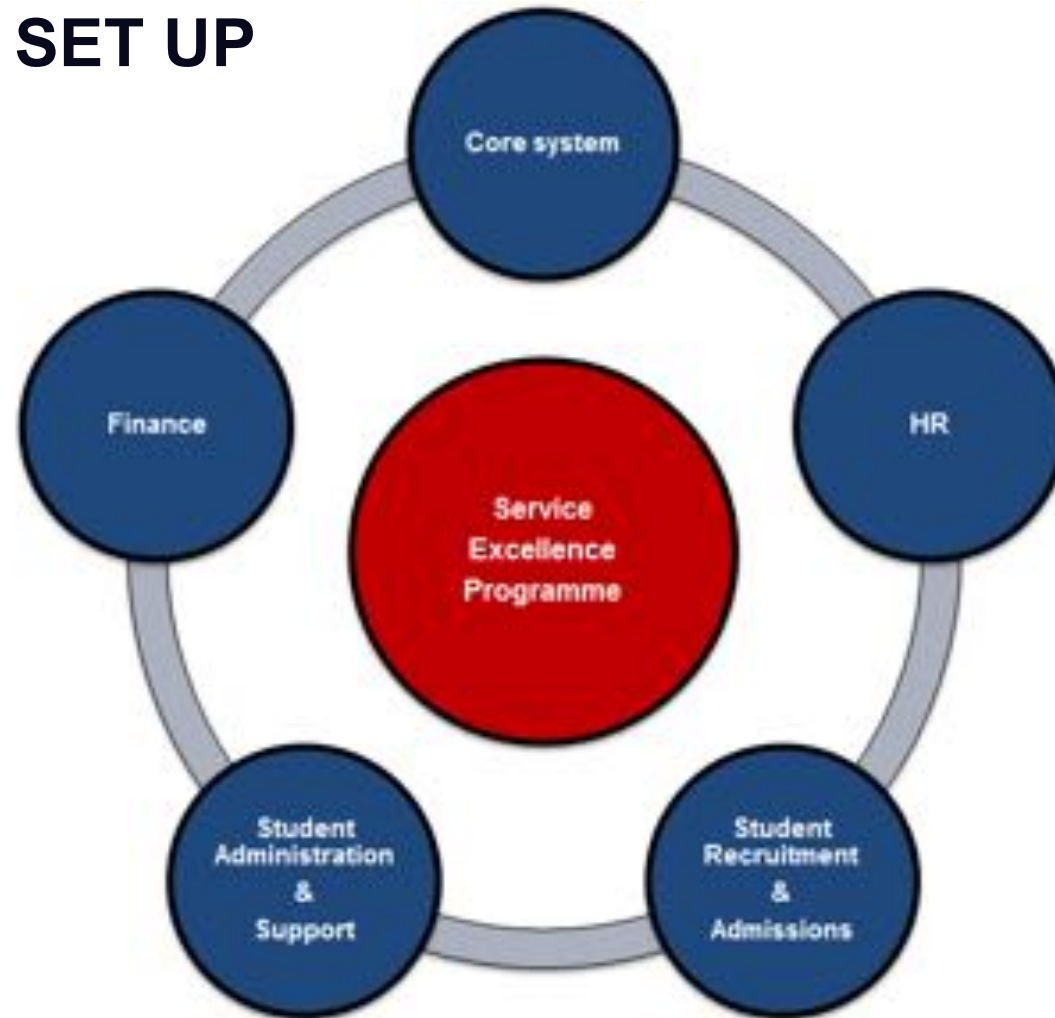
Delivering consistent systems, processes and ways of working across professional services

- Making it easier for students to join and study with us
- Making life easier for staff
- Helping us work smarter, not harder, reducing costs to focus investment in the areas that will help build our future





## SCOPE & SET UP





## INITIAL APPROACH

**Current State  
Assessment**

**Options  
Identification**

**Detailed  
Design**

Blueprint  
Business case  
Target Operating Model

- >300 contributors (65% were customers)
- Transparent about outputs
- Regular Communication
- Best Practice Governance



## Success!

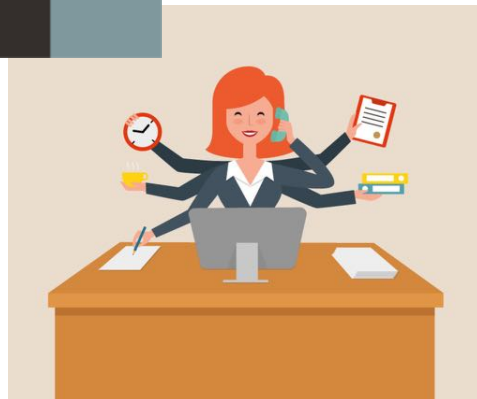
- ✓ **Agreed Business Cases**
- ✓ **Agreed Blueprints**
- ✓ **New Operating Model**
  - ✓ **HR Operations Team**
  - ✓ **Finance Operations Team**
  - ✓ **Change in Reporting Lines**
- ✓ **Process Consistency**
- ✓ **Policy Consistency**







## WHAT LEADERS WERE TELLING US ABOUT THE CHANGES



- Despite governance, workshops and meetings, still didn't feel listened to
- Did not understand impact
- Support for managing complex processes
- We're different
- Support for academic colleagues
- Importance of local expertise, knowledge and support
- Busy with other changes to manage



What would you do to help people  
through change?



## WHAT WE KNOW ABOUT SPONSORSHIP FROM PROSCI

Key contributor to success of a change initiative is **active and visible sponsorship**

Biggest obstacle to success is a lack of effective change sponsorship from senior leaders

Staff have preferred senders of messages about change: the person they report to and a leader at the top

Senior leaders with experience in leading change insist on change management from start of a project

Ineffective sponsorship results in more resistance and slower progress toward realising benefits



# LET'S FLIP THE VIEW

“We don’t understand the changes”

Tailored, two-way dialogue on future ways of working

Impact Assessment

“We’re different”

Current State Assessment

Defining roles and ways of working

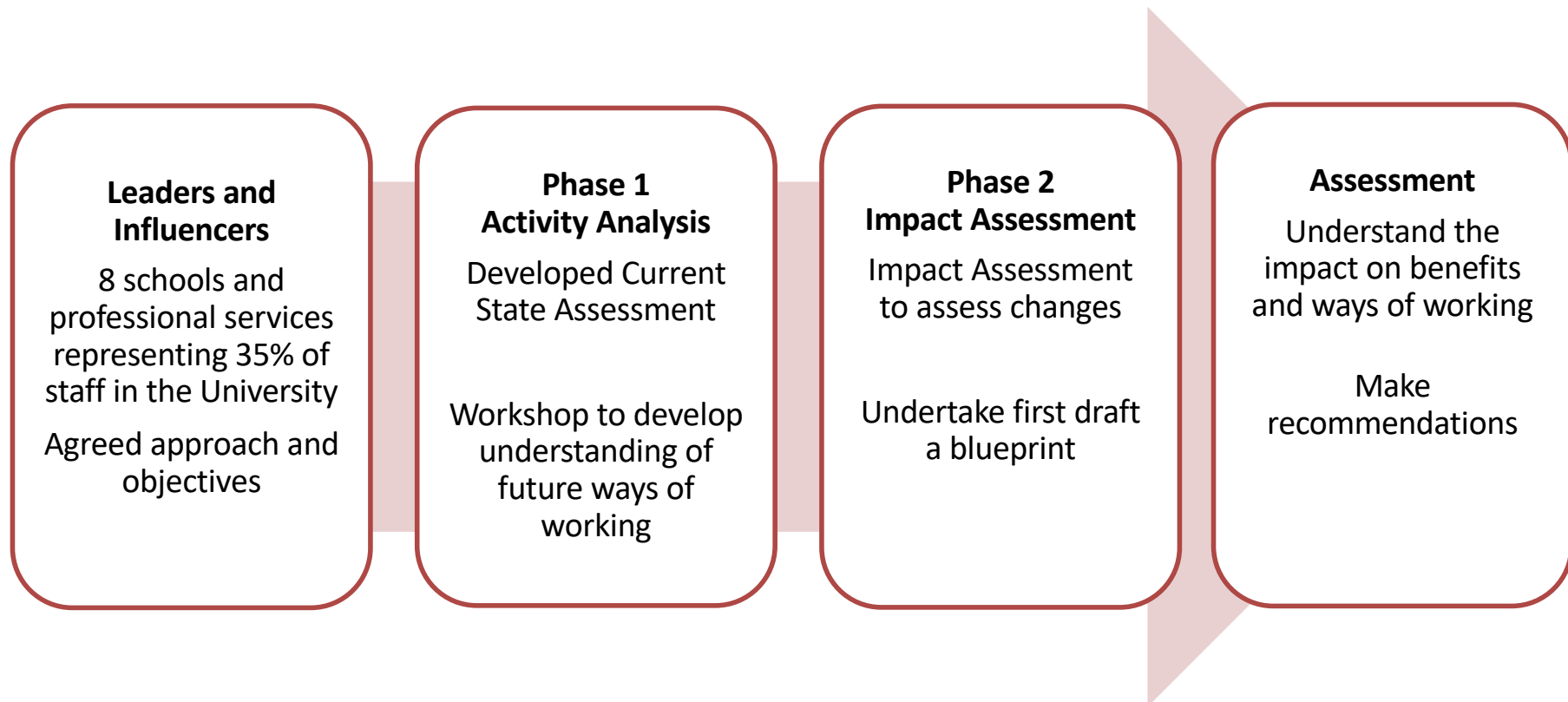
“How does this fit in with everything else?”

Local ownership of benefits

Local Implementation Groups



## FLIPPED VIEW APPROACH





## Findings

Operating models were robust  
Professional services manage complex processes that are valued

The right amount of detail must be available at the right time

Some activity that was originally thought to be specialist is general administration

Some may need support managing processes with new core system

Some found doing a future blueprint a challenge

## Recommendations

This was a collaborative way to engage and build understanding and should continue

Support the role of the HE professional administrator

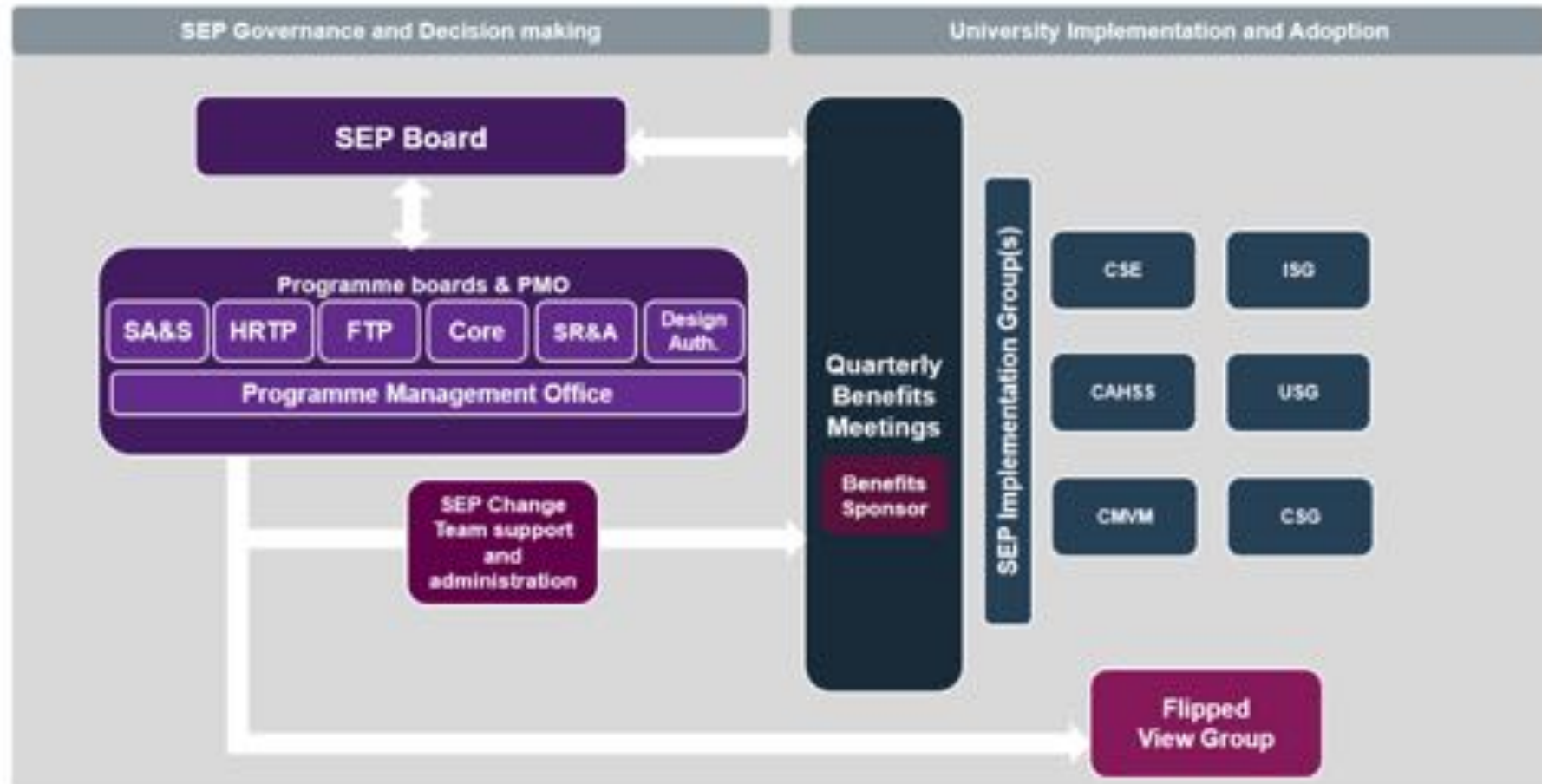
Get the timing right

Visible and accountable local leadership - Quarterly Benefits and Implementation Groups

Further understand the roles that may need support managing complex/high volume processes



# Empowered Local Leadership





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**THANK YOU!**

**WE WELCOME QUESTIONS AND DISCUSSIONS**