



Submarine
Delivery Agency

The Challenges of Constant Change

In Public Sector Defence
Acquisition

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Personal Perceptions of Change In the Public Sector

Things to be mindful of

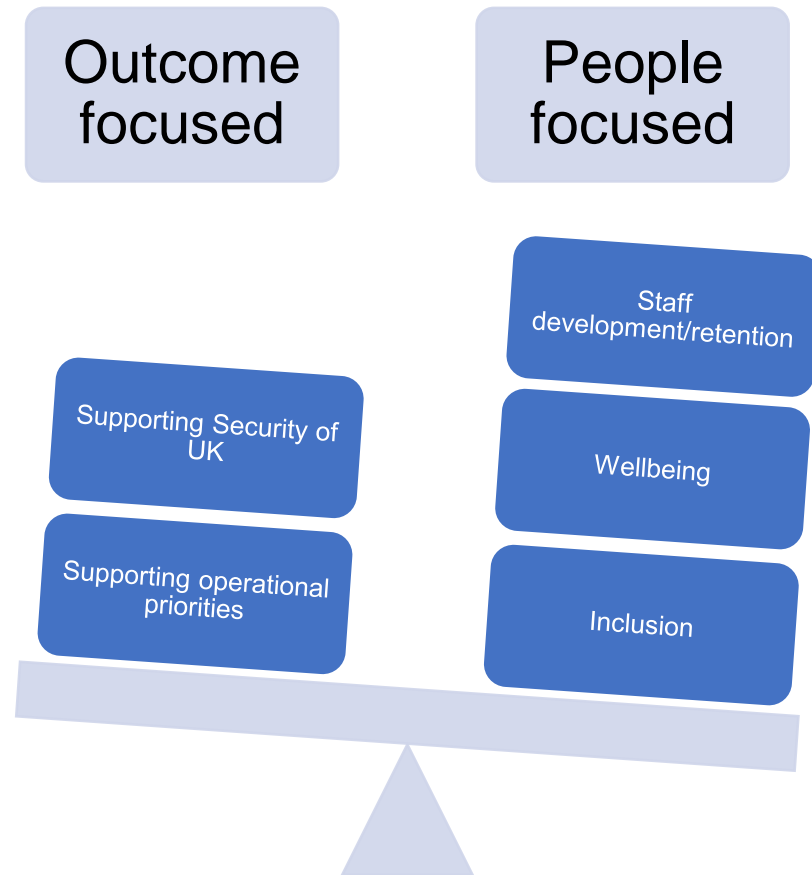
- Murphy's Law
 - If anything can go wrong it will!
(Example – in IT changes, ensure adequate User Acceptance Testing)
- Proper planning can help towards success
- The spectre of Moore's Law
 - Example – focus on the 'right' IT software, i.e. be aware of what is 'needed' rather than what is 'wanted'
- Implementing too many changes
- Communication saturation
- Staff exclusion from change implementation
- Non-linked, simultaneous changes



Is consolidation possible? Challenges:

- The need for modernisation
- The need for streamlining existing working practices
- The need for improved IT
- Global politics - constraints
- Supporting our Armed Forces
- Economic opportunities

Achieving a balance through implementing change



Practical elements that can support success in change implementation

- ‘Soft’ leadership style
- Inclusion of staff in change process from beginning
 - changes ‘with’ staff rather than ‘to’ them
- SQEP – not just direct delivery staff
- Joined-up success; top-down and bottom-up
- Collaborative approach across different changes – seek a ‘common shared goals’, ‘shared’ budgets and ‘shared’ benefits (benefits realisation)
- Regular and targeted communication – understand the audience, type of media, frequency and consistency

Share the success – emphasise ‘team ethics’
in levels of achievement

How leadership can support change?

The Leadership concept of “Interactive Dynamism”

- Soft-skills leadership style
- Team-focus
- Staff wellbeing
- Empathy
- Trust
- Communication
- Attentive listening
- Dynamic leading i.e. ‘active’ rather ‘passive’

