



How to Change your Organisation for the Better

A guide to reviewing your organisation and
discovering new opportunities

provelio

How to Change Your Organisation for the Better

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Foreword

When we start on a building project for a Client, we like to do so with a clean sheet, because it is the perfect time to consider things from a fresh viewpoint.

That's why we start with a strategy!

If you wish to ensure that you determine exactly what you need for your Buildings and Estates, you need to focus on the four things which really affect your choice!

These are:

1. What goods or services do you aim to provide in the future? - you need to quantify them.
2. What headcount do you need - how will you be structured?
3. What working methods will you use?
4. What technology will support your work?

If you do this, we guarantee that you will not just replace your buildings with a more modern version of what you have now. That will not work. Instead you will take the opportunity to rethink everything!

In this booklet, we suggest ways to manage each part of this process. It is aimed at those seeking to lead and direct change in their business or organisation, to create a valuable change which lasts.

It has never been more relevant.

Best wishes

A handwritten signature in black ink, appearing to be 'P. Wilson', with a small flourish at the end.

Paul Wilson

Introduction

The lifeblood of any enterprise are:

1. People
2. Technology
3. Buildings

They are all inter-related and it is essential to ensure that these three elements work in perfect harmony, if you are to obtain full value-for-money.

Successful enterprises **really** understand how this relationship works and they know - just as importantly - how to maximise their value, by managing them efficiently.

For example, if you have a large workforce, unsupported by technology, you will clearly need many more people and much more space. Imagine what that does for your overheads. On the other hand, a relatively small investment in technology, can deliver huge savings in people and the buildings.

Taking this action ensures that your organisation will run smoothly, with less effort and will be able to adapt easily to changes in strategic direction.

The way your people work now, will have a direct influence on their perception of what buildings and technology they require in the future. Existing buildings force people and technology to adapt to the physical constraints of the space. Technology - when not used to its full potential - creates inefficient working habits and puts unnecessary demands on them. Imagine the messages that you send out to people if the technology is out of date? They feel like you are not serious about your business.

Most people work in existing buildings that are, at best, adequate. The revenue costs which result are extensive and far-reaching. They invariably take the form of poor staff productivity and they uplift running costs alarmingly.

For those enterprises considering new buildings or refurbishment of existing stock, it is critical to understand the potential financial burden that the existing building or estate creates. These investments, can be catalysts which will revolutionise how your people work, allowing them to exploit technology to the full. They also act as a morale-boosting environment for your people and customers.

For the private sector this means **increasing profits** or **value to their shareholders**.

For the public sector it means **getting more done for less money**, without compromising frontline services. It can also mean the difference between survival and struggling.

The Need for a Strategy

Successful businesses all have one approach in common.

1. Where they are **now**
2. Where they aim to be **in the future**
3. What they are **going to do to get to there**

These are the first questions you need to answer to get your strategy right!
But a strategy is much more than this!

The best Chief Executives, Directors and Senior Managers retain their focus because they know that change is inevitable, and they thrive upon it. They create a culture and environment that encourages their people to get things done.

This attitude supercharges the organisation and makes it free to manage their key business assets (people, processes, products and services) so that the management team can focus on the future.

Great leaders tend to ask incisive questions when it comes to new projects and typically start with:

1. Why are we doing this?
2. What are we trying to achieve?
3. Will it get us any nearer to our strategic goals?
4. Can we solve this without spending any money?
5. If we do need to spend money, how much is required?
6. When can it be done?

They then implement change in a measured and intelligent manner, without wasting time or money. It is simple and obvious, but often overlooked, as day-to-day issues occupy the minds of the management team. In other words, they should not let the running of the business take precedence over the project.

The most common mistake in this goal-setting exercise is to try and pick out a solution too early. This removes the opportunity to think through all the available options and should be avoided at all costs!

Great leaders are not interested in the specifics of what will be done or how it will be achieved. They know that the greatest value in a project is to get all aspects of the business working together.

That is why a strategy is so important to a project!

What goods or services do you aim to provide in the future?

This is the starting point for the planning of your organisation. **A question which is focussed on the future!**

It's not enough to ask "what have we done in the past?" **You must be certain about where you are going next.**

How long has it been since you re-visited your goods or services?

For most people this has been a long time. After all, the world has changed a lot over the last few years and customer expectations have increased dramatically.

The people you serve are more likely to **prefer services around the clock** and to **have access to company websites and apps**. The **life-cycle of new products or services is becoming shorter** and the only way for you to compete is to **continually improve your goods or services**.

You need to free your mind to answer questions which are strategic in nature. This is a habit that takes practise to perfect, because it is based on an intelligent projection of the future, rather than "facts".

However, it opens more opportunity and allows your organisation to really take off!

You need to decide:

1. What goods or services you will provide - don't be limited to what you do **now**
2. Who you will provide the goods or services to - this is the chance to plan for other **sectors**
3. What is the volume of goods or services that you will provide - it has a big impact on the **facilities that you will need**

These decisions are **critical in forming a strategy** for the next few years. Unless you are clear about the goods and services, you cannot plan new premises because they will limit you in the future.

It is **essential to include all departments of the business** in these discussions because the people on the shop floor have an experience and knowledge of the business that should not be overlooked.

What headcount will you need and how will be you be strutured?

As soon as you have decided precisely what goods or services you will provide, **you can decide how many people you need to carry out the work.** In strategic terms there are two decisions to make on staff:

- 1. Who are your “frontline” staff?** - in other words which staff are customer facing. In budgeting terms these people are your “direct costs”.
- 2. Who are your “back-of-house” staff?** In budgeting terms these people will be your “indirect costs”.

Most businesses initially start with a plan that has too few “frontline” staff and an enormous structure of management, admin and finance around them.

Do not make this mistake!

You need to get the balance right and should be asking the question “what is the minimum structure I need to best serve the frontline staff”? That leaves you free to consider admin, finance, PR, marketing and all other functions of the business.

The more people that interface directly with your customers, the better it is for your business. This does not mean that the other functions are not important. It is just that the balance needs to be right.

What working methods will you use?

Taking a strategic approach to your working practises is one of the most exciting things that you can do for your business. It frees you from the shackles of the past and allows you to plan an efficient workplace.

The best way to plan your working methods is to make a full list of existing practises and put them into one of these three categories:

1. Those which are efficient and should **remain**.
2. Those which are inefficient and can be **replaced**.
3. Those which are currently done but can be **cancelled** because they add little value to the business.

This exercise should be done in conjunction with your new strategy. This means that you will have thought laterally about everything in your business and are **designing the process of the future**.

The more working methods you have in the **remain** category the easier the exercise will be.

However, don't be disheartened by having a lot of processes that need to be replaced or cancelled, because this is where you will find the rich pickings for improving your business.

What technology will support you?

Technology has progressed very rapidly in the last few years – so much so that the buildings that most people work in have not been able to keep up with it.

Computer equipment has become progressively smaller and digital & wireless technology has transformed businesses. We no longer need huge ducts to take all the services or complex wiring systems that take up space and require a lot of maintenance.

This means that when planning new systems, you invariably find that do not have the same constraints and they can be streamlined. Offices no longer need all the space that they had in the past.

Online meetings have finally “come of age” and are now efficient and affordable. Permanent Office space is losing its attraction to many businesses.

Many processes, which were previously controlled by computers are now more likely to be controlled by apps or mobile devices.

This means that reports can be controlled and made available “on demand” by apps on mobile devices, which means that the people are no longer responsible for the distribution of the information at a particular time. Cloud computing has made this viable, improved the service and made it possible to access it through almost any device which an individual owns.

The best approach is to look at all the information that you process and find a system or application which does it to a level of complexity which suits your organisation. The array of different systems includes:

1. Websites
2. Finance Systems
3. Administration (including email and standard office software)
4. HR
5. Project Management
6. Marketing and sales information
7. Customer Relations Management (CRM)
8. Quality Management
9. Estates and Asset Management

Remember, if a system is not broken, don't try to fix it! These are known as legacy systems and could be part of the mix.

You should design systems to provide all the information that you need for your business.

About Provelio

In our experience, most organisations in both the public and private sectors have the same broad objectives, which are:

To deliver their core services and control their three biggest assets (and costs), which are people, buildings and technology

To achieve these objectives, it is sometimes necessary to carry out a capital project or a change management programme.

We provide professional management services to carry out such projects, ensuring that our clients can go through this transition phase as smoothly as possible, whilst being able to carry out 'business as usual'. These services include:

- Strategic Management
- Project Management
- Change Management
- Cost Reduction
- Procurement and Contract Management

We believe that management is not just about processes and best practice. It is about fostering good, motivational relationships between people. We therefore deliver management solutions with integrity, transparency, clarity and a constructive style.

You will find more details and a substantial number of downloadable guidance notes from our website:

www.provelio.com



How to Change Your Organisation for the Better

The three biggest costs for any business or organisation are people, technology and buildings.

If you want your business to reach peak level performance, it is essential that you effectively manage these three completely interdependent elements. If you want to unlock the value in your organisation then you will need to lead and direct change in your business or organisation in a manner that will create valuable results, which last.

In this unique guide, Paul Wilson Managing Director of Provelio, presents the key principles you will need to know to manage change successfully and deliver first class buildings. It promotes thinking from first principles when deciding on your project strategy.

The 5 key principles are:

- Strategy is all important
- The goods or services that you provide has an important effect on the building
- Your property strategy will be driven by your headcount and the way that you are structured
- Working methods have a profound effect on your property strategy
- The technology that you use will also effect your property strategy

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