

Business Leadership of Technological Change

Five Key Challenges Facing CEOs

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inspiring leaders



Professor David Tranfield and Dr Ashley Braganza

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Foreword

by **Andy Green, Chief Executive of BT Global Services**

Until 1492, the accepted wisdom was that the world was flat. Columbus's voyages changed our view and we have long accepted that the world is round. But is it still this simple?

There are fundamental changes reshaping the global economy today, making location irrelevant, levelling the playing field on which business operates and eliminating barriers to participation. The new 'borders' are between people who have skills and those who don't, who speak the right language and those who don't, and who are flexible and those who resist change. These factors will separate success from failure in the future. There is no room for complacency in the 'information society'.

Recent studies demonstrate a strong correlation between national economic competitiveness and the development of information and communication technologies. This places greater demands on business leaders to ensure that their organisations harness the transformational value promised by new technologies.

At a national level, leaders accept the pressing need to improve the UK's competitiveness and to deliver the desired reform of the public services. Our Steering Board set out to explore the role of strong leadership in successful IT transformation programmes. A focus on value creation means moving away from a vertical silo approach based on functional expertise towards increasingly collaborative horizontal approaches, from command and control to collaborate and connect. Indeed, as evidence of such collaboration, the Chartered Management Institute, British Computer Society, the Change Leadership Network, Cranfield School of Management and many individual business leaders have worked together to produce this report.

The report raises five key challenges facing CEOs to ensure that they are better prepared to lead technological changes. Change always involves risk. As a leader, how can you brave the new world and find a way to make it work for you? Naturally, the answer will vary for every organisation, but it is important to recognise that this is a journey, not a destination. And it is a journey best made in good company. The ability to collaborate is becoming one of the most valuable leadership skills.

As an output from this study, we are starting a series of dialogues to enable our own learning to be shared and challenged through its application across many different business and public service delivery models. I commend this study to all those with an interest in improving the performance of the people responsible for leading major transformational change. The message is clear - we all need to adapt to the challenges of technological change. The economic world of the future will be flat. The leaders and organisations that fail to embrace change and the opportunities it brings are in danger of falling off the map.

Andy Green, CEO of BT Global Services and Chair of the Steering Board for the Business Leadership of Technological Change Research Programme





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Executive Summary

- Information technology, deployed intelligently, can deliver business benefits that can enable organisations to make dramatic leaps in productivity and redefine competition within whole sectors. Tesco and lastminute.com are excellent exemplars.
- Globalisation, the pace of technological innovation and the emergence of developing nations such as China and India are transforming the business landscape. New business models involving integrated customer and supply chains, global product development and servicing all rely on information technology (IT) to create new ways of working.
- Despite the plethora of advice from industry groups, professional bodies and central Government offering a variety of principles, checklists and detailed methodologies for effective delivery, successful business change often remains elusive. For example, not only the day-to-day experience of managers but also numerous high profile “IT disasters” and reports from the National Audit Office on public sector business changes reflect the limitations of our current knowledge and “best practice”.

.... 74% of IT projects failed in 2005 – same % as in 1980

[Source: Standish Group and Gartner]

- This report is based on an examination of 10 detailed cases. It identifies five key challenges for senior executives in obtaining best value from IT-enabled change:
 - Creating transformational value rather than just implementing IT projects
 - Building capability for ongoing change. Being able to predict future business needs and how IT can help shape new business models and deliver the desired benefits
 - Creating a climate of open communication
 - Managing confidence and risk - understanding the impact of external changes
 - Building personal capability, learning and confidence.
- We concluded that CEOs need to have a growing understanding of the strategic use of IT to ensure that their organisations are ready to capitalise on the new opportunities it provides. Specifically, they need to have external environmental developments on their radar so that they can actively manage the implications for internal IT change programmes.
- In particular, active and visible leadership is required to avoid the twin traps of :-
 - extended implementation timeframes
 - lack of full exploitation for business benefits.
- A conclusion of our report is that the continuing use by industry groups of terms such as “IT projects” as short hand, for what is major business transformation involving organisational design, people and process change, is continuing to sidetrack Boards and their senior business executives, including CIOs, into thinking of major change as being technology-driven rather than enabled.

Creating transformational value rather than just implementing IT projects

Effective programme initiation is vital to success. There are certain factors that CEOs have to ensure are in place before initiating programmes to create transformational value from IT – if these don't exist or are weak then the initiative should not be started.

A quick initiation checklist

- **Create a strategic context (which includes having a clear vision and articulating this, providing leadership and guidance, managing the scope of the initiative, being clear about the benefits and allocating quality time to lead from the front)**
- **Plan for resistance (which includes managing risk, being committed and gaining the commitment of others)**
- **Develop shared understanding through communication (which includes defining roles and responsibilities, articulating and monitoring goals and targets)**
- **Implement IS/IT governance mechanisms (which includes planning and testing systems, implementing behavioural changes and ensuring changes are realised)**
- **Integrating across functions (which includes understanding cross functional synergies and aligning the vertical structure with cross functional processes)**

Previous research, as well as our case evidence, suggest that major IT implementation programmes regularly fail mainly due to poor management and implementation of business change rather than an inability to install new technology.

This is because integrated IT almost always changes the work people do and cuts across existing organisational boundaries. As a result, established work patterns, processes and traditional routines are 'up for scrutiny'. Disruption at this level always requires sensitive leadership and careful stakeholder management.

Revising and reshaping the company is very much the prerogative of the CEO. Reshaping needs to incorporate not only the new but also challenging the 'taken for granted's' about how we do work around here. Structural change can also be vital and often results in "winners" and "losers". Consequently, it is imperative that the CEO is actively engaged at all levels.

Challenges to be managed

- Revising and reconfiguring three key organisational elements; people, processes and practices, in parallel with information systems and technology changes.
- Fragmentation and loss of focus can occur if the IT implementation is 'handed over' to Divisional or Functional managers without a 'touchstone' of continual reminders concerning central purpose and a clear articulation of the business benefits.
- Equally, passing responsibilities for implementation to technical specialists can distort purpose. The right relationship and expertise mix between CEO and CIO is crucial. Specifically, the CIO needs business as well as technical skills, to ensure that specialists do not just pursue their own technical agenda alone.
- Game playing and organisational politics are always a risk. These diversions usually sap energy, reduce exploitation potential and pull-out timeframes for implementation. They are commonly experienced and often attributed to individual personalities. However, a more penetrating analysis reveals that they are standard responses to poor leadership from the top.

Should the CEO assume responsibility for change?

According to **Tesco's John Browett**, the answer is 'yes':

"I would say that without the unswerving support of the chief executive and the executive committee, there is absolutely no chance that you can get transformation done and what I see in most businesses is that the chief executive is not at work on this kind of stuff (change and transformation). They may talk about it, they may even make presentations to the City about it, but they're not prepared to get their hands dirty. They're not prepared to intervene in order to get what they want. They're not prepared to put their best people on it. They don't really understand it and they don't like it."



JOHN BROWETT



Creating transformational value rather than just implementing IT projects

Implications for the CEO

- Set purpose for the implementation, relate to strategy and mission and don't be deflected.
- Understand the difference between 'incremental' and 'holistic' organisational change. You cannot reverse engineer an holistic change once the change has started.
- Be clear on the difference between 'installation' and 'implementation'. The latter requires organisational as well as technological change.
- Success requires both vision and conviction. Good advice to outstanding performers (business and sport) is to 'Set the tone', 'Own the occasion', 'Make the choices' and where necessary, 'Be the problem!'
- As the project progresses, make space for others. Use positive as well as negative feedback. Don't forget to say 'well done' publicly to outstanding performance. And don't unwittingly introduce a blame culture so that people avoid airing bad news.



IAN McCAIG

An impartial programme management office is key to successful delivery

lastminute.com established a unit that has specific responsibility for overseeing the changes to be implemented. The unit works closely with the each of the divisional directors to ensure change plans are set and followed through. **Ian McCaig, CEO of lastminute.com** is adamant that the unit he established remains impartial and focused:

"The Programme Management Office (PMO) is impartial. I'm not charging the PMO with the business outcomes. I don't measure the PMO's success based on the business outcomes. I measure the PMO on the successful delivery of change."



Overcoming people's mindset that IT projects exist separately to the business is the biggest hurdle

According to **Paul Burfitt**, recently retired Global CIO of Astra Zeneca:

"There is still a lot of talk about IT projects and portfolio management. This continues to appear in surveys as one of the top ten issues for CIOs. To me references to "IT projects" indicate starting in the wrong place. CEOs and CIOs need to think in terms of business change programmes and portfolio management. Then, the IS function has to perform its role and contribution as a key part of each of the business change programmes. Portfolio management of business change programmes is a responsibility of Business Leadership of which, by the way, the CIO is a part."



PAUL BURFITT



2

Building capability for ongoing change

IT implementation is only one part of the jig-saw. A vital and more extensive part of the CEO's leadership role is to develop organisation-wide capabilities to deliver change initiatives right across the company.

Developing such a 'helicopter' perspective on change within the company lies at the heart of successful change management. Creating synergy across projects provides leverage for step changes in overall performance.

CEOs can gain greater visibility of these programmes by creating a Transformation Portfolio.

A Transformation Portfolio enables CEOs to:

- See a single picture of all change initiatives
- Clarify the scale of resources required within and across programmes and ensure efficiency gains in change management
- Understand the effects of decisions taken in one project upon another
- Where appropriate, to challenge the strategic relevance of specific projects
- Prioritise the importance and value of particular projects. Priorities can be expected to change over time
- Track the performance and progress of projects and the effectiveness of the overall portfolio.

Managing change requires taking a holistic view of large quantities of detail

Tesco's John Browett fulfils the role of overseeing changes across Tesco's operations on behalf of the Board. He has visibility of changes that take place in all 700 stores:

"I normally have in my office, for our stores, a planner with every single person in store and how much capacity they have to change. Then we have how much that capacity for change we're using in any one period, actually planned down to the week."

Challenges to be managed

- Transformation Portfolios are best developed 'top-down' although individual projects are implemented 'bottom-up'. Sometimes the tendency is to allow them to develop 'bottom-up'. This runs the risk of including potentially redundant initiatives. 'Top-down' portfolios are better placed to contain only the organisational and technological initiatives that are mission critical.
- Taking a strategic perspective requires CEOs to articulate the overall strategy for change, including highlighting thorny issues such as structural realignment or reductions in headcount/budgets. Project attrition often results from time wasting. CEOs need to identify and deal with the crucial issues upfront.
- Assessing and anticipating the organisation's 'readiness for change' is a key responsibility of the CEO. This is impacted by the skills and personalities of the management team as well as possible fatigue from the number and impact of recent change initiatives. The appetite for benefits should not be confused with the appetite for change.
- Change programmes absorb significant amounts of energy. As a rule of thumb high levels of motivation stretch to about 18 months. Projects beyond this require renewal. A number of organisations now use a '90 day change management cycle'.
- Change capabilities get stronger when CEOs and senior management team members create emotional capital by addressing difficult organisational change issues. Conversely, morale can deteriorate rapidly with fudge and compromise. Tangible evidence of motivational deterioration can be found in programmes that 'run out of steam'.
- An organisation's change capability is often dependent on external partners e.g. technology suppliers, consultants and outsourcers. CEOs improve their organisation's change capabilities when they act quickly to remove, terminate or change relationships with external partners who are unable to keep pace.

Parcelforce ensured the changes were led from the top

According to **Vanessa Leeson, CEO of Parcelforce:**

"We radically changed the way our depots worked. There used to be a delivery fleet in the morning, a collection fleet in the afternoon. However, when we went to a combined collection and delivery fleet it meant longer days, therefore those employees in Glasgow who ran their own painting and decorating businesses in the afternoon, all of a sudden found their life turned upside down. So, I would say that for me the most important things in change are a clear vision, a consistent vision and a measured scale of progress."



VANESSA LEESON

Building capability for ongoing change

NHS Logistics made tough decisions on critical suppliers

Barry Mellor, NHS Logistics took a clear-eyed approach to a situation where a critical supplier wasn't able to support the project:

"We picked a supplier and basically the supplier let us down. Technology was OK, nothing wrong there, but basically the supplier was not up to the job. We got through the testing process but in the pilot stage of implementation I was getting regular feedback and it became clear that the supplier was not meeting obligations. They were given clear action plans, they were given time scales and they kept failing on all the time scales. I'd agreed an escalation route, including deadlines, with the steering group and they managed this with the supplier. The danger is you just struggle on and on, thinking it'll get better, but we agreed the escalation process, we had a contract that covered that eventuality, so we had full recovery of costs etc. I had to make a decision saying 'no ... we're terminating the contract' and that's quite painful".

Implications for the CEO

- Ensure a top-down driven approach to transformation portfolio development.
- Articulate the overall portfolio, where possible including the 'tricky bits' such as escalation procedures and responsibilities. This adds realism and credibility.
- Monitor readiness to change at the level of the organisation (or unit) and individual managers. Engage support for individuals under pressure but don't compromise the portfolio for individual weakness.
- Nothing succeeds like success! Celebrate wins.
- Ruthlessly prune underperforming partners/suppliers. Publicly encourage/reward excellent service.



3

Creating a climate of open communication

Communication is the lifeblood of successful large scale IT change programmes. Effective communication targets peoples' hearts as well as their minds by defining how they too can play a part in the future.

Formal and informal lateral communications are powerful in shaping attitudes. Effective lateral communication fosters trust at all levels.

Downward communication mechanisms - messages CEOs send through the organisation - are vital for all employees to understand the CEO's vision, strategy and rationale for change.

Equally important, delegation and upward communication encourages involvement and feedback. It legitimises the airing of people's feelings towards the change and possible concerns regarding implementation.

Challenges to be managed

- Many organisations pay lip service to open communication, resulting in scepticism and cynicism on the part of employees.
- CEOs need to define and communicate the vision and outcomes, and recognise that this is a continuing task. It takes time but can reduce implementation problems later.
- Delegating responsibility is a double-edged sword. Too little can alienate others. Too much and the CEO runs the risk of being seen to abdicate leadership responsibilities.

Upward communication: different strokes

BT's Danny McLaughlin has his way of engaging employees in upward communication. He gets into a van with an engineer and travels to customers' locations. At other times he goes into the call centre and listens to customers and learns for himself how they are being treated and the difficulties call centre staff face. He talks to his people informally and at round table events. He says he does this

"because you get great advice from your people at the work place. That's where most of your customer contact is. They're far from stupid ... if you can tune your ear to what they have to say."



DANNY MCLAUGHLIN

Creating a climate of open communication



Implications for the CEO

- CEO actions and behaviours speak louder than words.
- Act on, and where appropriate, be seen to act on messages received through upward communication mechanisms.
- Walk the fine line between being an inspirational and charismatic communicator without appearing to be the 'hero' that is going to save the organisation single handed.
- Location matters! Be on the 'inside' of change programmes, deeply committed and supportive of the change even when particular things go wrong.
- Avoid being seen to be on the 'outside' (approve the budget and wait for results) or 'above' (champion / sponsor observing from a distance).
- Reinforcing the outcomes, rather than task-achievement, is important in keeping the focus on delivering benefits for the business.

Delegation while avoiding perceptions of abdication

Barry Mellor, CEO NHS Logistics, led the biggest modernisation programme in the history of NHS Logistics. His views on effective delegation while avoiding the perception of abdication are clear. He states:

"my role is ... to authorise the (IT) development. We then delegate the delivery of it but in delegating the delivery, delegation isn't just about giving it over and then walking away. It's making sure what's been delegated, agreed and there's no surprises, and then monitoring that it happened."

4

Managing confidence and risk

Most major transformation programmes these days require changes in technology. Some changes will be relatively minor and quick to implement, others will be much more significant, taking several years to complete. Experience in managing successful change is very important.

Company context is important in assessing risk. A 'greenfield' project with a dedicated and bespoke team faces different challenges from a 'brownfield' or 'greyfield' development lodged in a traditional set of processes and organisation culture.

A clear understanding and assessment of the potential risks associated with large scale technological change is critical.

There is a need to keep checking on-going assumptions against both internal and external environmental changes such as turnover of key employees, competitor activity and changing market dynamics.

Some common risks associated with large scale technological change are:

- **Specifying the requirement accurately and in line with the future vision**
- **The robustness of leading edge technology**
- **Managerial ability to make critical adjustments to respond to external environmental changes**
- **Suppliers and vendors meeting tough timescales and targets**
- **Finding and retaining people with relevant skills**
- **Training employees in new technical skills**
- **Having enough technical understanding and knowledge**
- **The migration of existing stakeholder data and services to new systems.**



Challenges to be managed

- CEOs being open about their level of knowledge and experience of IT-enabled change. Engage support, where necessary, to complement existing capability.
- Putting together a strong team who the CEO trusts to provide the right advice.
- Being aware and monitoring the board's risk appetite.
- Beware projects that drift and assume a life of their own. Have the courage to stop these projects. Look for results in short timescales for example, by setting 90-day objectives.
- Setting the tone for the management of suppliers.

Asking the right questions to expose the risks

Managing the risks of IT-enabled change and being clear about the impact of change requires the CEO to have the humility to ask questions that could expose personal weaknesses. Yet, this is a strength from which the organisation can benefit.

For example, **Vanessa Leeson, CEO of Parcelforce** says:

"I'm very trusting on these things (technical matters) and if I don't understand something I'm not afraid to ask. I don't mind making a complete and utter fool of myself, no matter what the issue. I just don't mind saying 'I don't understand that, could you explain because it's got an impact that I need to understand and potentially an extra benefit which we shouldn't miss."

Implications for the CEO

- Assess and then implement mechanisms that mitigate risks, but realise that risk and external changes are ever present and can appear overwhelming.
- Remember context is important. Define the degrees of freedom for action so that your plans are realistic as well as aspirational.
- Back technology changes if the strategic imperative is irresistible – it's often a judgement call.
- Engage the right team to steer and project-manage the implementation. Remove people as necessary where they don't deliver.
- Ensure your procurement team understands and reflects the business needs and has both the rigour and the flexibility to enforce and encourage suppliers.

Seeking talent on a completely new scale to achieve transformation

BT's 21CN programme completely replaces all its UK networks, include its telephony, private circuit, broadband and other service specific networks, with a single IT network to support all of its services. The cost of this technology change programme is about £10 billion over a six year period.

The most significant challenge according to **Clive Selly, BT Wholesale's CIO** responsible for 21CN, is:

"how (we) acquire or develop the competences to tackle programs that are orders of magnitude bigger than we have done before because you only reinvent the network once every 25 years or so. The guys who did it last time are dead or retired. So you've got lots of good guys who have been doing smaller things, still big, but smaller than this scale. How do you build a programme management team that can cope with this new endeavour? The industry isn't full of them either, so where would we shop for these guys? We could go to our competitors and ask them, but the investment we're making is bigger than their annual turnover, so by definition they have nobody. As you look around it's not obvious where you shop for some of these competences."



CLIVE SELLY

Expanding your appetite for risk

lastminute.com CEO Ian McCaig has a high risk tolerance because of his past experiences. He explains:

"I have changed my personal risk management, risk appetite, risk mitigation. My appetite for risk is somewhat greater than it was. But having said that, probably (a particular) experience stretched my appetite beyond its furthest borders and has certainly reduced my risk aversion."



Building personal capability and learning about IT

Information technology is as much a part of the fabric of organisations as strategy, people and finance and usually comprises a very significant spend.

CEOs need to be aware of how new technologies are driving changes in many industries. Some examples include:

- Web 2.0 developments that enable the creation of internal and external online communities, social networks and collaboration i.e. Wikipedia and MySpace
- 'Servitisation' – the sale of services based upon information generated by the product is enabled by technologies that allow manufacturers to monitor product performance - Rolls Royce sell 'power by the hour' rather than jet engines.

Yet, many CEOs appear to have had limited interest in developing their personal knowledge about new information technology.

Where they do attempt to learn about IT, research tells us that they tend to do so from their immediate business and personal network; other CEOs, non-executive directors and board members; and their children, friends and social networks.

Challenges to be managed

- Being open to a wide variety of learning networks and methods.
- Knowing what to benchmark against and how to keep abreast of changes in the external business environment.
- Widening learning networks in a focused way rather than relying only on serendipity.
- Making the time available. A real challenge for most CEOs.
- Ensuring people at all levels develop an ability to understand how to create organisational change.



Setting up personal knowledge networks

Barry Mellor, CEO NHS Logistics, keeps his knowledge up-to-date in the following ways:

- *“Networking (because) it keeps your eyes open to other opportunities.*
- *Being aware of what other businesses are doing. Through network contacts, I was aware of a company that’s doing some really exciting stuff in advanced vehicle telematics ... so we spent a day with that company, learning what they were doing.*
- *Reading, whether it be academic or professional reading. That’s difficult because there’s too much of it. So you have to be focused.*
- *I have mechanisms to ... share data across our knowledge centres. We set that up because it was part of our strategy. If we’re going to have a world class supply chain, we need to have the knowledge of world class supply so we can have the good ideas.*
- *We set up the UK and European benchmarking club for logistics, Logmark. We use it as a vehicle for finding best practice and comparative metrics from all industry sectors to inform myself and my management team.*
- *So it’s getting all those feeds in place to keep you informed”.*

Implications for the CEO

- Today, developing knowledge of change management and technology is a ‘must’ rather than a ‘nice to have’. Most busy senior managers find keeping up to speed a challenge. This is the normal state of affairs and has to be managed as a matter of course.
- To do this, create and participate in mechanisms for knowledge sharing and personal learning.
- Go beyond the usual network of contacts. Many CEOs use ‘listening posts’ on a global basis. A broader set of inputs can sometimes produce more innovative ideas.



Conclusion: the challenges for CEOs to consider

1. Creating transformational value rather than just implementing IT projects

- 1.1. To what extent does your organisation perceive major programmes to require a blend of IT and organisational change? How does your leadership behaviour influence the perception of projects in the organisation?
- 1.2. Would making one person accountable for the return on investment on budgets allocated to bringing about change in the organisation improve the organisation's ability to implement change?

2. Building capability for ongoing change

- 2.1. As the CEO how does your appetite for change vary from that of a) board members, (b) senior managers, (c) middle managers, (d) line managers / team leaders, (e) wider employee community? How can you close the gaps between these stakeholders?
- 2.2. To what extent are you aware of the influence that third parties (suppliers, vendors, consultants etc) have on your major programmes? What early warning signals do you have in place to ensure that they are being managed effectively?

3. Creating a climate of open communication

- 3.1. How effective are your organisation's upward and downward communication mechanisms? Are you regularly receiving news from the trenches?
- 3.2. Are you aware of how people perceive your position in change initiatives: abdication? empowerment? 'inside', 'outside' or 'above' the initiative?

4. Managing confidence and risk

- 4.1. To what extent have you assessed the context and how this will impact the project? How central is it to the business? Is the project best thought of as 'greenfield', 'brownfield' or 'greyfield'? How far will this work put you ahead of the competition and fit with your brand differentiator?
- 4.2. Have you in place trusted advisers to guide you through the risks of IT-enabled changes? Have you considered and thought through the implications of the changes on the organisation?

5. Building personal capability and learning about IT

- 5.1. How are you increasing your knowledge levels of technology? What is the pipeline to keep you abreast of the rapid changes in technology opportunities and threats? How do you benchmark yourself against global competition?
- 5.2. How is your organisation developing future CEOs and senior executives who are able to be confident and knowledgeable with technology to lead major transformation programmes successfully?

Recommendations

Starting the debate: a series of dynamic dialogues among small groups of CEOs will be hosted by members of the Steering Board for this research programme:

- to discuss and apply these critical challenges to their own experiences
- to use “open conversations” and “action learning” methods to help address these challenges
- to enable the learning to be applied across many different and complex business models
- to create an on-going learning environment for the CEO community to keep pace with the rate of technological change.

Online support software: many of the messages of this report are relevant to other managers who are leading or experiencing significant IT-enabled change. The development of an open source online tool to support on-going learning will be explored.

Professional bodies and others will facilitate the integration of this informal learning material and experiences into professional IT and management and leadership formal learning opportunities.



Appendices

Appendix A: Research Methods

The research was conducted by Cranfield School of Management in two stages. First, a systematic review of the literature was conducted. Briefly, the results of the review are as follows: 1036 potential titles and abstracts were identified and read; from these, 104 papers were short listed and full papers scanned and, from these, 30 papers were selected as being most relevant to this study and included as the basis for the review. The literature review led to the creation of the questions that were posed to respondents during the case study interviews.

Second, ten in-depth case studies were carried out. A consultation panel was established to agree the criteria for selecting the cases and interviewees. The panel agreed that the breadth of cases was important in terms of sector, geographic sphere and maturity. In terms of interviewees, both the CEO and CIO roles were selected within the majority of the ten case study organisations to provide different perspectives on IT-enabled change initiatives. The profile of the cases studies is displayed in Table 1. When conducting the case studies, each interview was taped and then transcribed. The transcripts were analysed using a software package created for qualitative data analysis.

Case study	Private sector	Public sector	Not-for-profit sector	UK	Global	Green field	Recent start up	Mature	Turn around
Astra Zeneca	✓				✓			✓	
BT	✓				✓			✓	
Tesco	✓				✓			✓	
Lastminute.com	✓				✓		✓		
NHS Logistics		✓		✓				✓	
MoD		✓			✓			✓	
Parcelforce		✓		✓					✓
RNID/Audiology		✓		✓				✓	
A Charity			✓	✓				✓	
TfL		✓		✓		✓			

Table 1. Profile of the case studies

¹ This organisation asked to remain anonymous.

Appendix B: Acknowledgements

The Chartered Management Institute, British Computer Society (BCS) and the Change Leadership Network (CLN) acknowledge with grateful thanks the invaluable support, guidance and advice given by its core Steering Board (detailed below), and the considerable personal support from the Steering Board's chair Andy Green. The funding that made this important project possible was provided by BT Global Services, Deloitte and Serco.

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Steering Board

Name	Company	Sector
Andy Green CCMI, Chief Executive (Chair)	BT Global Services	Telecommunications
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Kevin Beeston CCMI, Executive Chairman	Serco	Services
John Browett CCMI, Operations Director	Tesco Stores	Retail
Sir Chris Fox QPM	ACPO	Police
Charles Hughes, Immediate Past President	BCS	IT
Chris French	Serco	Services
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The Change Leadership Network

The Change Leadership Network is a director-level Executive Forum that provides networking opportunities to share experiences in successfully delivering large-scale, end-to-end business change. Much of the forum's context is about understanding and managing the integration of complex programmes, against changing and sometimes uncertain backgrounds, whilst forging sound relationships with business stakeholders and suppliers to ensure that all are involved in achieving tangible outcomes.

For more information please contact:

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British Computer Society

The British Computer Society (BCS) is the Chartered industry body for IT professionals, the Chartered Engineering Institution for Information Technology and a Chartered Science Institution. With our rapidly growing membership, BCS is playing an increasingly pivotal role in leading the development and implementation of world class standards for the IT profession through innovative products, services and support.

Through our specific "Professionalism in IT" programme, BCS is leading and building IT professionalism to levels which are currently only seen in more traditional long standing professions such as law, medicine, and accountancy but which will increasingly become the de facto standards for IT professionals.

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