

Change Leadership & Change Management

Shared Services Forum for Agency Implementation Leaders

Michael J Smith, December 10, 2020

Background

- Coca-Cola Enterprises (CCE) (circa 2004)
 - 72,000 employees (59,000 in North America)
 - ~ 30,000 trucks moving daily
 - Moved from 22 NA divisions to shared services in 2003
 - Financial shared services including –
 - Accounting
 - Payroll
 - Route accounting and reconciliation
 - Other
 - Shared services complement – 800 (all employees)
 - Located in Brandon, FL

Background

- NASA (circa 2013)
 - 18,400 employees, thousands of contractors supported to a degree
 - Multi-functional shared services center
 - Procurement
 - Financial
 - HR
 - Call centers
 - Other
 - Shared services complement – 600 (including outsource partner and employees)
 - Located at Stennis Space Center, MS

Background

- BG Group (circa 2016, prior to acquisition)
 - 6,500 employees (highly outsourced organization)
 - Operating in 18 countries, on six continents
 - Outsourced multi-functional shared services including
 - Procurement
 - HR
 - Financial
 - Call centers
 - Other
 - Shared services complement – 450 (including outsourced partner and employees)
 - Located in
 - ‘Following the sun’ locations (HR only) – Houston, TX, Singapore, Reading, UK
 - Outsourced location – Bangalore, India

Change Programs

- The process, tools and techniques to manage the people side of a large project or program

Change programs

- What's large –
 - Program or projects that affect
 - Organizational structures
 - Processes
 - Systems
 - Job roles

Shared Services affects all of the above

Change Program

- Two parts
 - Change leadership
 - Clear vision of program proceeding new initiative
 - Continues throughout program
 - Change management
 - Specific aspects of a change program once the initiative has been approved
 - Training for new roles
 - Inform
 - Educate

Public vs Private

- Technically, very little difference between public and private sectors
- Change perspective, change is more difficult in the public sector

Buy-in

- It's crucial to get executive management buy-in
- However, also look for leaders throughout the organization
 - BG Group, found leaders in the divisions to serve as liaisons
- Don't make all your discussions formal !

Buy-in

- BG Group, the COO of the organization was not (fully) on-board initially
- President of the East African Asset (Division) was not on-board
- Look for ways to bring people on-board
 - DeepMind – AI company

Change Leadership & Change Management

Coca-Cola Enterprises

Clear vision

None

CFO Project Sponsor

Poor chg mgmt
program

NASA

N/A

Board of Directors

N/A

N/A

BG Group

Clear vision

Board of Directors*

CEO Project Sponsor

Robust chg mgmt
program

* - Not implemented due to acquisition of BG Group by Royal Dutch Shell

Summary

- Technically, very little difference between public and private sectors
- However, from a change perspective, the public sector is more difficult
- Develop the shared services vision and build a coalition of the willing
- Move, move, move, time is a precious commodity
- **Put respect and dignity at the center of all that you do**