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

<table>
<thead>
<tr>
<th>Company</th>
<th>Vision</th>
<th>Leadership</th>
<th>Management Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coca-Cola Enterprises</td>
<td>Clear vision</td>
<td>None</td>
<td>CFO Project Sponsor, Poor chg mgmt program</td>
</tr>
<tr>
<td>NASA</td>
<td>N/A</td>
<td>Board of Directors</td>
<td>N/A</td>
</tr>
<tr>
<td>BG Group</td>
<td>Clear vision</td>
<td>Board of Directors*</td>
<td>CEO Project Sponsor, Robust chg mgmt program</td>
</tr>
</tbody>
</table>

* - 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