# Change Management
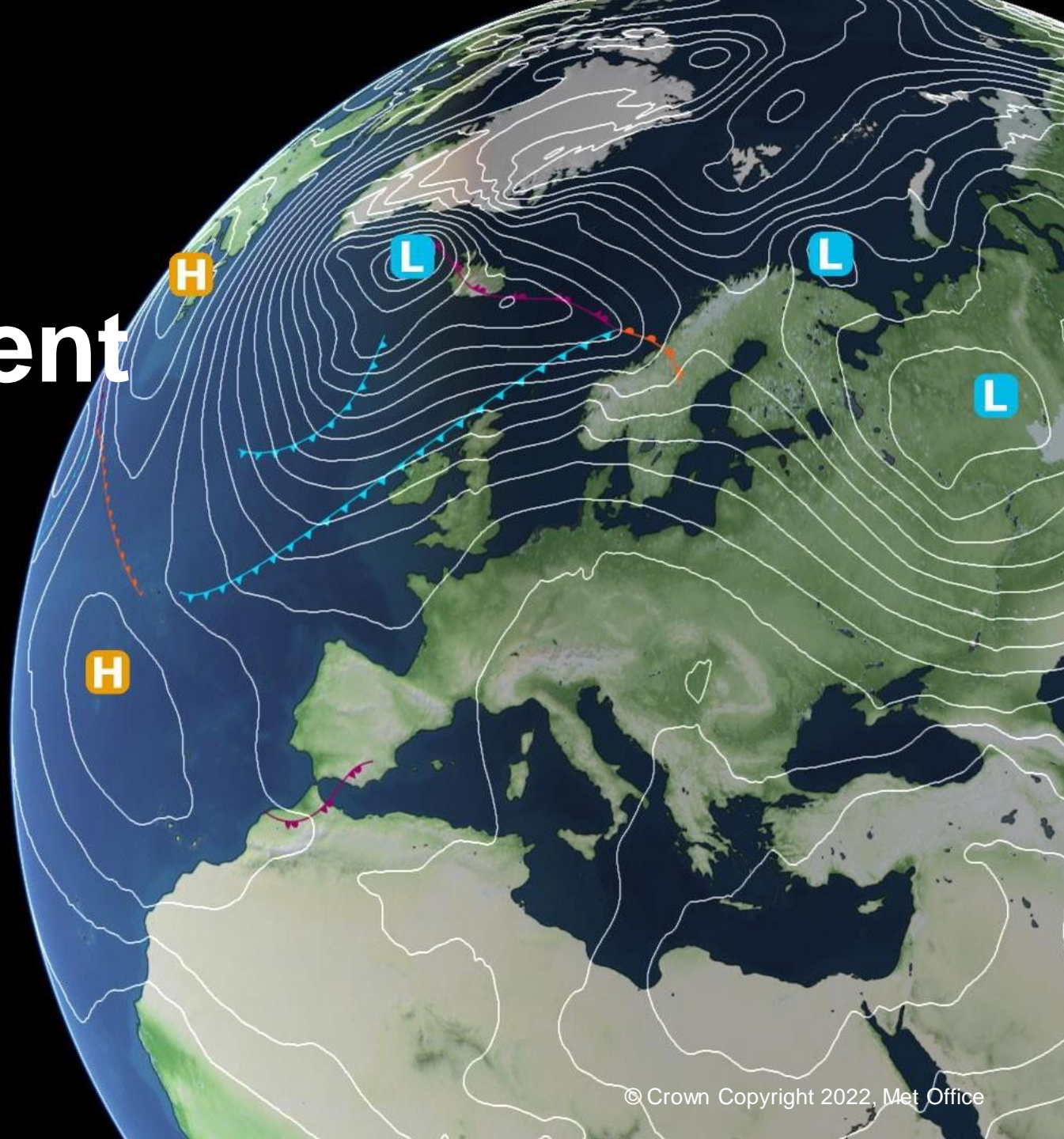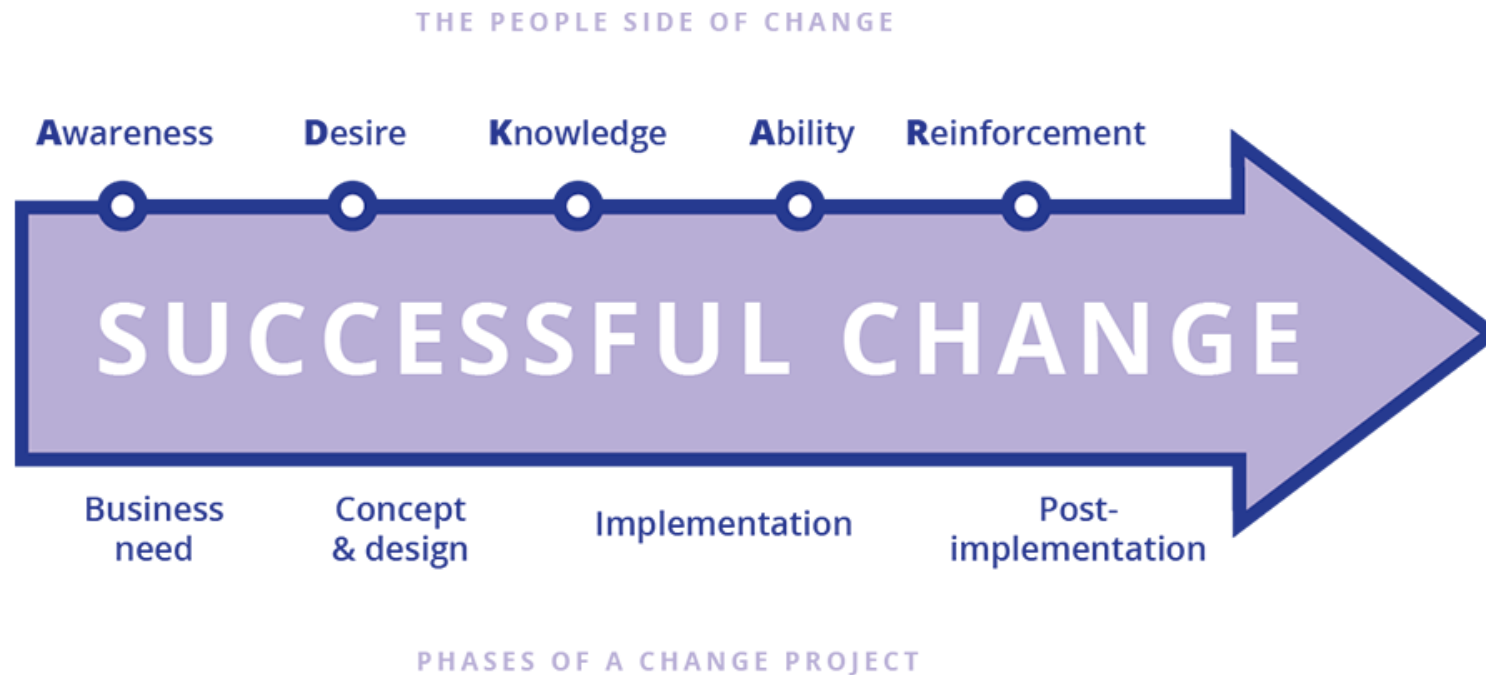
Paul Davies, Chief Meteorologist

Principal Fellow, Meteorology

04 November 2022

# Change Management

**Met Office**

**Driving adoption and usage to deliver project outcomes**

**Not** just a communication and training plan

**Not** just managing resistance

**Not** making sure everyone is happy

**Not** the masters of all

Improve employee **adoption and usage** of the solution to drive **project results and outcomes**

Create a **customised and scaled approach** that aligns with the project lifecycle and milestones

Orchestrate **deliverables** (strategy and plans) that support individual attainment of the key **milestones** of successful transition (ADKAR)

**Met Office**

## In the Scope of Change Management

- Capture the **impacts** of the change on our people

- Determine the change management **approach,**

- Develop customised, scaled, targeted, best practice-based **plans** (communications, sponsor, people manager, training)

- Create **adoption and usage metrics**
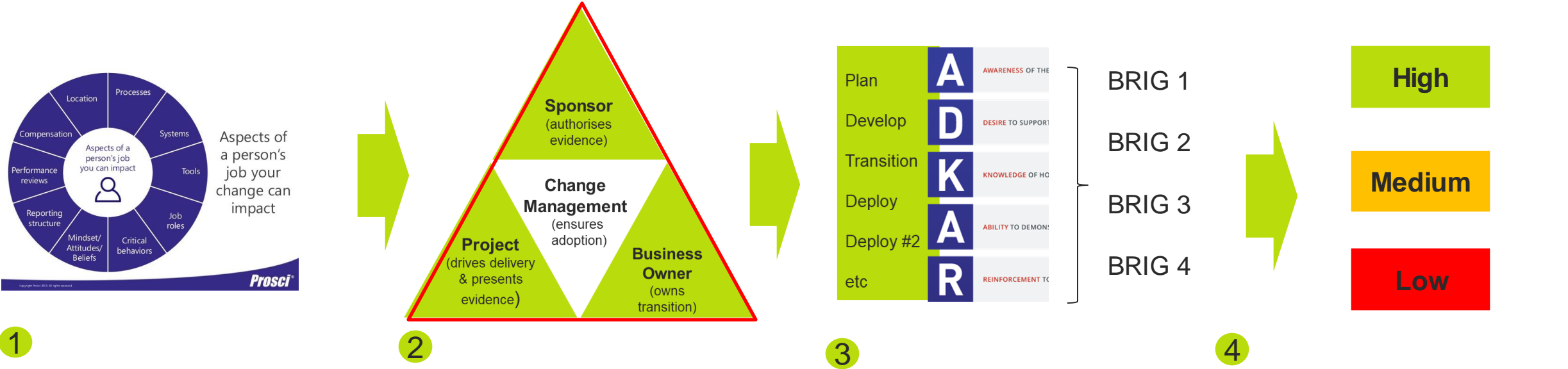
## Out of Scope

**Define** the actual change at hand

**Create** the 'technical' solution

**Met Office**

A forum for project, change and business to review the readiness of the business to adopt new ways of working.



**Sponsor** (authorises evidence)

**Change Management** (ensures adoption)

**Project** (drives delivery & presents evidence)

**Business Owner** (owns transition)

Plan
Develop
Transition
Deploy
Deploy #2
etc

**A** AWARENESS OF THE
**D** DESIRE TO SUPPORT
**K** KNOWLEDGE OF HO
**A** ABILITY TO DEMONS
**R** REINFORCEMENT TO

BRIG 1
BRIG 2
BRIG 3
BRIG 4

**High**

**Medium**

**Low**

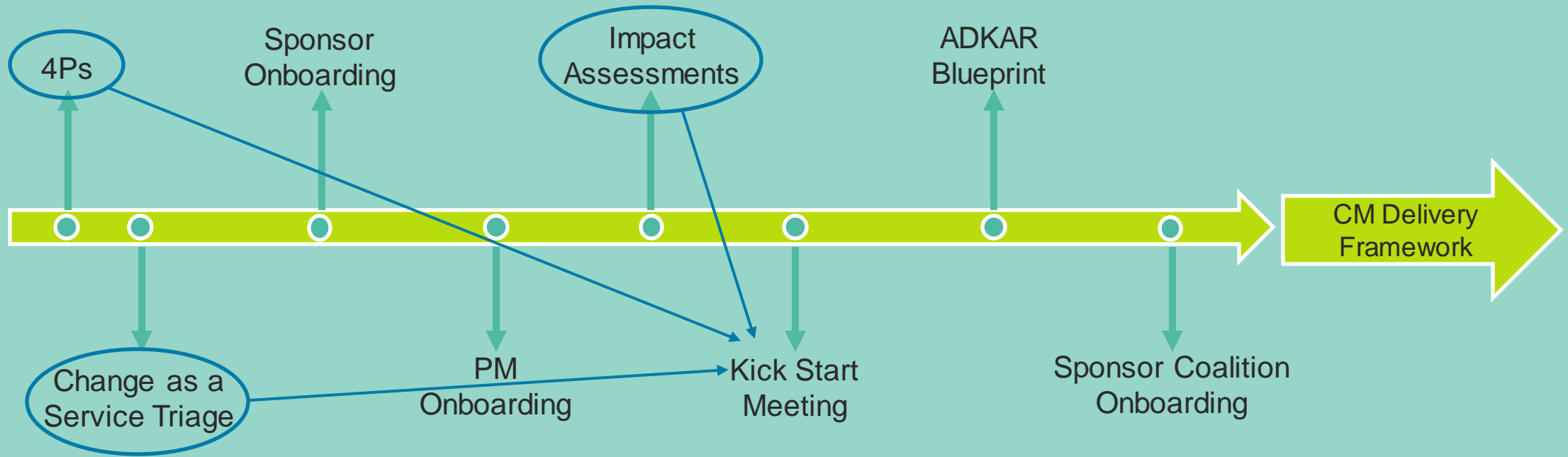**1** Having identified key areas in which the change impacts…

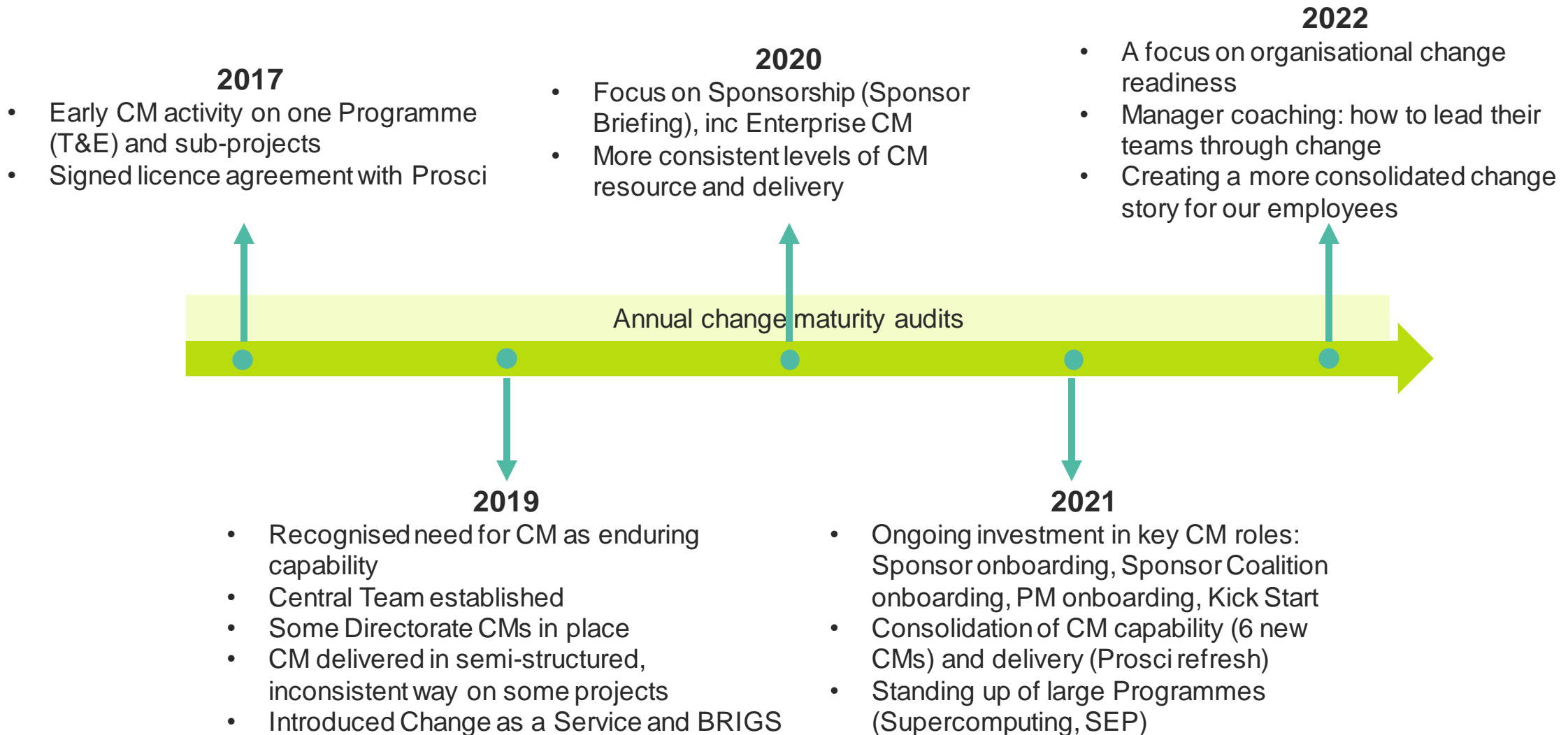**2** the interested parties come together to test progress towards business readiness…

**3** at times which reflect the ADKAR timeline and the project's delivery schedule…

**4** …we establish a confidence level in business readiness (and identify any necessary actions)

**Met Office**

- It takes time
  - Project level (unstructured) → Project level (structured) → Enterprise CM
- Definitely need a framework, e.g. Prosci
- Scope: Need to work hard at building an understanding of what change management is and what it isn't
- The business needs to own change management, e.g. Directorate CMs
- Get change management engaged early
- The importance of leadership / sponsor engagement for success

Met Office

Questions?

www.metoffice.gov.uk

© Crown Copyright 2020, Met Office

# Our Change Management Journey

**Met Office**

**2017**
- Early CM activity on one Programme (T&E) and sub-projects
- Signed licence agreement with Prosci

**2020**
- Focus on Sponsorship (Sponsor Briefing), inc Enterprise CM
- More consistent levels of CM resource and delivery

**2022**
- A focus on organisational change readiness
- Manager coaching: how to lead their teams through change
- Creating a more consolidated change story for our employees

Annual change maturity audits

**2019**
- Recognised need for CM as enduring capability
- Central Team established
- Some Directorate CMs in place
- CM delivered in semi-structured, inconsistent way on some projects
- Introduced Change as a Service and BRIGS

**2021**
- Ongoing investment in key CM roles: Sponsor onboarding, Sponsor Coalition onboarding, PM onboarding, Kick Start
- Consolidation of CM capability (6 new CMs) and delivery (Prosci refresh)
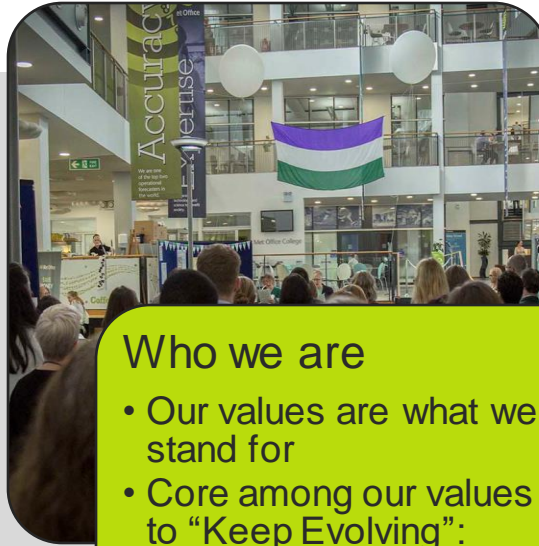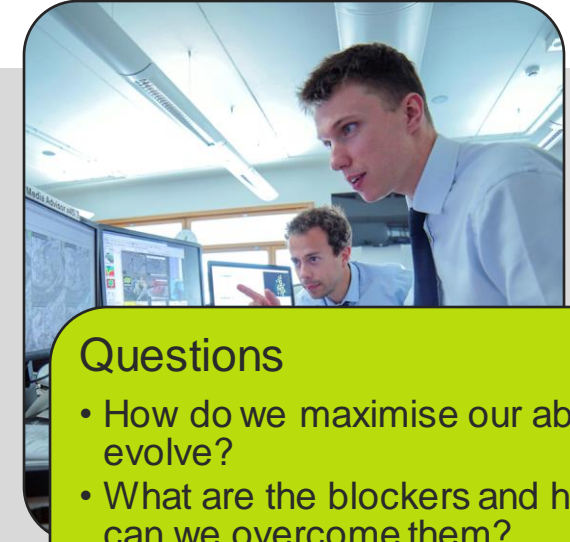- Standing up of large Programmes (Supercomputing, SEP)

## The Met Office

- The UK's meteorological service
- Critical weather services and world-leading climate science
- Helping you make better decisions to stay safe and thrive



## Who we are

- Our values are what we stand for
- Core among our values is to "Keep Evolving":
  - Pushing boundaries
  - New Ideas
  - Taking risks
  - Future focus



## Questions

- How do we maximise our ability to evolve?
- What are the blockers and how can we overcome them?
- How can our people feel more ready to embrace and support change…build resilience?
- Why doesn't all our internal changes stick or sustain?
- Can we make 'change our new normal'?