

# JA Consulting

## Driving Change

At pace for better  
performance



**JA Consulting**

[www.jaconsulting.co.uk](http://www.jaconsulting.co.uk)

*turning good ideas into operational reality*

**Plenty of business textbooks are littered with examples of change going wrong, of change back-sliding as momentum comes to a grinding halt. What's needed is a way of getting change to happen, getting the momentum going so that there's a consistent energy focused on the end goal, and then making the change stick for the long term.**

**But the longer it takes, the more false starts or burgeoning apathy there is, the less chance of the change ever producing the keenly anticipated performance boost.**

**That's why working at pace during change is so critical to its success and where practical experience really counts.**

**It's why senior leaders need a proven way to drive change for better performance.**

We know that the gains every client makes are different. We work hard with you to identify the key benefits you are looking for and whilst in some cases the change is not financially focused, nevertheless financial returns can be huge, sometimes well into the £100s of millions.

JA Consulting's methodology is built on 30 years of making change happen at pace across a range of environments. What makes us and the approach different is the ability to make the right things happen quickly. We do not cut corners, we do know change takes time – what we do is make it as fast as possible, in a way that is sustainable for the organisation, and driven by the organisation itself, not done to it.

We have a passion for making change stick too. But let's not get ahead of ourselves, we'll explain that later.

**So how do we drive change at pace?**



# Drive change – how?

We work with you in a series of fast moving, cohesive steps, keeping change on track, ensuring no-one is left behind.



1

## Spotlight

Define and then ensure there is a clear understanding of the case for change

2

## Leadership team driving in the same direction

Engage the senior team with a deep dive workshop

3

## Building the backbone

Turn the vision into practical steps

4

## Analysis and refinement of key issues

Bring strong challenge to an in-depth look at key issues

5

## Building the change track timetable

Create a bespoke and tailored implementation plan

6

## Roll out the change

Launch the change and make it a reality

7

## Making it stick

Translate high level ideas into something tangible and enduring

8

## High speed sprints

Add a burst of energy when a fast impact is needed



## 1. Spotlight

**We work in a series of fast moving, cohesive steps, keeping change on track, ensuring no-one is left behind.**

First, we define and then make sure there is a clear understanding of the case for change, at pace. We will robustly challenge the strength of that case.

We do this by interviewing key executives, evaluating commonality of views and the degree of agreement about the need for change and change readiness. This will give you huge insight into where change should be focused and an overview of change resistance, change resilience and your change drivers. This gets you ready to go quickly. It will give a strong sense of the strength of your case, a critical first step. Our big advantage is bringing an independent view to work alongside your perspective, thus ensuring you get to the right answer, and not just being told by your co-executives what they think you want to hear. We don't spend a lot of time analysing your data, because we believe you already know what the issues are. We'll do the deep dive data analysis only when required – other consultancies will want to review all your data, whereas we will only target it where we believe it's really necessary, where we need to substantiate what we've heard.

### Output:

- compelling case for change and an action plan



## 2. Leadership team driving in the same direction on the same track

We will run a deep dive workshop with your top team. The aim is to get your team bought into and fully behind the case for change and get agreement on the vision for what you are trying to achieve, with the key next steps.

This phase might also include engagement with any project teams or other key stakeholders. Vocalising what you are thinking, prioritising, deciding what is important, forming a common view.

Key gain here is building senior team buy in that is much deeper than sharing a PowerPoint deck!

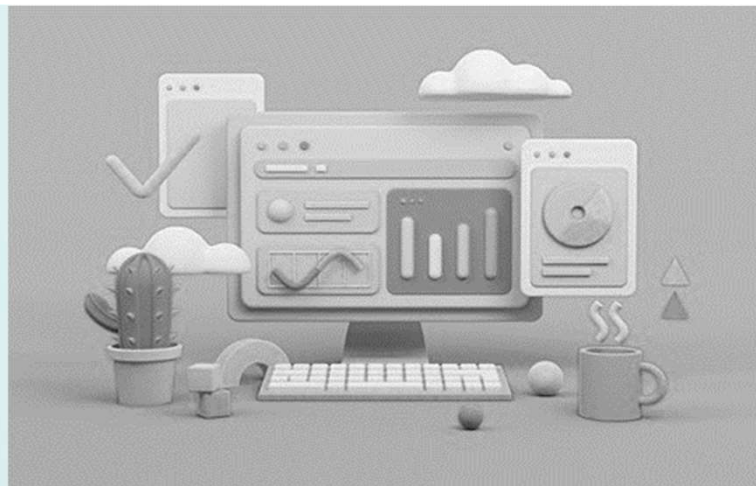
We also have a great track record of using innovative graphic visualisations as a way of getting beneath the words and into the culture and climate that's driving what's really going on.

### Output:

- whole team agreed case for change
- agreed next steps
- priorities for action



**You know your data well so we won't duplicate your effort by wasting valuable hours gathering the numbers (*like others might do*). BUT we will help you make sense of what the numbers say. We'll focus only where we need to and dive deep to uncover the real issues.**





## DELIVERING A NEW OPERATING MODEL FOR A CHANGING WORLD

### What was the problem?

The Department for International Trade (DIT) wanted to create proactive early pan-government engagement with customers; typically nation states. Other countries engage much earlier in the buyer process thus positioning themselves in ways that mean the UK is often marginalised. This programme was all about establishing a change activity to create a new organisational structure of capability campaign offices that look at different ways of engaging early, representing a major shift for the Department.

### What was the solution?

JA Consulting was engaged to review the scope and the degree of change needed and to then develop a new organisation structure and operating model. This required building consensus across a number of senior stakeholders who at the start of the project saw their needs as highly divergent, as well as producing process, information tools and templates and working to embed the new ways of working within the organisation.

### What was the result?

We successfully delivered a complex change, within a landscape of shifting strategic priorities, and brought all the stakeholders along the journey with us. The new operating model is now in effect in DIT and the client team are successfully running and managing the new processes, delivering an estimated £5m of value into UK industry every month.



## WHAT DID THE CLIENT SAY?

“JA Consulting supported us in establishing a critical new change in our organisational operating model and they have done so alongside us, actively listening, and being proactive and agile. They effectively delivered a number of parallel workstreams and when things were not quite working perfectly, they quickly recognised it, dealt with it and adjusted the approach, unlike other consultancies who typically stick to their process regardless. JA’s agility in getting the right things done at the right time is what has made the biggest difference for us.”

### 3. Building the backbone

Here we work with you to build a strategy to achieve meaningful change. This involves taking the vision defined by the top team, and working through what that means in practice for your organisation. We define the benefits, risks and opportunities, and look at key metrics especially around behaviours.

Most change initiatives fail because of a combination of any or all of these things: the senior commitment to change, the communication and engagement with the wider organisation, and an inability to focus on shifting behaviours.

Getting that framework right means setting realistic expectations in each of those areas about where you are trying to get to. Also enabling you to decide what to stop, start and accelerate whatever's already going on.

**Most change initiatives fail because of a combination of any, or all, of these things**

01

**LACK OF SENIOR COMMITMENT TO CHANGE**

02

**POOR COMMUNICATION AND ENGAGEMENT WITH THE WIDER ORGANISATION**

03

**INABILITY TO FOCUS ON SHIFTING BEHAVIOURS**

We define the benefits, risks and opportunities, and look at key metrics especially around behaviours.

#### Output:

- the framework for change
- benefits
- risks
- opportunities
- behaviours
- comms strategy



### 4. Analysis and refinement of key issues

In this phase we look at the key issues in more depth. We recognise that you know your organisation far better than we ever can – here we bring in further strong challenge. We will deploy key subject matter experts as needed. Key areas we will look at are people, process, business development, assets, engagement at senior level and again review change readiness.

The key gain is the independence of thinking and challenge. We will make you think and sometimes that thinking means a change of direction.

We have a range of frameworks which we can deploy to collect data alongside the change, this means we can offer you a sense of where other organisations succeed and fail and give you a measurable roadmap for the way forward. Winning hearts and minds. Understanding how much we need to take the workforce with us – all change impacts on people and getting this right is the biggest discriminator in overall success.

#### Output:

- implementable actions for all areas



## 5. Building the change track timetable

The preceding phases lead to the creation of a change plan. Key components will be stakeholder engagement, change delivery, project rollout, communications and strategy-tracking, although each change activity is different so we work with you to make your implementation plan bespoke and tailored.

Having a clear plan also needs a good team to deliver it, and whilst we can do that for you our aim is to make ourselves redundant by working alongside, and training up if necessary, your internal team who will take this forward. Getting some simple governance in place is also critical, but how this works and nests with what you are already doing depends on the approach you want to take. We'll also define a maturity framework so that you can measure where you are now, where you want to be, when, and have a mechanism for keeping track of whether you're making the improvements you want.

### Output:

- a plan, described at high level, and more detailed, governance and implementation, ways of assessing and assuring change going forwards



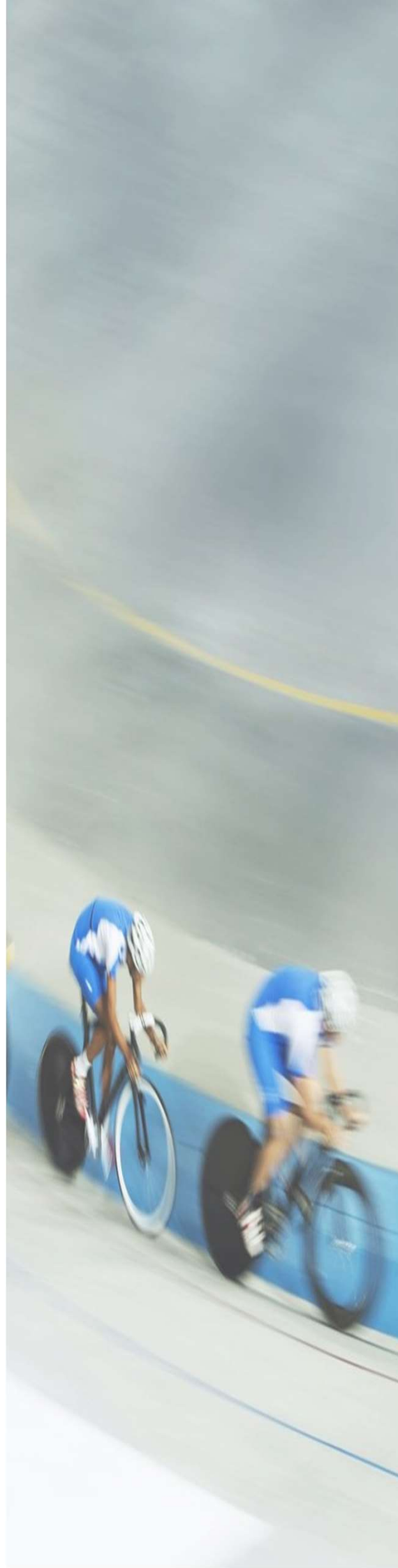
## 6. Roll out the change

Here we roll out the whole change programme; we will work with your in-house experts to do that. If you are lacking suitable resources we will bring them in. Crucial at this stage will be the efficiency and effectiveness of communication.

This phase is likely to include an organisation wide launch and some clear internal communication and engagement to ensure that everyone in the business is kept inside. Every change programme goes through a lull, where change appears to falter and the business wants to switch back to business-as-usual, we work with you to implement our 'making change stick' tools, which drive changes in behaviour, as well as those in process and structure.

### Output:

- hand holding
- assessment of progress
- tweaking of process



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## RE-VISIONING FOR GROWTH

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### What was the problem?

Crestbridge is a privately owned company headquartered in Jersey with operations in London, Bahrain, Cayman Islands and the USA.

They provide a very high quality range of administration, accounting, management and governance services primarily to funds and private equity as well as to family offices.

The business has grown dramatically and plans to double in size again in the next three years. A new CEO was appointed in 2021 who recognised the need to create a new purpose; he knew that this would be a challenging change for the organisation and wanted some independent support and engaged JA Consulting to help build that new vision.



## WHAT DID THE CLIENT SAY?

“JA Consulting have been critical to our change management programme. They have helped us articulate our corporate vision and the essential strategic changes necessary to deliver on the changes needed to realise the vision and drive significantly enhanced business performance for our stakeholders. Their listening skills, patience and willingness to challenge practices, processes and attitudes, coach our team and introduce new ideas have been fundamental to that success.”

### What was the solution?

We undertook a global survey of the whole organisation (response rate over 80%) and used the results to launch a new vision for the business. We facilitated senior leadership team meetings, supported a project team and facilitated several off-sites with the top management from across the business to embed the new strategy in every day operations.

### What was the result?

The vision successfully launched and the business is on track to over-deliver on its first year returns against that. Engagement scores are up across the organisation, and the required complex changes have been successfully navigated to bring the teams along the journey.



## 7. Making it stick

Making sure that change sticks is probably the most difficult thing to do. Happily, it's a real passion of ours. It is what really gets the leverage - the great returns people want from transformation.

Critical to making transition stick is often the culture and behaviour change that underpin what is important. And because there will be bumps along the way a big part of making it stick is ensuring people are listened to and their concerns and suggestions acted on.

We will typically build in support and challenge sessions with the top team and other parts of the organisation.

We will often conduct maturity assessment to look at how well the change is progressing.

Making it stick is all about translating it from the high level ideas, into something practical and tangible for the people in the organisation – that goes for the processes and governance, as well as for culture and behaviour – you have to make it real.

### Output:

- more hand holding
- formal maturity assessment of progress



## 8. High speed sprints

Sometimes the process of looking at enduring change can feel overwhelming, or there's already work underway which seems to have lost momentum.

If that's happening to you help is on hand with our 'Change Sprints' which focus on specific outcomes for limited periods of time – this can give energy back into an existing programme, or it can kick off an initiative with energy.

We often run these Change Sprints with CEOs new in role looking to make impact fast - while also implementing long term change programmes.

### A Change Sprint is designed to:

- ⌘ Initiate change activity quickly
- ⌘ Get the business bought into what you're trying to achieve
- ⌘ Drive momentum and cut through complexity
- ⌘ Tell you where the financial benefits lie, quickly
- ⌘ Identify KPIs

### And it does that by:

- ⌘ Surveys and interviews to tell you what's really going on behind the veneer
- ⌘ Workshops and events to build a sense of team
- ⌘ Analysing your organisation to see where change is most needed
- ⌘ Using innovative approaches and graphics to tap into culture and climate

## Don't allow the benefits of change to race by without you

Talk to us about 'Making it Stick' and 'Change Sprints' even if your change programme is already in place – we can help make the results even better.



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## ORGANISING FOR FUTURE GROWTH

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**What was the problem?** This very successful consulting business has seen substantial growth over the last few years. The CEO of their largest business area recognised that to continue that growth and to minimise risk they needed to look at different operating models. To ensure effective implementation the existing top team was an essential part of the equation.

**What was the solution?** We created a change programme focused on talking to the senior team and running a workshop where the whole team brought their ideas to the table. We took these ideas and created a new operating model, bringing our experience of other organisations to bear and challenging their thinking. We brought the top team back together, got consensus buy-in to the new approach and developed an implementation plan.

**What was the result?** The whole team bought into the new operating model, and they were excited and energised for future change. Whilst implementation is currently paused as the business negotiates a takeover bid, setting the team up for future success is now embedded within the plans for the next year.



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## BEHAVIOURAL SHIFT

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**What was the problem?** The ship support enterprise is costly, complex and delivering lower levels of ship availability than desired by the Royal Navy and the MOD.

**What was the solution?** We formed part of the leadership team of a programme to restructure ship support, amend processes and ways of working, and to change culture and behaviours to bring DE&S (Defence Equipment & Support) and Navy Command closer together. We provided the programme management function to ensure that the SRO was informed of progress and issues on a weekly basis. We used an innovative 'hackathon' approach to engage employees and to help them solve problems, with an extremely high satisfaction score and tangible changes.

**What was the result?** A new strategy for ship support, with a series of 'accelerators' delivering real change immediately that will lead to a 20% increase in availability over the next five years.



## Experience

Beyond theory; real world implementation of best-practice transformation that works.

## Added value

Skills transfer, behaviour change and challenge; a chance to tap into our extraordinary knowledge base.

## Adaptability

Flexible and collaborative; we will use what is needed, when and how it's needed to deliver the outcome. We do not focus on one system or one methodology, we focus on what will work best.



## Agility

We're adept at doing things at pace and comfortable with working with sufficient data.

## Added clarity

We clarify the complex; we work hard to engage everyone involved with clear communications.

## Incremental change

We create multiple tipping points bringing incremental change to achieve big change. Change that's embedded so it sticks.

# The JAC difference



# Our change experts



## Caroline Gowing

An expert programme change management consultant working across Defence, wider corporate business, and the charity sector for the past twenty years.

She specialises in the initial establishment and senior engagement required for complex organisational change.

With a background in psychology Caroline focuses on how organisations and change programmes can be optimised to better enable the people working within them, and impacted by them.

Caroline has recently been focusing her work in the maritime sector, leading our engagements with Portsmouth Naval Base and Ship Support Transformation.



## Chris Smith

Chris has considerable experience of leading complex projects involving multiple stakeholders and third parties. He is comfortable with initiating, driving and managing organisational and cultural change programmes affecting all areas of the business including people/structures, systems and formal project "red" review processes.



## Richard Goodson

Richard is an experienced change consultant with a passion for improving performance by defining and delivering solutions to challenging business issues. He brings an ability to see the big picture and then to define and drive through the detail of what needs to be done to deliver the desired outcomes.

A Chartered Engineer by training, with 11 years' project management experience in industry followed by 26 years' experience of delivering transformation projects in organisations with a turnover of £1m to £30bn.

An accomplished business developer, bid team leader, relationship manager and account owner. With an excellent track record of building strong, trusted relationships based on providing high quality advice and support.



## John Moss

John's extensive background in sales, marketing and general management has been followed by three decades in management consultancy.

He specialises in helping individuals and organisations change the way they interact both internally and externally, focusing on their business development and leadership skills; particularly in specialist consultancies, professional practices and blue-chip companies across the defence, telecommunications and energy sectors.



## Libby Mayfield

Libby is an experienced Behavioural Scientist. Her many areas of expertise include cyber (human aspects for offensive and defence), behaviour change interventions and experiments on human behaviour (human-machine interaction, social behaviours) and organisational change management.



## Mark Berman

A business and change leader who has successfully overseen, designed and delivered complex new and changed business models.

Expert in transformational change to organisations, leading many very complex change programmes over the last twenty-five years, including set up and managing new organisations, introduction of new IT platforms and applications and responding to external changes.





## JA Consulting

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