

Client: NATS

Sector: Air Traffic Control

Solution: Driving successful business transformation by utilizing the tools within Roadmap Pro to identify risks and work collaboratively to deliver change

## Putting people at the heart of change

As a global leader in air traffic control and airport performance, with over 2.4 million flights and 250 million passengers to manage every year in the UK alone, change is very much a necessity for this client. Our airports are seriously congested; there are more en-route delays, and one implication of this lack of capacity is the impact it has on costs and on the environment - as aircraft take less efficient routes or fly at sub-optimal flight levels.

Meanwhile, demand continues to grow and current systems and ways of working need to keep up and cope with increasing traffic levels and new types of traffic. Aviation, and air traffic management, are often cited as conservative, safety-critical industries. But with changes in technology, infrastructure, roles, procedures and the airspace itself, all now accelerating - there is a need to move and change quickly without lowering safety standards.

### The transformational challenge

For this client organization, it was time to evolve its ability to innovate and effect more change faster, and more sustainably to realise promised value. An ambitious transformation portfolio – in excess of £800m – was launched under the guidance of the Head of Service Improvement and Business Change.

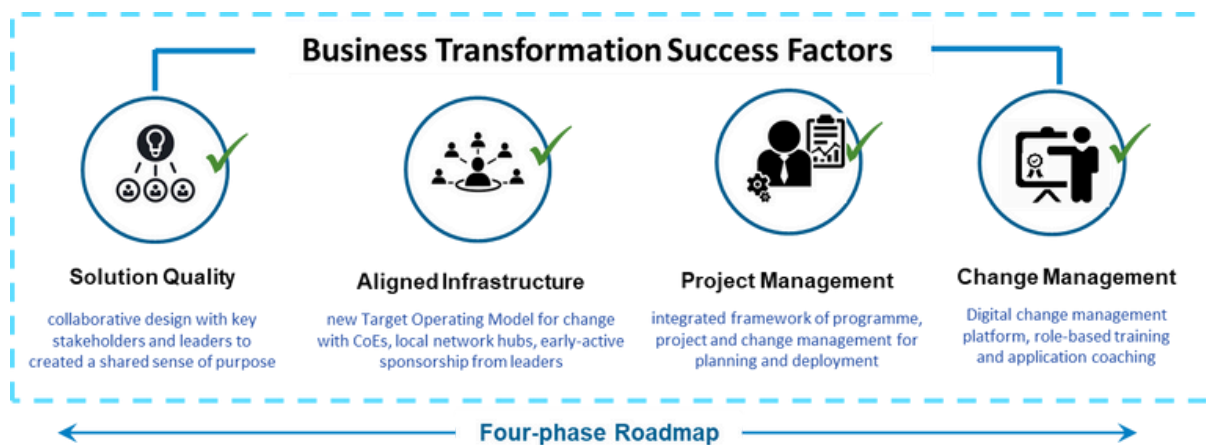
Most planned change within the aviation industry is top-down with clear processes and governance, and over the years this client had been building their project and portfolio management capabilities to support safe design, building and installation of new systems and processes. However, with this magnitude of Change – enterprise-wide, affecting different business units, processes and technologies - the client knew that to be successful, they would need:

- a **different operating model** for planning and delivering organizational change
- business leaders who **understand the critical nature of their role** in landing transformational Change

- an integrated approach, with **consistent framework, practical tools and comparable deliverables** for internal practitioners to use
- a mindset and culture shift towards **putting people at the heart of business change**

## The solution

The solution comprised a 4-phase roadmap – which is shown below - and **extensive collaboration with our UK Consulting Partner, Premier Change Consulting.**



**1. Solution Quality:** In the initial phase the client took a more collaborative approach to solution design with the executive team, business leaders and other stakeholders – and expert design-thinking facilitation from our Consulting Partner,

The purpose at this stage was to:

- bring many minds and different perspectives** to the task of building quality change solutions
- create a design **group of business-wide leaders with a shared view of the transformational agenda** and a clear view of people capability and assimilation challenges
- facilitate **clear and unambiguous change communications** with people in the organization

**2. Aligned Infrastructure:** Supported by our Consulting Partner, a new Target Operating Model for change was created to ensure that Centers of Excellence (CoEs) could work in a networked fashion with local change hubs, matching and reinforcing change sponsorship from leaders and managers at every level.

This was specifically to ensure that knowledge, techniques and tools were available at the point of need and:

- a. **create change ownership** at different levels through the organization
- b. enable more **agile change delivery** and the ability to **keep track** with a dynamic transformation agenda

3. **Project Management:** In order to put people at the heart of the way Change is managed in the client meant that an integrated – people-centered – approach needed to be practiced consistently across the organization in order to ensure:

- **intelligent sequencing** of change activities
- **agile plan-do-review** cycles
- **greater transparency of people dynamics** – e.g. engagement, impact and readiness – as important determinants of change success

The integrated **SaaS based and Services package** for the client consisted of Office of the Government's MSP® (Managing Successful Programmes), Changefirst's proprietary methodology **PCI® (People-Centred Implementation methodology)**, Changefirst's digital change management platform **Roadmap Pro®** and Premier Change's Business Change Dashboard.

Working together with our partner we are able to jointly support the client as:

- a. **Changefirst** provided onboarding (adoption) services for the digital platform – to be the essential productivity tool underpinning this client's transformation program
- b. **Premier Change** provided design, consulting, training and coaching (adoption) services (including Changefirst's methodology) to build know-how and the infrastructure to support a more agile and sustainable change capability

4. **Effective Change Management:** In this phase Roadmap Pro®, the digital Change Management platform from Changefirst, was selected as the underpinning productivity tool for the client. The client felt that a digital Change Management solution would best support the new target operating model of a networked and distributed change management capability designed to drive their business transformation.

The digital platform enabled them to quickly and effectively operationalize Change Management because:

- a. CoEs could help individuals and groups in multiple locations – change hubs –  
  
to **get on board quickly and work collaboratively** to deliver change.
- b. **essential skills, tools and techniques** got to where they were **most needed “on-demand”** – removing key obstacles to local deployment.

- c. there could be wider transparency and quickly report to leaders about delivery progress and emerging people risks that could threaten successful transformation
- d. The transformation team could use **real people measures and benchmarking analytics** to:
  - i. support their **“word on the ground”**
  - ii. **track and identify new risks** quickly and better inform critical transformation decisions



- e. The platform, with its **integrated digital learning, together with supporting workshop and coaching services**, helped create a new generation of change leaders, and process owners - better equipped to take ownership of the change program

## Results

This 4-phase approach has delivered a number of key benefits for the client including:

1. A **robust and repeatable framework** established to land transformational change in a way that **engages more people across the organization** – from design > awareness creation > planning and management.
2. A mindset and culture of support for:
  - **early** change management
  - active **sponsorship**
  - **investment in softer interventions** beyond structures and systems,

- and **greater engagement** and transparency
- 3. **A new generation of business leaders** able to translate corporate rhetoric into tangibles and push new strategies safely to the front line.
- 4. Cost-effective access to a **consistent, scalable methodology (tools and know-how)** for over 50 Changefirst accredited senior practitioners and even more change-makers in local hubs
- 5. A consistent change approach – recognized as **one of the top 3 change methodologies used globally** – being used by change leaders to:
  - create and share a **change vision**
  - **support people engagement** during change
  - recognize and request **people data**

## Can we help your organization deliver change more effectively?

If delivering change more effectively in your organization is high on your agenda, then schedule a no-obligation demo of Roadmap Pro now.

**BOOK A FREE DEMO TODAY**

Or visit [www.changefirst.com](http://www.changefirst.com) for more information.

## About Changefirst

Changefirst has been working with organizations for over 25 years with a clear goal - to enable organizations to deliver on their change agenda. In that time, we have worked with over 300 organizations in over 45 countries, training more than 40,000 people to use our tools and processes.

In the last 5 years, the accelerating pace of change and wholesale disruption of business models has seen client requirements changing significantly – with a need for solutions that are cost effective, scalable and available 24/7. To meet those needs we have developed Roadmap Pro for organizations that must deliver their change projects quickly, comprehensively and cost-effectively.

In 2020, Changefirst was assessed and certified as meeting the requirements of ISO 27001:2013 for providing Change Management services.



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