

Helping organisations embrace and deliver change


Marlowe Consulting Service Definition for G-Cloud 14

Helping organisations to embrace and deliver change

At Marlowe we partner with you and your organisation to deliver large scale, complex transformation and change. We deliver business change solutions, change capability, assurance, training, change communications leadership effectiveness and cultural change.


Our focus is on your people to ensure your migration and transition to the cloud is delivered practically, successfully and sustainably.



Delivery



We help organisations to **deliver** effective and sustainable change

Cloud business change and communications planning & delivery

Capability


We help organisations build and sustain change **capability**

Business change capability for Cloud programmes

Assurance


We provide change management quality and **assurance** services

Cloud Implementation: change assurance & quality review



Cloud business change and communications planning & delivery

Practical change management to create lasting benefits for both organisations and for employees.

Delivery



We help organisations to **deliver** effective and sustainable change

**Marlowe
partners**



Home Office



Cabinet Office



Department
for Environment
Food & Rural Affairs

Culture



AstraZeneca

Realising the benefits and return on investment of transformational change needs specialist expertise in the practical delivery of change management.

The key to successful business change delivery is people

An organisation can invest in and implement the best technology available, but without changes in behaviour - from leaders through to end users - the investment will be wasted.

Every strategic change that an organisation implements relies on people both internally and externally changing what they do, adopting new skills and accepting new ways of working.

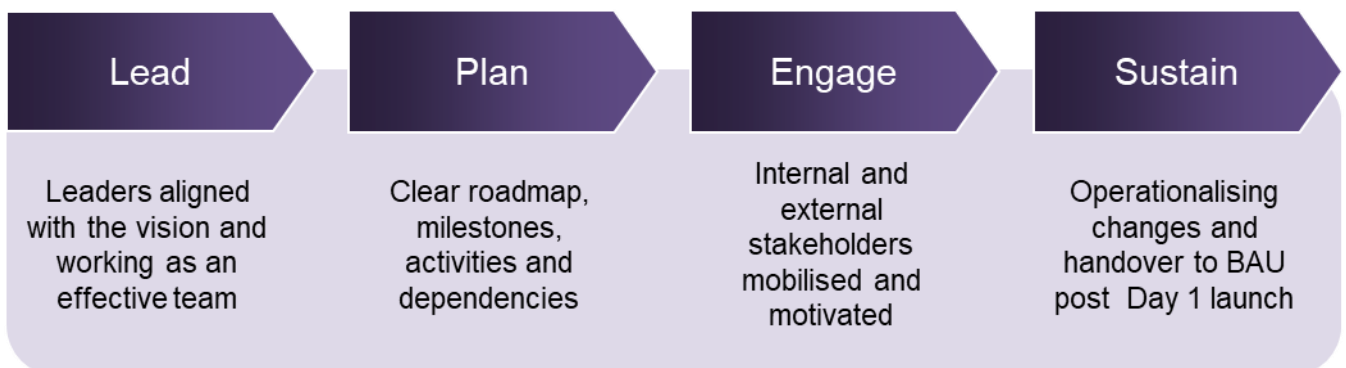
We partner with organisations to develop new skills and share best practice so that your new technology, digital strategy, cloud transformation, process re-engineering and culture change programmes deliver the outcomes and benefits that you want.

How organisations benefit from putting people first during change

Our focus throughout every change delivery programme is to put people at the forefront of decision-making and planning. We work with internal teams or individuals to develop skills, provide change capacity, advise on best practice, implement pragmatic approaches, and upskill internal resources in change management and delivery.

As programme needs change through the different phases, our approach is flexible and we can take on roles from advice to mentoring to becoming integrated members of your programme team. We will support your people to develop change management strategies, mobilise change teams, engage stakeholders, coach leaders and train teams to deliver practical and sustainable change.

Our flexible approach and people-centric framework considers aspects of change capacity, experience, capability and appetite for change, and may include:



Marlowe's change delivery framework for all project methodologies

Designing structures, building cultures and implementing processes that help people become more innovative, productive and engaged, creates lasting benefits for both the organisation and for the employee.

Our business change delivery is tailored to your requirements to ensure it is practical and achievable. We will usually begin with a short discovery phase, during which we will work with you to review the change landscape, people impacts and specific change management challenges.

Phase	Key Activities	Levers		
Discover	Change governance scope, roles & responsibilities Clearly articulated vision, strategy and purpose Change leadership capability review Change landscape, strategy & approach Organisational culture assessment	Change Assurance and Quality Review Framework	Change Management Capability Development Framework	Organisation Culture Change & Development Roadmap
Design	Change deliverables, benefits & progress reporting Effective change leadership training Mobilise stakeholders & influencers Change team roles & structure Change risks, issues, assumptions & dependencies			
Build	Change delivery plan & milestones Support change network & share best practice Stakeholder engagement & communication Assess change readiness & change impact Develop role-based training & curricula			
Transition	Training rollout, delivery & evaluation Leadership action planning for performance improvement Business ownership of change & transition planning Change assurance, quality review & benefits realisation Lessons learned & sustainability plan			

Sharing Knowledge

Transferring Skills

Developing Capability

Marlowe's communications delivery framework

The communications that accompany change programmes can be the difference between their success and their failure. Employees don't simply want to know what's happening, they need to understand much more about what it means for them, which is why audience-led communications are more impactful than simple push messages.

The most successful change programmes are ones where stakeholders and the recipients of the change understand what's changing, why it's changing, and what they need to do differently. They also need to know where they can go for more information if they need it and importantly how they can contribute to the change.

Communication is an essential workstream in any business change programme, but all too often transformation teams are not engaging their communication teams early enough or making best use of their expertise.

Communications – and particularly the audience insight gathered by effective listening – should be central to an organisation's decision during a period of transition.



Insight

- Delving deep to understand your employees using change impact assessments, audience segmentation and qualitative and quantitative research including employee survey data, 1:1 interviews and focus groups
- Using trusted methodologies to audit your existing communication channels and identify gaps and opportunities

Innovate

- Helping you to develop your big idea, explaining why the change matters through a compelling strategic narrative and ensuring that narrative is understood by all your employees
- Building robust communication plans based on audience insight, using existing channels effectively and suggesting alternatives if appropriate

Initiate

- Working with you to train and mobilise your leaders, line managers and influencers to ensure they have the skills and confidence to help the organisation deliver change successfully

Implement

Implementation is often where change programmes falter – with poor communication usually a key factor.

Our approach mitigates against this by:

- Providing you and your leaders with the training, tools and templates to deliver outstanding communications whilst harnessing the power of online and offline communities and networks to gather stories and proof points to articulate your strategy, demonstrate progress and share examples of new ways of working
- Creating opportunities for you to listen to your people through a variety of channels which you can use to strengthen and/or adjust your plans


Integrate

- Supporting you in transitioning effective communications practices into business-as-usual ways of working, ensuring you have core capabilities in place to deal with future change communications challenges
- Providing a 'lessons learned' evaluation (as a report or closeout workshop) to help you plan for future change programmes



Cloud Implementation: change assurance & quality review

Assurance



We provide change management quality and assurance services

Marlowe partners



Independent assurance for business change programmes is essential to ensure planned activities do not leave gaps in requirements or expectations and quality standards are built-in to design and delivery at every project lifecycle stage.

Change Assurance Framework

Marlowe's business change assurance and quality review framework is modular and can be used to provide business change assurance effectively and efficiently at any individual project stage or applied to an entire programme or enterprise.

Our tools and techniques break down the complexities of business transformation and provide practical advice, guidance and prioritisation of issues in a focused report. Insights from this report are shared with clients in a workshop to develop an action plan and measures to track performance improvements.



Achieving your change delivery objectives

We will work alongside your programme and internal audit team (if required) to identify key improvement areas and mitigate risks. We will bring our in-depth and varied experience to share cross sector best practice.

Our assessment will focus on applying lessons learnt and sharing expertise so that your teams and leaders have the skills and knowledge they need to implement and sustain a best practice yet practical approach to change assurance. Each of our assessments are designed to work for the appropriate part of the project lifecycle – initiation, set up, design, delivery, deployment and transition.

Our purpose is more than assurance. We are committed to educating about change, building knowledge, developing capability and change leadership in a context of real organisational challenges.

Our approach to working with you

Marlowe's experienced change assurance team will design and execute a 'critical friend review' to provide independent assessment, support and challenge to the governance and leadership team charged with oversight and successful delivery of business change programmes.

▶ Assurance Scope, Purpose and Methods

Define the scope, priority focus areas and critical 'pain points' in the programme, and review available strategic and programme documents e.g.:

- Change management and people implementation approach
- Current and future change management needs of the programme
- Current and future business change governance roles and levels of authority
- Leadership, ownership, accountability and appetite for change
- Behaviours and commitments needed to make a project successful
- Management of change and people related risk
- Agree and baseline key success factors/measures and identify constraints.

▶ Assessment and Quality Review

- Share change assurance framework and customise approach
- Develop assurance activity plan and identify necessary resources
- Design assessment tools e.g. document audit, workshops, employee questionnaires, leader interviews etc.
- Review requirements, expectations, outcomes and benefits against business case and evaluate progress against planned performance

▶ Diagnostics and Analysis

- Develop hypotheses and identify themes emerging from assessment
- Set up diagnostic and analysis tools to log observations, findings, capture responses, insights, concerns and assumptions
- Cross-reference previous lessons learned and audit findings
- Identify skill, knowledge and competency gaps in business change
- Engage sensitively with operations to establish their needs and requirements to support collaborative working and change adoption

▶ Report Review Findings and Recommendations

- Complete initial report and executive summary
- Develop key themes and detail based on supporting evidence
- Brief the commissioning executive(s) on themes and recommendations and develop workshop to share outputs with senior leaders.
- Business change improvement action planning, including communications and engagement activity plan

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Business change and communications capability for Cloud programmes

Capability



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Home Office



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Ministry
of Justice

GOV.UK

NHS

Health Education England



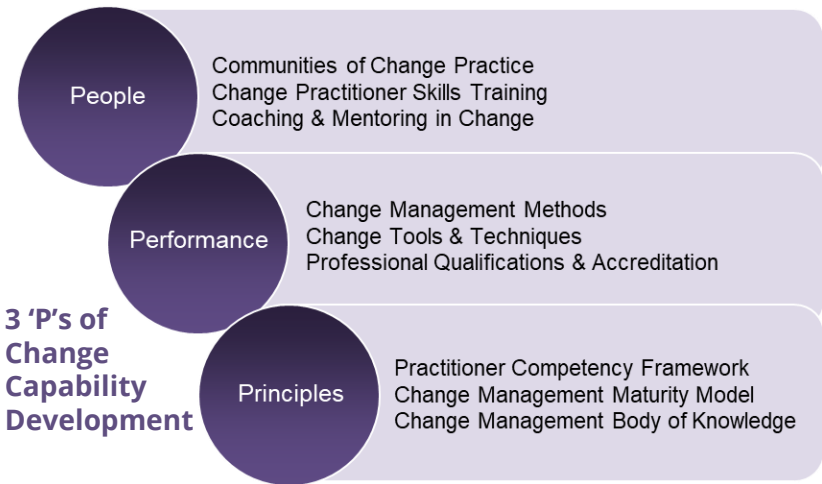
NCA

National Crime Agency

BBC

Business change capability is essential to achieving strategy

Every successful organisation has a strong vision and strategy and knows from experience that delivering it is often a challenge. To achieve strategic goals, successful organisations need a planned approach to build, acquire and access core strategic capabilities.



A well-structured, planned approach to developing capabilities will enable organisations to access the right knowledge, experience and skills necessary to develop, deploy and embrace business change.

We achieve this by designing and building a practical change competency framework that delivers leadership, technical and specialist skills. This provides organisations with a clear route map for the improvement of capability across the enterprise.

A practical approach for sustainable results

Our four-step approach starts with a short, focused review of strategic priorities, leadership and governance, processes and roles to assess an organisation's ability to change, and identify specific **change management capability** needs and competency gaps. An evaluation of change maturity will inform the next steps and resources required.

Working with you our purpose is to establish a capability development plan that will deliver strategic change and achieve defined benefits and outcomes in the long term. Upskilling leaders and employees in practical change management methods, tools and techniques ensures sustainable change capability improvement is embedded.

Identify	Engage	Build	Embrace
<p>Assess current change management:</p> <ul style="list-style-type: none">• Proficiency/maturity• Competency gaps• Future change capability needs <p>Map strategic priorities, future vision and change capabilities</p> <p>Review investment and capacity to improve capabilities</p>	<p>Establish business change leadership and governance e.g. Change Management Office (CMO)</p> <p>Enable and upskill confident change leaders</p> <p>Coach leaders in the change process to:</p> <ul style="list-style-type: none">• Embrace ownership• Support employees	<p>Develop a change capability framework</p> <p>Employee support by:</p> <ul style="list-style-type: none">• Communication• Collaboration• Co-creation <p>Route map to change capability improvement</p> <p>Define change capability development plan</p>	<p>See change as an opportunity to maintain and sustain capability</p> <p>Learning opportunities:</p> <ul style="list-style-type: none">• Share knowledge• Transfer skills• Best practice <p>Accreditation Pathways</p> <p>Attract talent to grow future capabilities</p>

Building Change Capability in your organisation

Upskilling our client partners through collaboration, co-creation and relevant learning opportunities is central to Marlowe's approach.

Sharing Knowledge

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Our expertise in Change Capability development


Building internal change capability means thoughtfully investing in your organisation's future and people to create an enterprise wide resource. This approach will enable a consistent and prioritised response to the delivery of change. Through a structured and co-ordinated process, we access specialist change management skills already present in the people working in your organisation.


In partnership with you, our team will work to integrate business change considerations into the planning and delivery of every initiative; building the capability of leaders to lead change, project managers to manage change, change practitioners to plan and implement change, line managers to guide people along a change journey and individuals to adapt to and grow through change.

Our people have an unparalleled depth of experience in **change management** and understand the real, complex issues and challenges that leaders face. Our people have **security clearance** and are **master-level Accredited Change Managers**.

We focus on three key areas to ensure the sustainable development of business change capability in an organisation; embedding and supporting these competencies and skills as people adjust to and settle into new roles, new responsibilities and new ways of working.

 **Competency** – leaders and employees need to be equipped with the tools and skills to deliver change and be motivated and prepared to develop specialist change management knowledge and experience.

 **Credibility** – change capability development must be planned and deliver on a clear business and benefits case. Ownership and key improvement measures will evidence an organisation's ability to manage and embrace change over time.

 **Confidence** – coaching and mentoring in change management will support leaders who need to provide guidance, consistency and clearly set expectations and standards to which everyone will be held accountable.



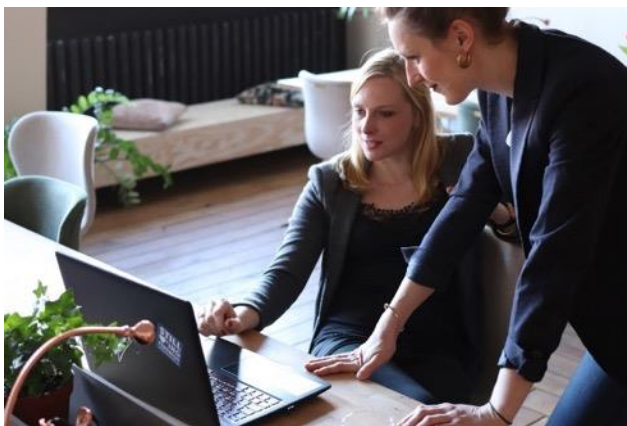
Why choose Marlowe?

Global track record

Our experience spans many industries. As well as government departments, ministries and agencies, we work across private sector - including global pharmaceutical and life science companies, media, financial institutions and energy & utilities businesses.

Sharing this wealth of industry knowledge and best practice is one of the benefits clients have access to by working with Marlowe.

We expertly blend first-hand experience of delivery within diverse, complex and challenging cultural environments, with accredited techniques and thought leadership, to deliver and embed the best-fit change approach for your organisation.



A skilled team to deliver your needs

Marlowe Consulting staff have spent more than two decades delivering to organisations as expert change managers, and coaches/mentors. Our people have the skills you need, to get the results you want.

We are expertly equipped to bring a range of perspectives to your change programmes, ensuring a comprehensive, adaptable and sustainable change.

Get in touch

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