



G-Cloud 15

Avanade Business Change Management Services

Lot 3 - Cloud Support Services (Additional Services)

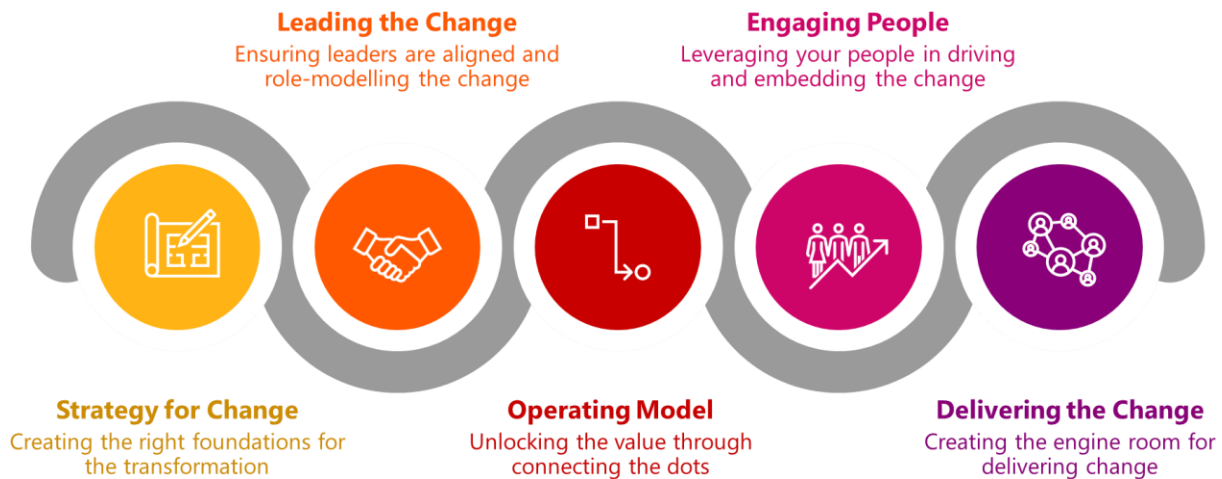


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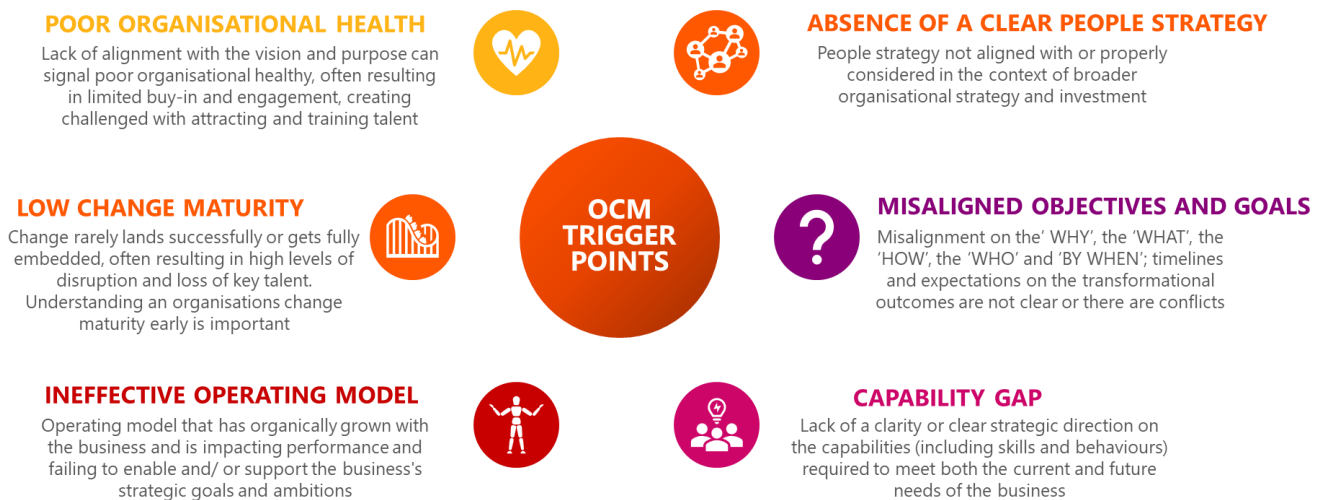
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1. Avanade Organisational Change Management Advisory

Our Organisational Change Management (OCM) team helps businesses and organisations achieve people-driven transformation and change. Successful change requires a joined-up approach delivered through transformation levers:



We understand some of the key triggers and pain points experienced by clients, where engaging OCM upfront can be a game-changer for them:



Our approach supports clients in achieving real outcomes from change across key areas:

1. **Improving Organisational Health** - Creating alignment between an organisation's people and its strategy through a shared vision and purpose
2. **Optimising the Operating Model** - Ensuring all the dimensions of the interdependent organisational operating model are set-up for success
3. **Amplifying the Value from Change** - Enabling people to imagine and understand their role in the new world and to how to get the most out of it

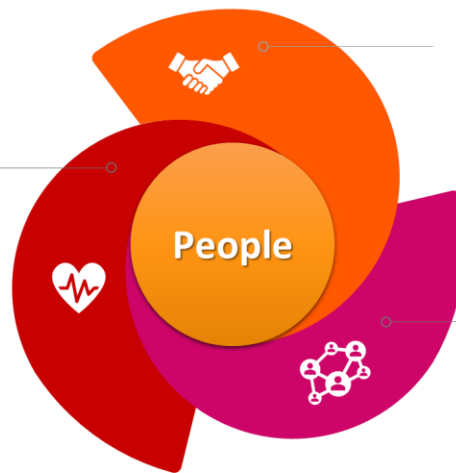
By considering and involving people at every stage of the journey, we increase their chances of success and amplify the value they generate from it. OCM delivers value through three interlinked capability areas with people at the centre:

1. Organisational Health

Aligning an organisation and its people around its strategy and ambition

Service Propositions:

- Vision and Culture
- People Data Analytics & Insights
- Leadership Alignment
- Inclusion & Diversity in Change



3. People Value Proposition

Evolving people, organisation, and skills in becoming future-fit and creating opportunities for innovation and growth

Service Propositions:

- People Agenda
- Workforce Effectiveness
- Organisation Design

2. Strategic Change

Creating the engine room for change, in building the foundations for success and continued evolution

Service Propositions:

- Transformation Blueprint
- Technology Awareness to Adoption
- Future Fit Operating Model
- Transformation Office

We understand the impact of not incorporating organisational change management into plans upfront such as:

- Failure to realise the investment case
- Loss of key talent through attrition
- Adverse impact to business performance
- Changes failing to land or embedIncreased likelihood of transformation failure

OCM is an integral part of how Avanade creates exponential value for clients and transforms their chances of success, not just around assuring adoption of the change, but assuring your investment in digital and technology and the broader business outcomes you want to achieve.

1.1. Organisational Health

Organisational Health centres upon aligning an organisation and its people around its strategy and ambition.

We provide several service propositions that enable you to ensure your organisational health is at the forefront for your business:

1.1.1. Vision and Culture

We know from our experience with clients that people fail to buy into the culture without a clear vision or communication consistency, as they are unable to connect the dots or recognise where they fit into the bigger picture.

How OCM can add value:

- Evaluating whether an organisation's culture is set up to deliver the transformation and create sustainable change.
- Assessing the current culture of an organisation, defining the required 'to be' culture and building cultural enablers into the transformation plan.
- Anchoring vision and mission to the strategic planning process, implementing controls and evaluating performance as part of regular strategy reviews to help mitigate the risk of misalignment.
- Identifying the required shifts in ways of working and supporting clients in evolving purpose, values and behaviours, in line with the strategy and the outcomes they want to achieve.

1.1.2. People Data Analytics & Insights

We understand that the failure of many transformation initiatives comes down to the fact that, too often, leaders focus solely on the financial, operational, and strategic areas and overlook the people dimensions of change.

How OCM can add value:

- Effective mobilisation of the transformation team by overlaying outputs of individual insights and team roles exercises.
- Providing inputs around the alignment of programme structure, roles and responsibilities against personal objectives and outcomes.
- Guiding clients on using people-related data to help to identify changing behaviours and ways of working.
- Driving a focus on employee engagement to understand human connections and their relationships with their organisation.
- Supporting our clients in employing people data and insights to inform decision-making, identifying and prioritising possible changes and investments and developing the case for change.
- Identifying ways and means of leveraging digital tools and systems in flattening some of the barriers to inclusion and diversity.

1.1.3. Leadership Alignment

We have seen that leadership delegating transformation responsibilities often results in a lack of visibility during change, disconnecting project goals and broader organisational strategy and resulting in reduced stakeholder buy-in and trust. Leadership styles also often differ when mediating the relationship between cultural awareness and organisational health, impacting psychological safety.

How OCM can add value:

- Ensuring that leaders understand the impact their style has on the transformation programme as well as its future relevance in the transformed business.
- Supporting leaders to role model the new behaviours they are asking of their people and hold one another accountable for their successful adoption.
- We help leaders build a culture within their leadership teams whereby they can call out incongruent behaviours and work together to role model the enabling behaviours required for the transformation. We do this through facilitated workshops and data analysis (e.g. employee engagement surveys).
- Identifying potential pain points such as low psychological safety or low engagement with change projects and coming up with targeted suggestions for addressing these.

1.1.4. Inclusion & Diversity in Change

We understand the importance of change leaders needing to bring an inclusion & diversity focus beyond HR departments and into all aspects of business transformation. Unconscious biases and sources of micro-aggression created and sustained during change projects often result in reduced levels of employee engagement and a failure to realise the full potential of what transformations can achieve.

How OCM can add value:

- Successful mobilisation of the transformation team, incorporating positive practices around inclusion and diversity, enabling all team members to understand their roles and responsibilities and how they can make a difference and, critically, feel empowered to take responsibility throughout the transformation.
- Increasing the focus on diversity and inclusion practices available throughout the business change and improvements that can be made to stakeholder relationships and project engagement to increase organisational trust and reduce reputational risk.
- Helping clients showing a wide-reaching, continuous commitment to inclusive best-practice to help them realise longer-term benefits such as reduced attrition and turnover.

1.2. Strategic Change

Strategic Change is about creating the engine room for change, in building the foundations for success and continued evolution.

We provide several service propositions that enable you to ensure strategic change is at the forefront for your business:

1.2.1. Transformation Blueprint

There is now more requirement than ever to take on increasingly bold transformations in accelerated timeframes. The Transformation Blueprint is the foundation; it defines the 'WHY', the 'WHAT', the 'HOW', the 'WHO' and the 'BY WHEN' – it also considers what might trip us up and establishes a framework for delivery.

How OCM can add value:

- Working as strategic change advisors alongside client teams to shape the transformation blueprint, ensuring people are at the centre.
- Our approach is specific to each client. We tailor our transformation approach depending on their strategy, culture and priorities, ensuring benefits are delivered throughout the change lifecycle.
- We know that traditional transformation approaches that focus on designing the future Operating Model and then delivering it through overly complex and costly Programme Management processes are flawed and rarely deliver optimal or sustainable change.
- Our holistic transformation approach, encompassing the five transformation levers to delivering sustainable change, enables us to understand our clients' specific transformation programmes in the context of the wider organisation and its needs.

1.2.2. Technology Awareness to Adoption

We understand key business pain points, such as a lack of clear strategy or plan to bring impacted individuals on the journey from awareness to adoption when new technology is planned or recently implemented.

How OCM can add value:

- Our proven change methodologies put people at the centre of technology change, building tailored change journeys to increase the pace and scale of value realised from technology investments.
- We work with clients to understand their business strategy, develop a technology adoption strategy and deliver the roadmap of initiatives which underpin achievement of the business plan.
- We use data- and insight-driven change techniques to measure business readiness and adoption, guide current and future change interventions and ultimately support sustainable change and ways of working.
- We bring our 'next-gen' communications toolkit of assets to provide a variety of channels and media to engage audiences and initiate personalised dialogues, enabling motivated workforces.

1.2.3. Future Fit Operating Model

We know that clients need to transform their operating model to assure future-fit readiness and ensure their sustainability. Any transformation requires a deep understanding of how the business gets things done now and how this needs to change to deliver objectives. Each area of the business should be considered using each of the core elements of the operating model – no one element of the operating model is independent of the others.

How OCM can add value:

- Detailed analysis of the current operating model and maturity, taking an end-to-end approach and not limiting to functional or local views. We consider all the elements of the current and target operating model (TOM): Governance, Technology, Process, Culture, Organisation & Workforce, Metrics & KPIs.
- Building on this in creating a design blueprint of the future operating model.
- Bringing together a set of business cases that are the basis for Executive/Steering Group approval. The main sections of the business cases include as-is assessment, to-be design and options considered, financial benefits, implementation plan, resources required to deliver and key implementation risks.

1.2.4. Transformation Office

We understand the importance of having the right capabilities and sufficient capacity needed for the safe and effective delivery of change and transformation, as well as having the appetite to embrace new ways of working and drive continuous improvement and innovation.

How OCM can add value:

- A value and delivery-focused Transformation Office is an essential enabler for successful, sustainable change. Acting as the engine room for change programmes, it should set the overall cadence of the change, with weekly transformation programme meetings and daily management of the change activity.
- Combining infrastructure, including toolkits, skills and experience with an approach that increases the pace and level of accountability of change delivery, with a focus on value-add activities.
- Our framework enables a focus on value-add activities that transform business inputs into tangible outputs, to be used in helping manage and inform the change delivery process.
- The Transformation Office is a critical building block for the transformation process and will bring "closed loop" accountability, drive implementation, and prevent slippage.

1.3. People Value Proposition

Our People Value Proposition focuses on evolving people, organisations and skills in becoming future-fit and creating opportunities for innovation and growth.

We provide several service propositions that enable you to ensure your People Value Proposition is at the forefront for your business:

1.3.1. People Agenda

We know the importance of people strategy reviews and people function transformations, and we understand the challenge that people agendas are not viewed as, or invested in, as a strategic priority, and are not aligned to or considered in terms of company strategy or transformation objectives. People function is perceived as not adding value or as an underperforming or unnecessary overhead to the business.

How OCM can add value:

- We support clients in shaping and developing the means by which they can better leverage and optimise their people agenda through a defined set of value drivers.
- Reviewing clients' current people plans and providing targeted recommendations alongside the capabilities needed to redesign and transform.
- Enabling clients' people function in delivering maximum value to the business and in operating as a strategic partner to the rest of the organisation to achieve their change and transformation goals.
- Helping to successfully manage people associated challenges and opportunities inherent in the successful implementation of change.

1.3.2. Workforce Effectiveness

Changes in an organisation's strategy, or significant changes to the operating model, should trigger an assessment of their existing workforce practices, if they are to embed the change through people. A failure to do so could result in old ways of working continuing to be encouraged and rewarded, meaning new ways of working will not be sustainable. We understand the importance of Strategic Workforce Planning (SWP), Employee Value Proposition (EVP) and Global Mobility Effectiveness.

How OCM can add value:

- Strategic workforce planning in providing an approach to identifying the right capabilities and capacity required for future, sustained growth.
- Designing an Employee Value Proposition (an organisation's promise to its people, made up of the people policies, processes and practices across the employee lifecycle) to maximise the effectiveness of the workforce, in terms of engagement, commitment, productivity and cost to the organisation.
- Aligning global mobility strategy with business and talent strategy in supporting both the organisation's business goals and its talent development goals.

1.3.3. Organisational design

We know the challenges brought about by an organisational design which is not optimised to achieve the organisation's strategy results due to inefficiency, ineffective decision-making and governance, lack of accountability and inflated operating costs. A change in the way people utilise technology should trigger an evaluation and rethink the way in which roles and responsibilities are structured.

How OCM can add value:

- Providing an objective review with recommendations or redesign of the organisational design against strategic objectives, with the implementation experience to ensure the design is fully deliverable.
- A set of design principles is critical to success and should be created and agreed amongst the full leadership team and other key stakeholders.
- Bringing a methodology that combines 'top-down' (conceptual) design and 'bottom-up' (detailed) design to create an organisational structure that is aligned to the organisation's blueprint, strategy and operating model.
 - Top-down: Define the required capability map, group capabilities into logical areas, create the required leadership structure and build top level team lead roles.
 - Bottom-up: Review and group process activities into logical roles, group roles into logical jobs and define the required team structures.

2. Contacts

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3. About Avanade

Avanade, a joint venture between Accenture and Microsoft, is a privately held company was founded in 2000 with the goal of delivering innovative services and solutions to enterprises worldwide using the Microsoft platform. Avanade's main business focus is to purely deliver innovative services and solutions to enterprises worldwide on Microsoft technology. Avanade is a global organisation with over 56,000+ professionals worldwide, serving our clients in major geographic business areas in 26 countries.

This vast network of highly skilled resources is further complemented by our network of delivery centres that we refer to as Advanced Technology Centres (ATCs). This complementary capability provides the agility, cost efficiency and diversity of skills that today's businesses demand. This construct underpins the results we generate for our clients and forms the foundation for our long-term relationships with them.