

G-Cloud 14

Service Definition

*End-to-end digital transformation,
project management and
delivery assurance*

Lot 3 Cloud Support



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1. Introduction

Company overview

Leading Talent offers a wide range of digital transformational consultancy services, thanks to our flexible approach to public and private sector clients, large pool of industry-leading expertise and vast experience of technical and enterprise architecture within the public domain, as well as pharmaceutical, nuclear, energy, oil and gas industries.

We have built a multi-faceted, hands-on team of skilled and experienced resources that we make available to clients in delivering bespoke, end-to-end digital and cloud transformations.

Our consulting aims

1. To work with you to understand your business objectives, your culture, and your values so we are both successful.
2. To provide a professional, personalised, and consultative approach to our support for your projects.
3. To continue to demonstrate our ongoing commitment to sustainability by calculating and offsetting our carbon footprint annually with the aim of becoming carbon negative.

2. Services

Project management

We specialise in providing a flexible, end-to-end service from project management through to resourcing and delivery for a variety of digital and cloud-based transformation projects.

We are confident we can support our public sector partners to achieve their desired outcomes thanks to our extensive range of skillsets, whether for an organisational **change management** piece, establishing usable data for **insights and analytics**, **cloud migration** or organisation-wide **software implementation**. We have the tried-and-tested infrastructure, leadership and competencies to be able to drive the project from conception through to completion, bolstering the skillsets and expertise of your in-house team along the way.

Every project will be individually tailored to client requirements, business constraints and deliverables providing a unique project management programme. We follow an industry recognised framework which shapes our workflow and provides structure to each project. Throughout each phase of the project (defined later in this document) and at the discretion and appetite of our buyers, we welcome gateway reviews, requesting client sign-off which enables us to proceed to subsequent phases of the project.

Scope of services

The scope of our services is broad. We have delivered digital transformation projects on behalf of public and private sector organisations, supplying tailored outcomes, excellence and value for money and historical projects have included:

- **Project management services:** End to end project management professionals.
- **Digital IT and business transformations:** Digital IT and business transformations encompass the strategic adoption and integration of digital technologies and practices to revolutionise organisational operations, processes, and offerings. These transformations leverage technologies such as cloud computing, artificial intelligence, data analytics, and automation to streamline workflows, enhance efficiency, improve decision-making, and drive innovation across all facets of the business. By embracing digital transformation, organisations can optimise their operations, deliver superior customer experiences, unlock new revenue streams, and remain competitive in an increasingly digital and dynamic marketplace
- **Technical and solution architecture:** Technical and solution architecture involves designing and implementing the structure, components, and interactions of software systems to meet specific business requirements. Leading Talent has extensive Enterprise Architecture experience which can be leveraged to turn business requirements into technological strategic goals and imperatives.
- **Deployment and system migrations:** We have extensive experience rolling out cloud and workplace enablement products such as Office 365, desktop refreshes and cloud migration across major organisations such as EY and Shell. We can provide you with hands on experience in the challenges of rolling out Modern Workplace initiative. e.g. M365, Azure cloud, AWS cloud, applications and desktop.
- **Data and analytics:** Developing data strategies that compliment and leverage enterprise data lakes, warehouses, grid, mesh etc. Our experience brings together both internal and external data to the client establishing data integrations, migrations, data processing and outcome-based use case analytics where data can be turned into actionable insights in tools such as Power BI and Tableau. Our teams are experienced in delivering data projects end to end including leadership reporting, change management and the implementation of continuous improvement initiatives.
- **Business application implementations:** Rollout and adoption of new systems for the business to consume, e.g. SAP, WMS, ERP and M365.
- **Security:** Leading Talent can offer Cyber Security Consultancy, Information Security Enterprise Architecture, Security Solutions Architecture and Security Maturity Assessments.
- **Business continuity and emergency planning:** Business continuity and emergency planning are proactive measures implemented by organisations to ensure the resilience and sustainability of their operations in the face of unforeseen events or disasters. Leading Talent can offer planning, risk and capability assessments, response and recovery plans, live exercises and training.
- **Digital Supply Chain:** Leveraging disruptive thinking and emerging technologies (i.e. Internet of Things, advanced robotics and big data analytics) to enable full data transparency, process automation and the capability to analyse anything and everything (i.e. performance of predictive analytics, analytics on carbon emissions and sustainability etc.) across the supply chain to improve performance and ultimately customer satisfaction.

3. Resources and expertise

Service and consultant offering

Leading Talent pride ourselves on offering a highly flexibly and proactive service to our clients. We are available to rapidly scale up or down resourcing for projects based on changing demands and we can deliver all aspects of a project on your behalf or alongside your in-house teams.

Leading Talent can offer you a dedicated team of experts to drive each project to completion, aligning with your organisation's policy framework, escalation pathways and internal processes to ensure compliance with your governance and other ways of working.

Thanks to our large team of expert consultants, we can accommodate additional appointments and expansion of our designated consultancy team as needed, ensuring those with relevant qualifications, clearance and demonstrable expertise are available.

- Programme Management
- Project Management
- Product Owner
- Scrum Master
- Business Analysts
- Data Analysts
- Technical / Solution Architects
- Cloud Architects – Microsoft Azure, AWS and Google
- Cloud Engineers - Microsoft Azure, AWS and Google
- Service Management
- Integration Specialists
- Workflow Analysts
- Security Consultants
- Business resilience and Continuity
- Supply Chain Specialists

Project Management Methodologies

Leading Talent specialise in project management, and we have worked flexibly with clients operating under waterfall, agile and “WAGILE” delivery methodologies, employing skills gained from years of experience and training from certifications and frameworks such as:

- PMI Project Management
- Prince 2
- Agile Certified Practitioner
- Professional Scrum Master

Each engagement will be tailored to your organisation, your service, business and resourcing constraints (established following a robust initial assessment exercise) and delivered in accordance with the methodology that optimises outcomes and meets deliverables.

From a leadership timeline and financial perspective, Leading Talent observe that the preferred project delivery methodology is waterfall which lends itself to fixed timelines and costs, leading to improved portfolio planning.

From a delivery perspective, most teams tend to work in an Agile methodology, promoting the overall working method as “WAGILE”, under which we have regularly operated. Waterfall methodology is used for time and cost planning, with ways of working mirroring agile such as sprint planning etc.

This allows the best combination of reporting to stakeholders and tracking commercials at high levels and over quarter and yearly planning, while providing agility in day-to-day delivery. Our team of consultants can work with waterfall or agile, with a number of our clients working fully agile.

USE CASE

While at Ofgem, as part of their Windows 11 build and rollout, Leading Talent was asked to work in a WAGILE methodology. This encompassed high-level planning covering 12 months, including financial planning.

Throughout day-to-day operations, we conducted daily scrums and burn down charts with Windows 11 OS development being delivered in sprints. When hardware was being rolled out, the methodology reverted to waterfall as both stakeholders and users alike wanted certainty around delivery dates.



4. Using the service

Service management

Following an order request, we will allocate a dedicated Account Manager (AM) as your single-point-of-contact. The AM will be the lead liaison and manager of our technical resource team appointed to the contract. Additionally, named individuals at various levels may be appointed during implementation depending on the scope and scale of the project, and will be responsible for discrete aspects of service delivery and management reporting as part of a wider management wrapper.

We commit to deliver the following typical meeting schedule:

- **Quarterly planning meetings:** to fit in with existing client scheduled meetings, and these can be led by Leading Talent if preferred to achieve high level delivery plans and resource requirements
- **Monthly service reviews:** providing management insights and performance reports relating to team performance and giving an opportunity to discuss any challenges, scope creep, or urgent requests.
- Anything out of cycle can be accommodated. Our dedicated AM resource will be available during office hours Monday to Friday, 09:00 – 17:00. If out of hours contact is required, an escalation number can be provided in cases of emergencies relating to business-critical issues.
- Stakeholder consultation sessions are often required and feature as part of wider organisational rollouts or larger-scale change management projects. These are tailored to the needs and circumstances of each project.

USE CASE

While working for Ofgem on an End User Computer rollout, the overarching management cloud platform (Intune) was being configured to deploy a new Windows 11 image to end-users' laptops. This new image included security enhancement and security restrictions as part of the base offering.

To ensure that the additional security did not impact the day-to-day business operations, regular "show and tell" sessions were undertaken with stakeholders and ongoing "early adopters" were included within the overall project delivery. To gain stakeholder buy-in and ensure our service was fit-for-purpose across the cohort of end-users, we created feedback mechanisms, allowing suggestions from stakeholders and concerns to be flagged and flow to the project team in an agile manner.

This extended consultation/feedback mechanism resulted in an improved understanding of why the project was needed, allowing us to more precisely deliver on business goals, as well as fostering a more collaborative relationship during the roll-out.

Service Levels and Change Requests

Leading Talent primarily provides project team activities and management wrapper support during standard office hours. However, we can provide an out-of-hours emergency managerial contact to cover evenings and weekends if this is required.

Individual project KPIs and service levels will be discussed during contractual conversations and Discovery phase. We aim to offer a flexible and transparent service and work with the client to create a set of agreed service levels and KPIs tailored to the project(s).

Leading Talent will respond to a change request or service request within 2 business days of receiving the request. A change request is defined as an alteration to an existing agreement or statement of work which could include an increase or decrease in services provided.

A service request is defined as the client requesting non-standard working, for example out of business hours (9 AM to 5 PM), typically in support of a business priority or short-term specific business requirement.

Resource appointment

Assigning the correct personnel to each project requires a thorough understanding of the outcomes the client is trying to achieve to reduce the risk of an unknown result. These outcomes are investigated and documented in the Discovery phase to ensure we capture departmental and cohort specific requirements alongside the organisational-level priorities.

Our experience suggests that it's better to understand the journey and end goal before appointing consultants. Factors including seniority, SC, demonstrable expertise and qualifications help match the skill set to the project. However, we strongly advocate for consideration of softer skills, experience and cultural fit to help determine the ultimate project team.

On-boarding and Off-boarding

Although every assignment is different, we have processes in place to bring our experts onboard quickly and effectively without disrupting your existing work programmes. In the first instance, an organisation should contact the Leading Talent team via the agreed Account Manager.

We aim to spend time with the requester to properly understand the requirement so that we provide the correct resources with directly relevant experience at an appropriate level of seniority. In instances where there is a large degree of uncertainty, in general, a more senior person is required to define and agree scope.

Leading Talent work to not just provide "bodies" but strive to work with clients and customers to really understand the business and direction. We want to work together to offer advice and strategic leadership so that we provide and suggest alternative solutions or additional areas of scope which will deliver greater benefits (or cost-savings) over time.

Review/agree engagement: after the initial discussions and planning, the client will have the opportunity to review and amend the proposed engagement and we adopt a similar philosophy when off-boarding members of our team.

On-boarding

Leading Talent prepare their consultants before they arrive on project to ensure there is a level of understanding before arriving on site. For the first ever engagement we aim to create an onboarding pack, with agreement of the client, to ensure that any new consultant is briefed to a set standard on commencement. We will also hold weekly review calls with the team to ensure they can raise any concerns and feel part of the overall engagement.

Off-boarding

When a consultant comes to the end of a project, or exits through agreed means, the following steps will be undertaken:

- Agree end date
- Agree any knowledge transfer that is required (where possible) and schedule in
- Return of any hardware that has been supplied
- Raising of requests to revoke access for consultant on agreed date

Leading Talent like to keep this process highly consultative to ensure that the client is fully aware of the exit plans. Ultimately, we want the client to be satisfied that all agreed objectives have been met before a consultant leaves the project.

Security clearance

All Leading Talent consultants will hold a minimum of Baseline Personnel Security Standard (BPSS) Clearance. For more advanced security clearance, transfer of existing SC clearance or sponsorship from our clients may be required.

To ensure the security of your systems, data and processes, for team members working with secured clients who do not hold SC, we will implement strict safeguards to prevent exposure to information above their security clearance.

Risks and service constraints

This service exclusively provides a team of Subject Matter Experts to deliver bespoke projects and engagements on behalf of our clients. This is complimented with a comprehensive management wrapper to facilitate delivery.

Our commitment lies in collaborating closely with your management team to mitigate any potential disruptions caused by services provided by Leading Talent.

Where feasible, agreed maintenance activities will be conducted with minimal disruption to the service and in cases where this is impractical, maintenance will be scheduled in advance with prior notification to the client.

We offer a flexible and pragmatic approach to identifying suitable testing and implementation times, leveraging sandbox/test environments to minimise impact on your business operations.

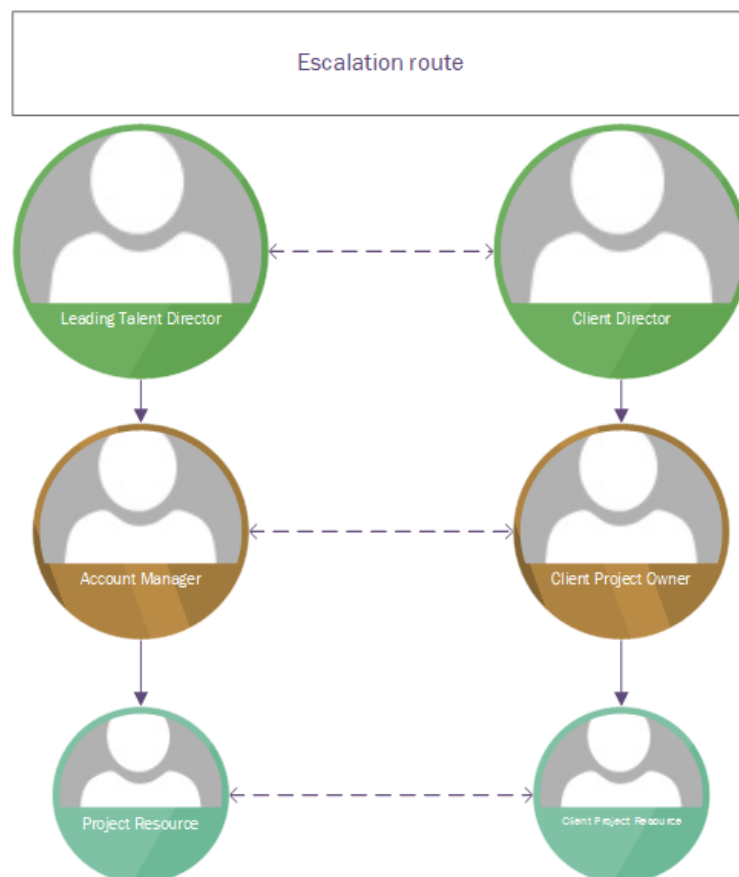
Clients will benefit from full access to Leading Talent services during standard business UK hours, from 9 AM to 5 PM, Monday through Friday.

Any services required outside of these standard UK business hours can be agreed per piece of individual work or requested as a change request. Notably, the service does not cover travel and subsistence costs.

Escalation pathways

In terms of project leadership, this will be dependent on the structure of the individual project and whether this will be managed completely by Leading Talent or via a hybrid arrangement with client stakeholders. A detailed hierarchy and organisational chart, which will illustrate clear escalation pathways, will be supplied as part of the implementation documentation.

Our typical model is as follows:



Leading Talent will raise “Aftercare Incident Reports” (AIR) in the event of actual or potential security concerns around an individual who holds security cleared to UKSV via the online portal.

<https://www.nsv.mod.uk/AIRCreate.aspx>

5. Our experience

Clients

Leading Talent has delivered numerous public and private sector digital transformation projects as trusted partners of some industry-leading organisations, demonstrating the scope, scale and complexity of the work that we carry out.

Our team have expertise working with the likes of various utility companies, United Utilities, Severn Trent, Southern Water, UK Power Networks, National Grid and the Data Communications Company as well as Local Authorities i.e. City of London Corporation.

Here are just a few examples of clients from our most recent projects:



Case Study 1

Business Challenge: Our global pharmaceutical, consumer health and medical technologies client was establishing a new Digital Transformation Organisation that would create robust end-to-end cross-functional integration while building superior functional excellence. To achieve this vision, they sought external support to establish and initially run the Dynamic Fulfilment (Supply Chain Network) function. This function enhances the customer experience by getting the right product and service to the right customer or node at the right time; and in the right quantity, quality and condition while providing supply networks with the desired level of logistics visibility, responsiveness, scalability and flexibility through the application of leading practices, empowering technologies and cross-functional collaboration.

Our Role: We worked with the Client across their end-to-end global functions to establish a Digital Capability maturity roadmap and 3-year vision for the Dynamic Fulfilment function.

Value Delivered: We established a Digital Strategy and Solution roadmap for 12 key focus areas, ensuring priorities were based on business requirements, capability gaps and most importantly the potential for value creation.

Case Study 2

Business Challenge: Our global consumer health client faced severe challenges in recruiting relevant experience to create a high performing team that could deliver tangible results through the implementation of Digital Solutions.

Our Role: We fulfilled the service of a digital transformation team, providing highly skilled practitioners including Programme and Project Managers, Product Owners and Business Analysts to lead the development of 6 global analytical solutions across multiple workstreams and delivering multilevel data structures to enable consistent and repetitive use of data/data frameworks and report to senior leaders on quantitative performance outcomes across the globe.

Value Delivered: Our team completed pre-discovery activities, developed data/process landscape diagrams and led client Technical Teams through design, build, test, deployment, transition to support and where required the provision of business change management activities. The scope of this work included agreeing upfront scope, value proposition and objectives, development of timelines and critical milestones, subsequent programme delivery management as well as co-ordinating requirements gathering, stakeholder management, prioritisation of their product backlog and backlog health across three technical scrum teams from other consultancy services providers.

Case Study 3

Business Challenge: Our global pharmaceutical, consumer health and medical technologies client had an urgent requirement to establish a best-in-class portfolio management organisation enabled by a project intake framework and structured processes to ensure company conformance in project approval and delivery through the capturing, evaluating and prioritising of project work.

Our Role: We provided a consultancy team to set up and initially run a Data and Digital Portfolio Management Office to facilitate the intake and approval of analytical solutions into the client's digital roadmap. This work encompassed landscape and complexity assessments, high-level costings, value proposition analysis and business case development for each data source and analytical solution taken through the portfolio intake process.

Value Delivered: The outcome for the client was a clear path for the next 18 months for all approved projects. The client could also see the cost benefits analysis and return on investment information for the entire portfolio which could be drilled down to project level. The new intake framework provided ease of implementation for the client team to review and evaluate new projects providing assurance on cost, time, complexity and interdependencies to deliver each project which previously had been developed by human judgement and experience but not through a consistent and structured lens.

Case Study 4

Business Challenge: Due to a divestiture, this Global Consumer Health client did not have the resourcing and skillsets to deliver the migration, rebuild and disentanglement of IT infrastructure and data and analytics solutions for the separated company from its parent within the contracted timeline.

Our Role: We were engaged to be the product owner for this work in addition to providing multiple highly skilled technical business analysts with a heavy focus on data manipulation and supply chain. Our team developed a plan and supported our client to divest existing IT infrastructure and data and analytics solutions from both regional and global data lakes within the window of agreed Technical Service Agreement timelines which formed part of the legal separation documentation. This work was a data heavy project with multiple integration layers, the scope of work included:

- a) Creating an integrated plan to deliver the complete migration of five regional data lakes containing data from the Deliver function within Supply Chain
- b) Identification and management of multiple data sources and their migration to a new cloud platform (Azure) within the divested company



- c) Creation of a core data model that would provide the client a common suite of business recognised data tables for consumption within downstream analytical solutions
- d) Disentangling existing analytical solutions and rebuilding of these solutions within the divested company

Value Delivered: The client outcome represented the ability to continue to operate in situ, with no blackout time or business impact whilst system migrations and rebuilds were in development. Each solution was disentangled and rebuilt within the divested company to new company design parameters and utilising the new company data models.

Case Study 5:

Business Challenge: To re-platform an onsite ERP to cloud-based for our retail client. Leading Talent was engaged directly to run the programme to migrate from a 13-year-old onsite ERP system to a cloud-based solution.

Our Role: Our Project Team (Programme Manager, Project-Co-ordinator and three Project Managers) undertook the design, build, test and deployment phases of the project:

- Delivering a new cloud-based ERP tool and migration from the legacy ERP.
- Driving adoption of Microsoft 365 and creation of a new Windows build to replace the aging Windows 7 environment.
- Streamlining the business and removing upwards of £5 million of the £15 million operating costs through removal of the on-premises infrastructure and adoption of standard Microsoft tooling.

The programme then progressed into a waterfall based "design, build, test, deploy" methodology with stage gates and a regular cadence of meetings with both the C suite and Board of directors around progress.

Value Delivered: As part of the programme Leading Talent drove efficiencies across the business and moved from 78 disparate systems and 113 spreadsheets to a core solution based around an ecommerce-focused cloud solution, including the replacement of the existing logistics, finance and HR systems.

In addition to the above, standardised collaboration tooling onto Microsoft products, removing duplicated software across the business again driving cost savings and efficiencies.

Case Study 6

Business Challenge: Our global oil and gas client needed to update their aging desktop estate. Leading Talent was engaged to manage the transition for the 65000 users.

Our Role: Leading Talent provided a consultancy team to build the core windows platform and complementing IT services. In addition, the programme stood up an "Application Migration Factory" alongside to enable the business units to "Self-Serve" with application readiness for the new platform.

Value Delivered: The outcome for the client was the delivery of a new desktop platform, built with supporting security and management infrastructure, to which they migrated their ageing laptop estate.



In addition, a cloud-managed (Intune) service was also produced providing the business with a more flexible and quicker to market device. The packaging factory supported the business units being able to work at their own pace to ready their users for migration.

Case Study 7

Business Challenge: A global accountancy client engaged Leading Talent to support the client outsourcing programme and assisted in the contracting and migration from the existing support service to a new support service for 350000 users.

Our Role: Leading Talent provided a consultancy team to complement the existing service owners and legal teams in the RFP and contracting process. Alongside this, the existing technical services needed to be "Uplifted" to a state ready for a new service provider to take over. The creation of a new cloud desktop offering and cloud Managed Laptop were two of the initiatives that were agreed for the new service provider.

Value Delivered: There were multiple outcomes for the client, the largest being the completion of a new service supplier contract of which Leading Talent was a significant contributor, including the following:

- A new cloud desktop offering based on the Microsoft platform
- Adoption of One Drive across the organisation
- Installation of cloud (Intune) managed laptops cross the estate.



6. Leading Talent ways of working

Leading Talent has worked in many organisations from ridged defence clients and highly regulated clients to very flexible agile retail and design clients. We can adapt to working within an agreed framework of the client or bring our own “ways of working”.

From our experience, it is beneficial for all to have a structured approach to advancing projects through their lifecycle. We believe that having control points or “stage gates” between sections of the project lifecycle are imperative to keep the project on track and delivering to original requirements.

These stage gates are an important feature and can be as formal and rigid or as informal and flexible as required to seek agreement/approval from the governance structure that the project is still delivering the agreed benefits as laid out in the initial business case/requirement document.

This form of governance can be used in both waterfall and agile ways of working. We suggest that projects adhere to standard project management principles such as:

1. **An agreed business case or project initiation document**

Why are you wanting to do what you want to do? At a very high level, the business case is a document that presents the justification for undertaking a particular business initiative or project. It outlines the reasons why the project is necessary, what it aims to achieve, how it aligns with organizational goals, the expected costs and benefits, and any potential risks or alternatives. Essentially, it provides decision-makers with the information they need to evaluate the potential value and feasibility of the proposed endeavour.

2. **A comprehensive RAID log (Risks, Actions, Issues, Dependencies)** would be used to capture items as they arise to be tracked and, as appropriate, mitigated or accepted. The level at which we conduct a RAID log will be largely dictated by the risk profile of the project and risk appetite of the client. Typically, we will list risks and evaluate their potential impact and criticality to the organisation.

3. **Financial tracking**

Creating and maintaining a living financial tracking tool that can be used at any point in time to give an up-to-date view of spend vs budget that can be used from team planning to leadership presentation.

4. **Stakeholder management and communications plan**

Every project needs to understand not only why you are doing something, but who you are delivering for, including the need for regular communication and touch points to ensure that nobody is left in the dark as part of any project.

5. **Plans**

Plans are required to understand where you are at any stage of a project or change journey. High level plans for strategic planning and leadership reporting down to task level plans for the individuals completing the work to keep the project on track. Each plan should link back to the above documents to provide a holistic understanding of where the project is at any time.

1 *DISCOVERY*

A typical discovery phase will begin with a series of kick-off workshops with key stakeholders identified within the initial briefing document. The purpose of this phase is to identify the problem our clients wish to solve, along with any constraints that must be accounted for within a potential solution. Our primary output of this discovery phase will be a comprehensive scoping document or business case which will evaluate the need, understand the landscape and establish technical and organisational drivers to ultimately inform the project deliverables.

We take a customer centric approach to developing project deliverables whereby user needs form a critical input to any design and a key objective will be focused on how that design improves the end user experience.

Although the activities carried out within this stage will vary from project to project, we typically support clients build benefits/business cases for presentation to boards or elected members of authorisation, we evaluate return on investment requirements to justify budgetary expenditure, we can conduct asset mapping exercises, landscape diagrams or organisational charts to help establish the parameters of the project; all of which serve to inform the next phase of works.

During this initial phase, the governance structure should be agreed and implemented to drive consistent communication and alignment throughout the lifetime of the project.

If the client is looking to evaluate other suppliers via methods like RFPs (Request for Proposal) then this is a perfect stage to start talking to vendors before going too far into solution creation.

2 *DESIGN*

The design phase is the initial “Putting pen to paper” to ensure that there are solutions that will solve the business problems. Solutions can be people, technical or process focused.

Our design phase will factor in all constraints, goals and deliverables captured within the initial business case and present a single or multiple potential solutions, coupled with a roadmap of how these might be actioned. Based on the use-case, we may include a proof of concept, market research and vendor RFPs for high-level pricing, financial forecasts or revised organisations documentation (i.e. architectural diagrams, organisational charts, asset log etc).

The level of detail required can be dependent on the “ways of working” at a client. Traditional Waterfall projects would have a high-level design to outline the intended technologies, or process changes. This would be followed by a detailed design, which would include hardware specs and configuration settings. In a people or process driven project, the change journey required and how to implement.

A more Agile way of working generally stops at the high-level design and progresses into the build stage of a project more quickly to deliver results and value quicker.

Each piece of design will be used to build out a plan, detailing the high-level activities from which we will track progress against; coupled with a tailored RAID log mapping out potential risks, mitigations, along with a series of assumptions to ensure that all eventualities are captured.

At this stage, we will assign key resources to support the delivery of the project, their roles and responsibilities and key competencies and expertise required.

Design phases can be an individual project phase, or an overall programme phase with respective stage gates to control.

3 **BUILD**

Following approval of the design phase, teams are stood up to start building hardware, creating or introducing new process and in general start to produce output, products or change.

From a cloud or infrastructure perspective, this would include configuring cloud infrastructure, creating, extending or connecting networks for systems to communicate.

People and process would involve mapping out changes in systems or activities and working with the business subject matter experts to assess how to integrate new techniques.

If new systems that require data are being implemented, data migrations are performed to prove that new systems can use existing historical data.

All build activities must be based on the initial business case and high-level designs. If products are being created that are not in plan, the question of “Why” needs to be addressed as it would be “Unplanned” and thus unapproved activity.

Any products that are created within the build phase should be tested to ensure basic technical functionality and aligned with any quality plans before being passed into the test phase during which the business will use the output for the first time.

4 TEST

A testing phase is often overlooked but helps mitigate significant organisational risks and minimises potential disruption. Testing plans should be created for each product, service or change with documented expected outcomes to determine whether the output is fit-for-purpose and meets the initial business case and project deliverables. Each testing plan should be reviewed independently and requires sign-off from clients.

Leading Talent advocates a thorough testing phase with the aim of testing within an environment as close to LIVE as possible to be able to work with as “Real life” end result as possible. Although, occasionally, testing within the safety of a development environment or sandbox can happen where necessary.

The testing report will be signed off by key stakeholders as completed or could result in bug or issues that require resolution before testing can be completed.

5 DEPLOY

Deployment of the solution simply means going LIVE, with as minimal business disruption as possible. Deployment plans are created in partnership with the teams or individuals being impacted and could include physical roll outs, new laptops, software or systems being deployed or changes to business process resulting in efficiencies.

Pilots are recommended with small groups and “Blackout periods” captured to ensure users are not impacted at their busiest times, e.g. finance teams at the end of year.

Before deployment starts, the “business as usual” (BAU) support teams should be engaged to understand what is being deployed and ensure the correct level of knowledge transfer and shadowing can be completed so that newly deployment systems can be passed over to support, resulting in a seamless transition to support and ensuring that when an end user calls in for support, there is no drop in customer service.

Safeguards are often put in place where required and practical, to protect against unforeseen risks.

Our handover phase will, again, be tailored to the deliverables of each project, as there is no one-size-fits-all. However, the goal of this phase is to smoothly transition ongoing management from our assigned project team to the client's in-house support team.

During handover we will manage knowledge handover and coaching workshops at the frequency and level required for the scope and scale of the project, facilitating an effective knowledge transfer through provisions of documentation, instruction guides, process maps and shadowing. Our shadowing typically follows a 4-week schedule, with our project team leading on support duties for the first 2-week period, whilst support shadows; followed by the reversal with our team shadowing your in-house support staff whilst they carry out ongoing management duties.

With Handover to support being completed, this part of the project can be marked as complete.

Contact Details

For further information please contact our team:

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