



We all operate in an environment of constant change, so smart management teams are always looking to make change less painful and more seamless.

Our Diagnostic takes the pulse of your operations for an honest insight into the challenges and opportunities ahead.

It's hard enough making change stick in large organisations. It's even harder now that construction, civils, infrastructure and other major projects are invariably pushed forward by complex consortia of different stakeholders.

We've worked in this environment for over a decade, and we have successfully kept \$1BN projects on track.

But nobody wants to pay for 'consultants' – and that's fair enough! Invariably, therefore, we get called in to resolve a crisis – when budgets are blown and morale is low.

Instead, we realised that the cost of remediating problems in a world of constant change would be much reduced if stakeholders were aligned, committed, informed and motivated from the outset, committed to a convincing argument for change, backed up by facts.

The result is our Change Diagnostic, a rapid-results engagement which brings a single version of the truth to managers and change professionals.



## A2B EXCELLENCE

### CHANGE DIAGNOSTIC

*Before you spend a lot on change,  
invest a little in securing its success*

We'll work with all your stakeholders – no matter how complex – to understand the reality of your challenges and ensure that proposed solutions are viable and fit for purpose; accounting for:

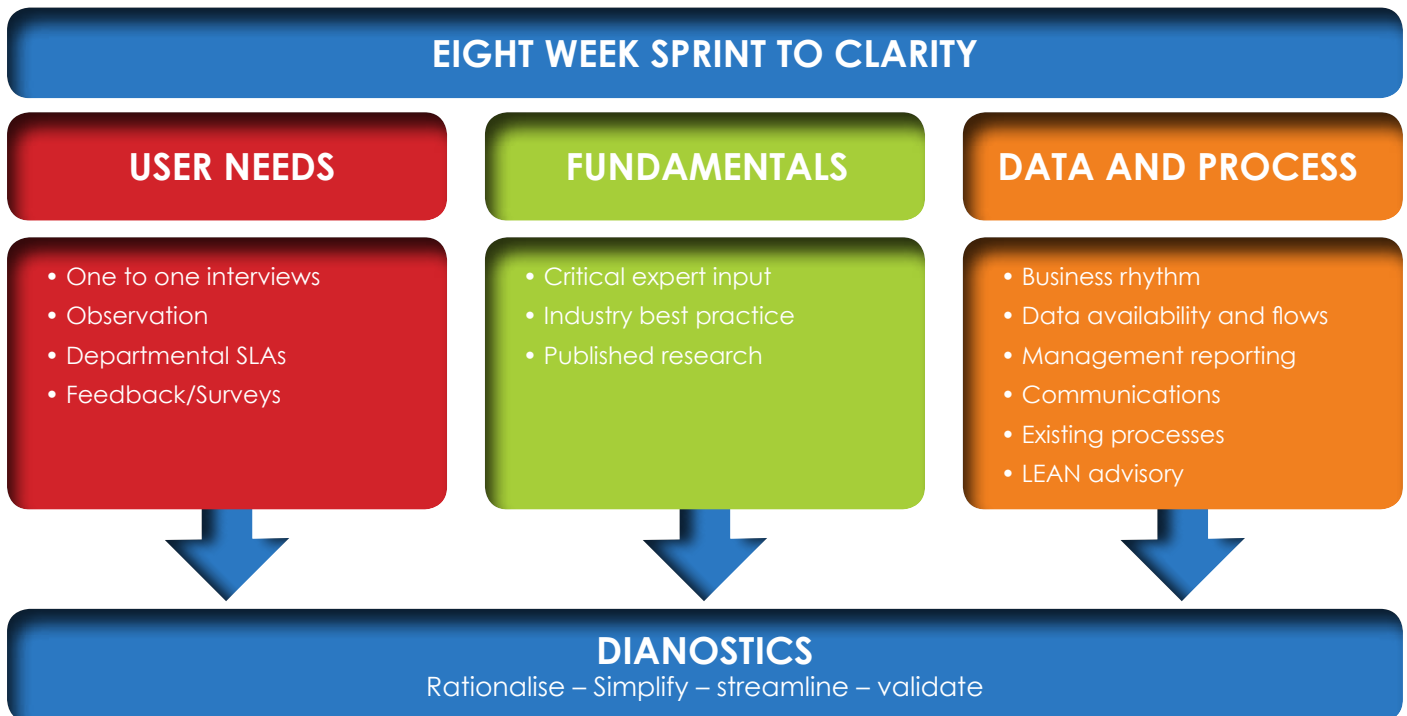
- **User needs:** from one-to-one interviews and observation of the real rhythm of the business
- **Fundamentals:** best practice from across the industry
- **Real data, real processes:** how you work – and what the numbers show

We'll bring our world-class industry experience to the table, and we won't shy away from dramatic recommendations if we feel they will bring you closer to your objectives, as your independent, unbiased counsel and "critical friend".

We have over thirty years' experience in change management and ample experience performing at board-level in some of the world's largest businesses. We are trusted advisers to senior executives in sectors as varied as transport, construction, gaming and nuclear; so whatever your plans, we can offer the truth you need to implement change with confidence.

## WE BRING VISION AND CONFIDENCE TO THE TABLE

In a world where change is constant, we bring you the commercial discipline and impartial eye to make better decisions, in an eight-week sprint process to give you reliable change strategies, fast!



- The vision of an outside consultancy to bring a forward-looking view to your business, instead of thinking from only today's perspective
- The confidence and experience to help you make tough decisions
- A full toolkit of people management expertise to give you actionable advice and committed outcomes, including team skills analysis, facilitation, executive coaching, benefits realization and our own Rapid Improvement Workshop strategies.
- Unlike many consultancies, we roll up our sleeves to take full part in your business. Our people are embedded on-site in your team and committed to generating real results.
- We will make changes now - changes your in-house experts may shy away from - and take responsibility for those decisions. We cut away the corporate flannel and focus on activities which will make change stick for good.

### The Solution for...

- ◆ Validating change management programmes
- ◆ Ensuring that complex and disruptive programmes are justifiable and will deliver results
- ◆ Complex and remote stakeholder groups
- ◆ Embedding industry best practice into change from the start

### Who should be interested?

- ◆ Change managers
- ◆ Directors seeking to bring teams together around new objectives
- ◆ HR specialists needing the confidence and authority to drive change
- ◆ Board executives looking to maintain optimised performance in a changing world

## WHAT WE DID FOR: HIGHWAYS ENGLAND



Highways England (HE)'s Road Investment Strategy was committed to finding £163m of efficiencies within its capital investment programme across a five-year business plan. To achieve this, HE's Programme Management Office was engaging with project management teams internally and with the Tier 1 and Tier 2 suppliers delivering work.

The objectives were clear, but the construction supply chain was long and varied, processes differed across the businesses, and some of the larger Tier 1 organisations had entrenched processes in use across other programmes, too.

HE rightly wanted to implement a multi-million pound programme to align its supply chain around best-practice procurement without affecting quality or value. But to ensure that it worked, and that all stakeholders could buy into it, A2B Excellence was engaged following a competitive tender to conduct a Change Diagnostic.

We spent a compressed five-week period working with stakeholders across the supply chain to

- understand the realities of the problems they faced
- extract their own recommendations for remediation
- connect stakeholders with the change process so that change is participatory rather than mandated

Similarly, with rapid employee surveys, staff can feed back whether they are receiving the support they need from managers to perform to their best. We have provided empirical, quantifiable evidence of performance on which the business can depend to make decisions; not with a view to losing the worst performers, but rather to getting the best from everyone on the staff, and preventing any future descent into infighting.

Our tried-and-tested methodologies for qualitative and quantitative capture are based on a matrix of interviews, group sessions and conversations plus data harvested from management systems. We assess all these against recognised benchmarks and industry best practice to ensure that planned change approaches stand up to rigorous analysis and are likely to yield the expected results.

Where they do, we can fast-track activities. Where they don't, we can advise on refining them, suggest alternatives or simply save money. The comparatively minimal investment in upfront professionalism has meant that:

- Existing best practice has been surfaced across the supply chain, preventing duplication (for example, Tier 1 construction business, Costain, brought a mature efficiencies capture process to the table)
- Participating teams across the supply chain are change-ready and aligned with HE's efficiency objectives
- Key challenges have been highlighted – and so have the quick wins.

***“Thanks to A2B Excellence, we are already £25m better off. But the long term value of their intervention, which has changed the way we work together, will be incalculable”***

***Sarah Haddow, Regional Programme Manager, Risk and Assurance, Highways England***

## WHAT DO WE TYPICALLY ACHIEVE?

### A reliable truth

What happens on paper is never what happens in real life. By understanding both the motivations of teams and the commercial pressures they are under (the executive base, the commercial landscape, financial situation, supplier relationships etc.), we can – at lightning speed – offer a more nuanced and realistic assessment of ‘the corporate truth’. And that means you can approach change with your eyes open

### Minimum effort, maximum improvement

Upheaval is not fun, and we are one of the few consultancies to recognise that the human cost of disruption can be challenging – and it creates inertia or even ‘brain drain’. It’s our business to get you from today’s situation to tomorrow’s outcomes with the minimum of disruption and complexity. We have implemented many improvement processes in teams of hundreds of people, always aiming to uncover the latent talent and goodwill in the workforce; and it gives us the insight to validate change management programmes with honesty.

### Actionable advice

The key benefit of our Change Diagnostic s that we can offer you actionable advice to take your business forward in a matter of days. This typically includes advice around:

- Processes
- Engagement and communication
- Behavioural change
- Corporate culture
- Change Implementation
- Quick wins

...to help you deliver results fast and effectively; and achieve employee buy-in instead of suspicion and dissatisfaction

### Executive support

A2B are used to working in challenging, often unionised environments and we are used to ever-changing commercial landscapes. As experienced business and process managers with an award-winning history in employee engagement, we frequently become trusted advisors to senior executives and line management cohorts who require support in driving change without disruption and complexity.

## Extra Benefits of our Change Diagnostic

- **Credibility.** Have your plans assessed by a credible and non-partisan outside expert
- **Benchmark Performance.** As well as understanding your operations, this is an opportunity to benchmark skills against external standards, setting the bar for performance beyond your own doors.
- **Discover new talent.** Every organisation has latent talent and latent skills – often lying dormant. By making change accessible and surfacing needs within the organisation, we will help you to deploy that talent where it is most valuable both to your business and your employees’ job satisfaction.

## WHY A2B EXCELLENCE?

The A2B Excellence team is uniquely qualified to ensure your operational team is optimised:

- An award-winning consultancy, including recognition from the Chartered Institute of Professional Development and professional qualifications in Belbin and Thomas talent assessment tools.
- Global awards for employee engagement three years running.
- A strong track record in public and private sectors, with over 30 years of management experience in complex and challenging commercial and employee environments.
- Devoted to building high-performance teams which meet both the expectations of the business and the career ambitions of team members. Our work has been independently validated, saving thousands of man-days and millions of pounds.