



The Problem

A major program, involving construction, education, commercial agreements, and new ways of working had been underway for almost 6 months. Almost nothing had been achieved! We were called in to see what we could do.

Agree on the outcomes and process

It may seem strange to say, but many people think they are in agreement on what success is supposed to look like and how you will all get there. In practice this is often not the case. We started with 4 programs. By the end of the first week we realised there were commitments made to deliver 11!

I mapped out the timelines and the streams of work along with the deliverables for the first commitment. To achieve this I worked with experts in each area. Property, construction, government relations, the office of Premier and Cabinet, Ministers, finance, human resources, unions and those designing and delivering the services. In doing so it was clear to everyone that this was not as simple as putting some paint on walls or even constructing a new building.

In creating a plan collaboratively we were then able to demonstrate the cost, the effort, and the complexity of what was being asked for. We were also able to redesign the way we reported and tracked the plan so that all stakeholders understood the information in the same way and knew what actions they could take to help progress.

A key element of the plan was to gain engagement from the sponsor and clarity on what was acceptable. As much as it's important to deliver the final product, it is just as important to do that within the needed timeframe and budget. Even more importantly for this program was to ensure that all stakeholders and customers felt personally engaged in the new services and process.



Before we constructed anything, we made sure there was sensible Governance and a way to make decisions quickly.

Our Conclusion

Work done in making sure everyone is clear on the outcomes is not wasted and saves you significant time and regret later. Good governance gives you clear ways to achieve; a lack of governance is what takes you off track!

Move with purpose

We established a new team by designing the skillsets needed recruiting program, commercial and change professionals. We worked with the client agencies to modify established processes that were focussed on operations, not projects.

We constructed plans for the 11 programs and presented a clear analysis of each program. This made the decision to not



proceed with some and to place others on hold a straightforward process with the backing of real evidence. Furthermore, these proposals met with overwhelming support as all stakeholders had been

part of the process and communication from the beginning.

Although we needed to invent processes as we went in many cases, we established a culture of innovation supported by effective governance. Rather than slowing down the delivery, the work done in the beginning to create clear decision-making authority and a shared understanding of the outcomes meant that we could deliver faster than was considered typical and were able to deal with problems in advance. The team took pride in being proactive and responsive rather than reactive.

Despite the 6 months we started behind plan (and the delays caused by a global pandemic) we delivered the first program only 1 month behind schedule. Feedback from the multinational organisations who joined through commercial agreements enacted through our program was entirely positive and celebrated the innovative yet effective processes for delivery and governance that we established.

We handed over the program to an in-house team after training them in the methodology and coaching them on how best to apply it. This model became the approach taken for all remaining programs.