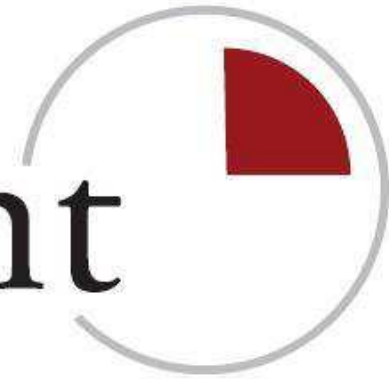# '*Dusk **of the living dead: what happens when zombie organisations meet living civil society?'***

Benjamin Taylor

RedQuadrant

&

The Public Service Transformation Academy

September 2017

#CCIN2017 – dusk of the living dead 2

Purpose – goals

To make the world a better place, we help people to transform the way their services, organisations, and leadership are experienced

We:

- help the public sector transform itself to be a beacon of excellence
- work on ourselves to change consultancy forever
- help people to save money and improve their business
  by giving them the skills to work on the business for themselves

Big, hairy, audacious goals:

Transform consulting

- No more complicated than it needs to be
- Network consulting
- Authenticity, value-adding, humanistic, non-manipulative
- Focused on positive experience of services, organisations, and leadership

Transform the public sector

- People able to make better choices about the public services that help them to achieve their goals in life
- Public service a cross-industry exemplar – provide the benchmark (our public sector clients are featured as Harvard Business Review case studies for all sectors to learn from)

Consultancy how it should be done

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To change consulting

To change public service delivery

# A top ten public service transformation consultancy

- Lead, Public Service Transformation Academy, Cabinet Office Commissioning Academy
- States of Guernsey – target operating model for tax and contributions, strategic partner
- Dorset – delivery of savings through enhanced social work model
- Adult social care transformation, target operating model, identification and delivery of savings: Bexley, Dudley, Cheshire East, Northamptonshire, Leicester, Sefton, Flintshire
- Bolton at Home 'Paving the Way'– strategy and transformational IT procurement
- Ministry of Defence – introduction of commissioning approaches, service interventions
- Coventry – co-production for early intervention and prevention, workforce development
- Hyde Group – strategic customer service and 'Look Again' service redesign
- Hillingdon – four years, £79m savings, entire management trained in service transformation, whole council agile/prototyping
- Essex – partner for expert transformation resources
- Shared services: Strategic Alliance, CompassPoint, Southwest London regulatory, oneSource
- Westminster customer programme, Lambeth lean/agile programme, Triborough corporate services, Islington customer led transformation, Merton, Lewisham
- Children's services DfE intervention partner, transform Buckinghamshire
- Spin-outs / mutuals: Transforming Rehabilitation, libraries, cultural and community services

Many have fallen by the wayside – we have grown year-on-year

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"We thought the team would slack off in the last two weeks – in fact, they redoubled efforts and over-delivered"

"They could have given us what we asked for: viable business cases. In fact, they gave us what we needed: savings."

To help public sector organisations to successfully transform
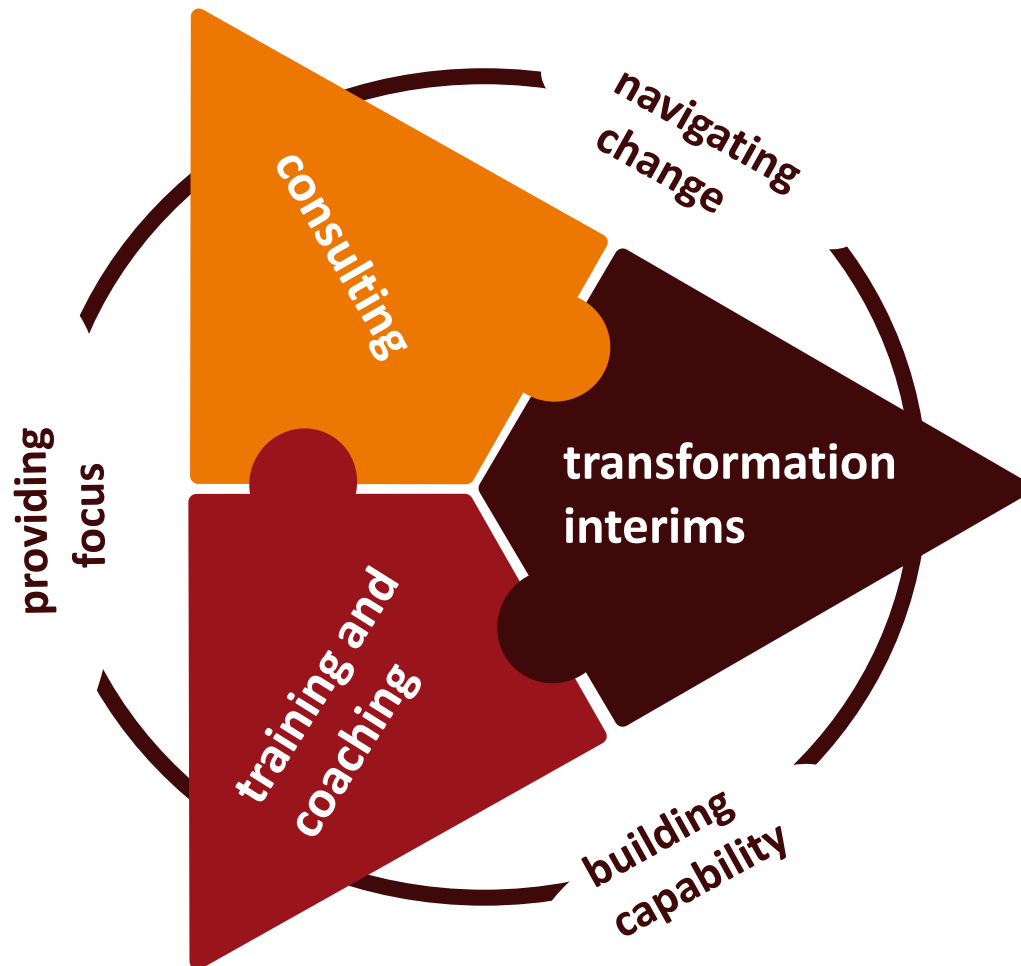
- Our goal: help the public sector to successfully transform

- In the short term, we help to set direction and solve problems

- In the medium term, we deliver change through transformation resources or interims

- In the long term, we build your capability as well a capacity

- Our objective is that you don't need us any more

A partner and supporter through the journey of transformation

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A suite of offerings…

Quadrant RESOURCING

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Quadrant Resourcing

- Excellent interims to deliver change and transformation
- Fixed price resourcing based on delivery of work packages to secure results and benefit from true delivery-focused services outside of IR35 considerations

consulting

- Set strategic direction or solve a problem

training and coaching

- Leading transformation
- Coaching and mentoring
- Accredited through PSTA

transformation interims

- Market leading, innovative, quality assured
- Quality consultancy resource to support, supplement. and act as in-house transformation teams

public service transformation academy

Not-for-profit social enterprise, to enable public services to transform themselves.

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www.linkedin.com/in/antlerboy
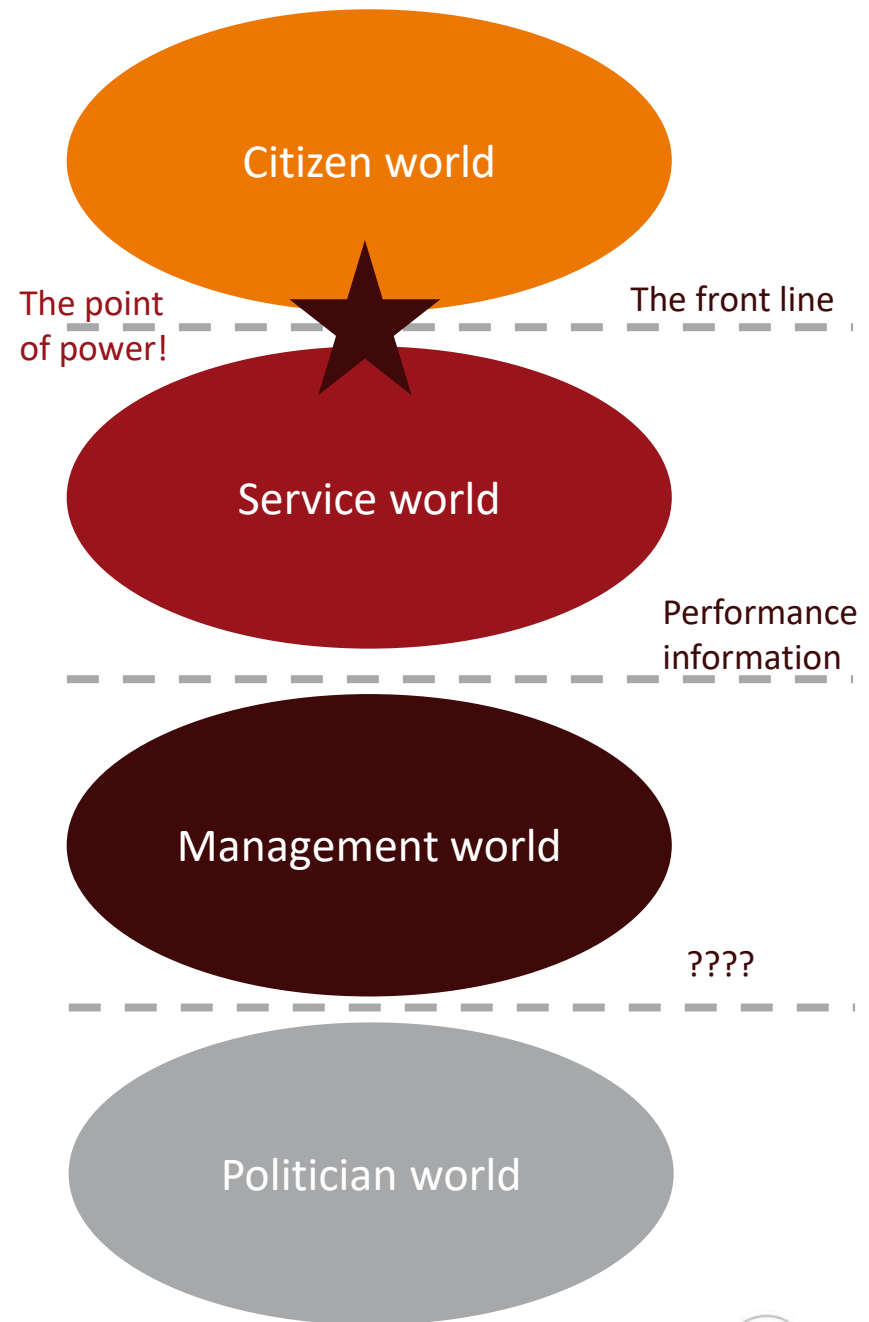@antlerboy

RedQuadrant
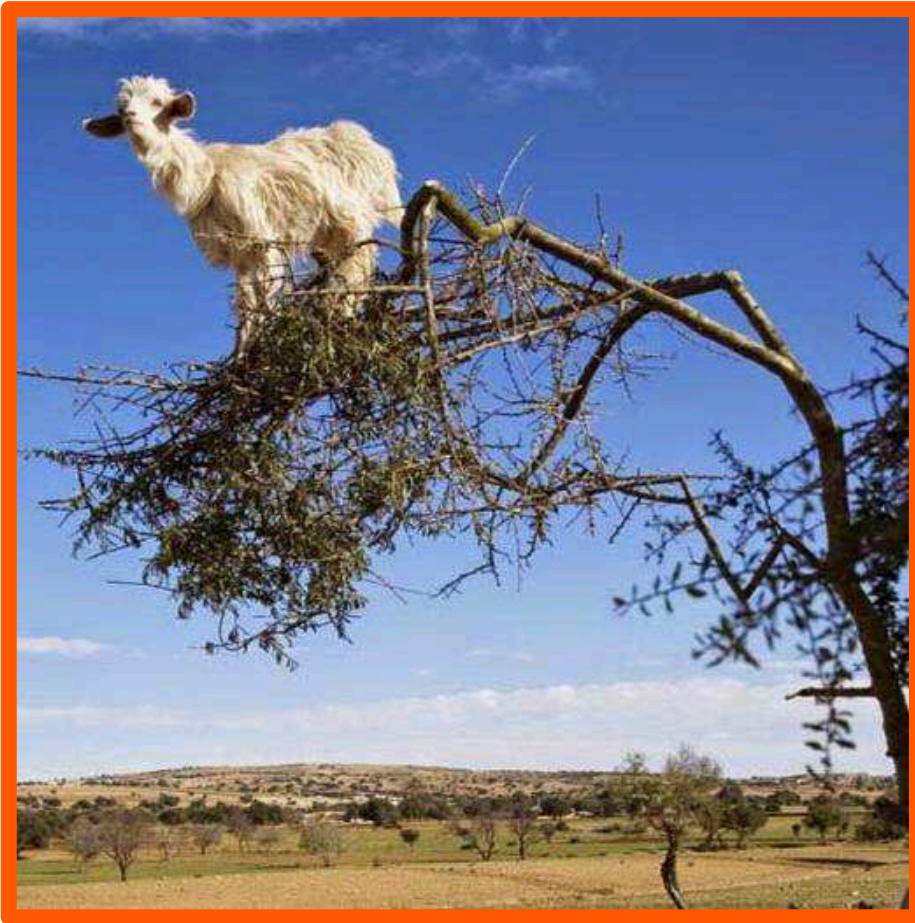
Better ways to see the system (what exists today and why)
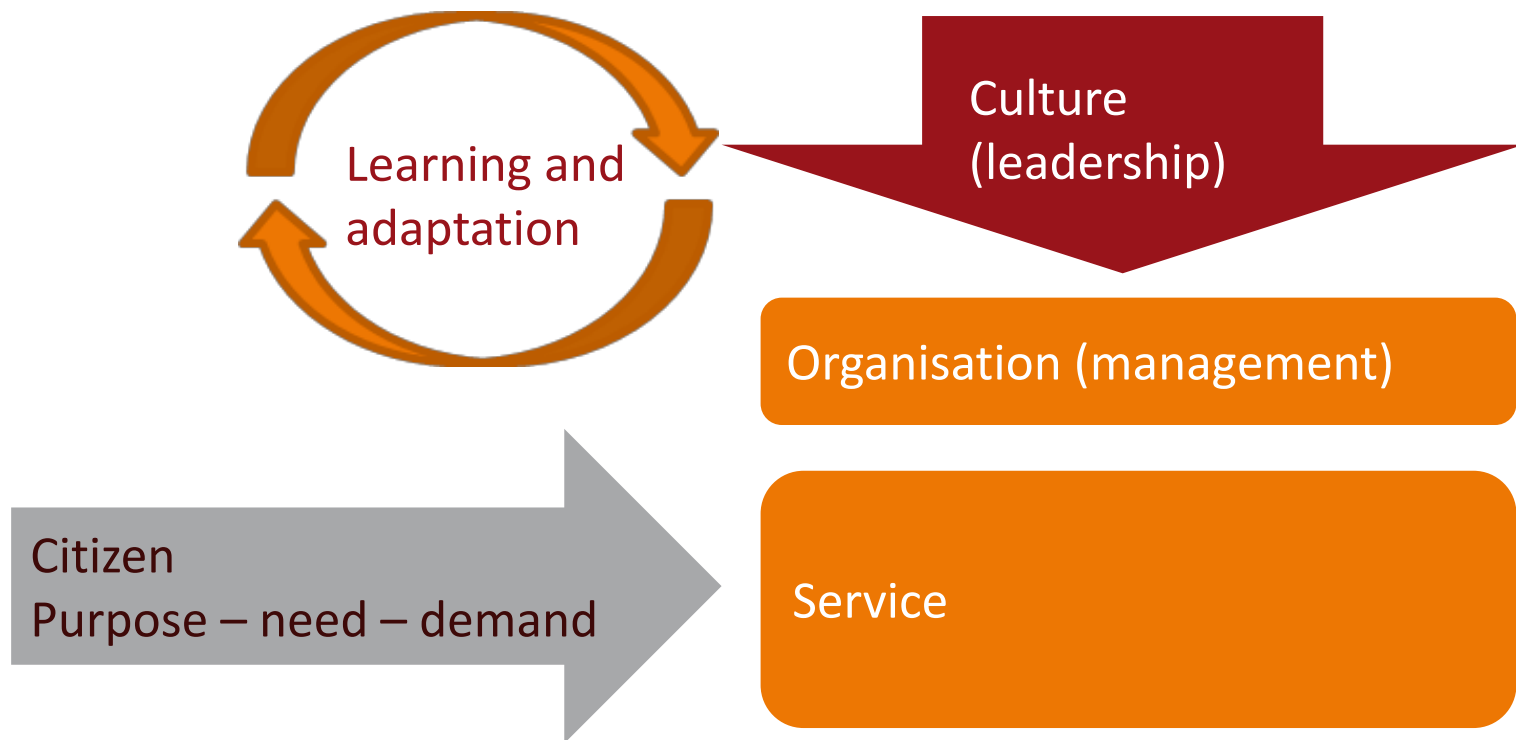
Four worlds

A traditional view:

- The 'citizen world' is separated from 'service world' by an invisible divide (we even call it the 'front line')

- This is further separated from 'management world' by another invisible divide – called 'performance management'

- In the citizen world, we do market research

- In the service world, we do BPR

- In management world, we do business planning, budgeting – and cuts

- In politician world…?

How can we co-operate **across the worlds?**

Citizen world

The point of power!

The front line

Service world

Performance information

Management world

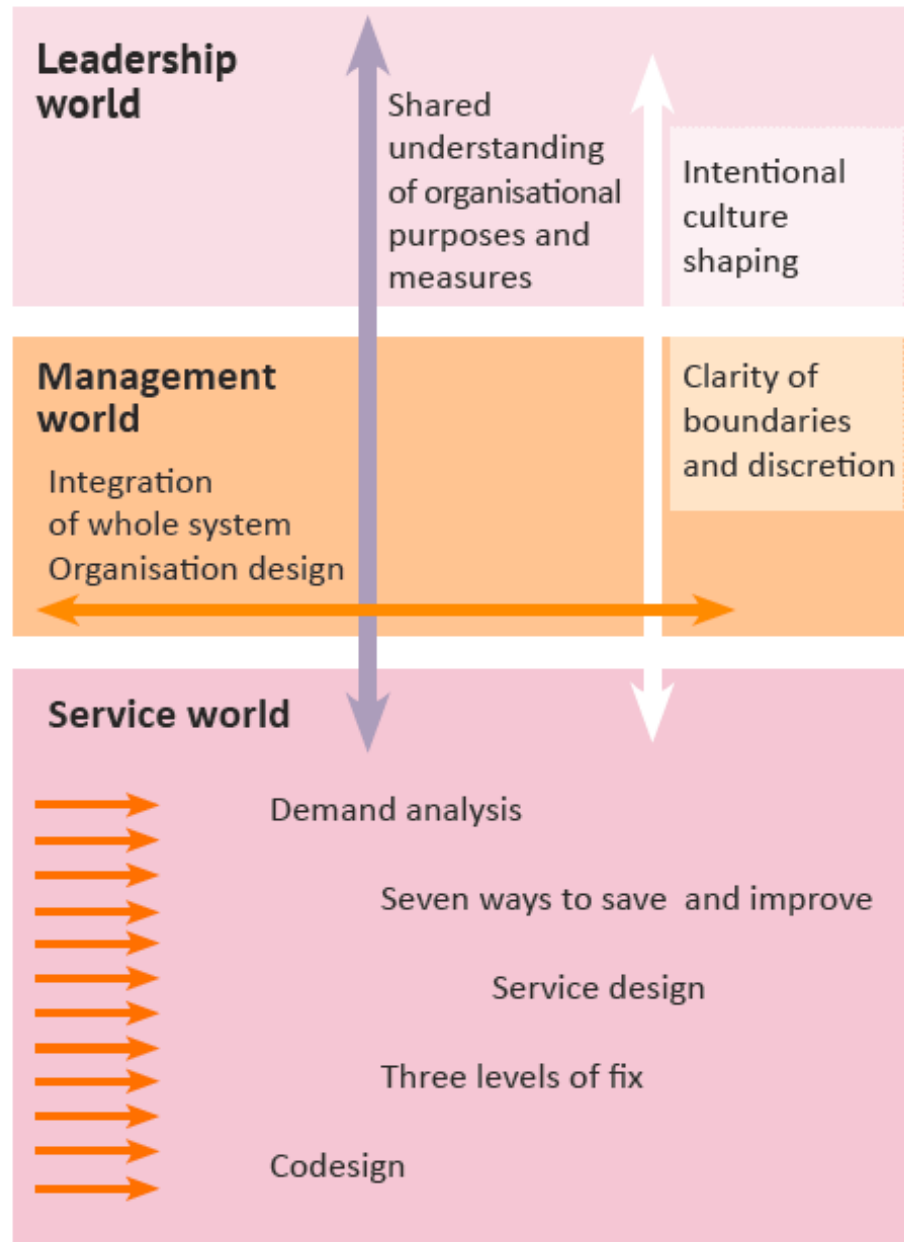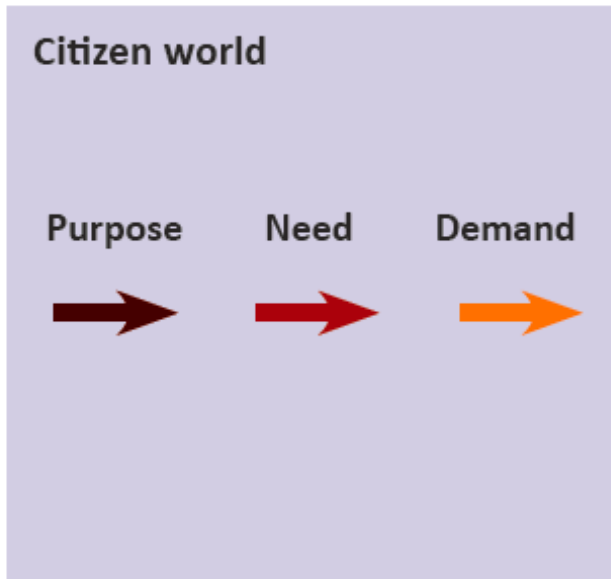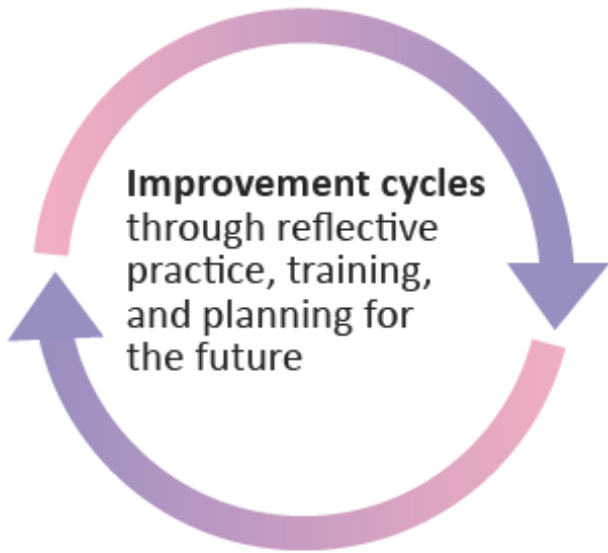????

Politician world

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In the end, it's all about:

- Seeing the systems and the interaction of the systems – complexity
- The ability to make changes in the systems – leadership

Learning and adaptation

Culture (leadership)

Organisation (management)

Citizen
Purpose – need – demand

Service

There are ways to think about these things, but there are no solutions

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Improvement cycles through reflective practice, training, and planning for the future

Leadership world

Shared understanding of organisational purposes and measures

Intentional culture shaping

Management world

Integration of whole system Organisation design

Clarity of boundaries and discretion

Citizen world

Purpose   Need   Demand

Service world

Demand analysis

Seven ways to save and improve

Service design
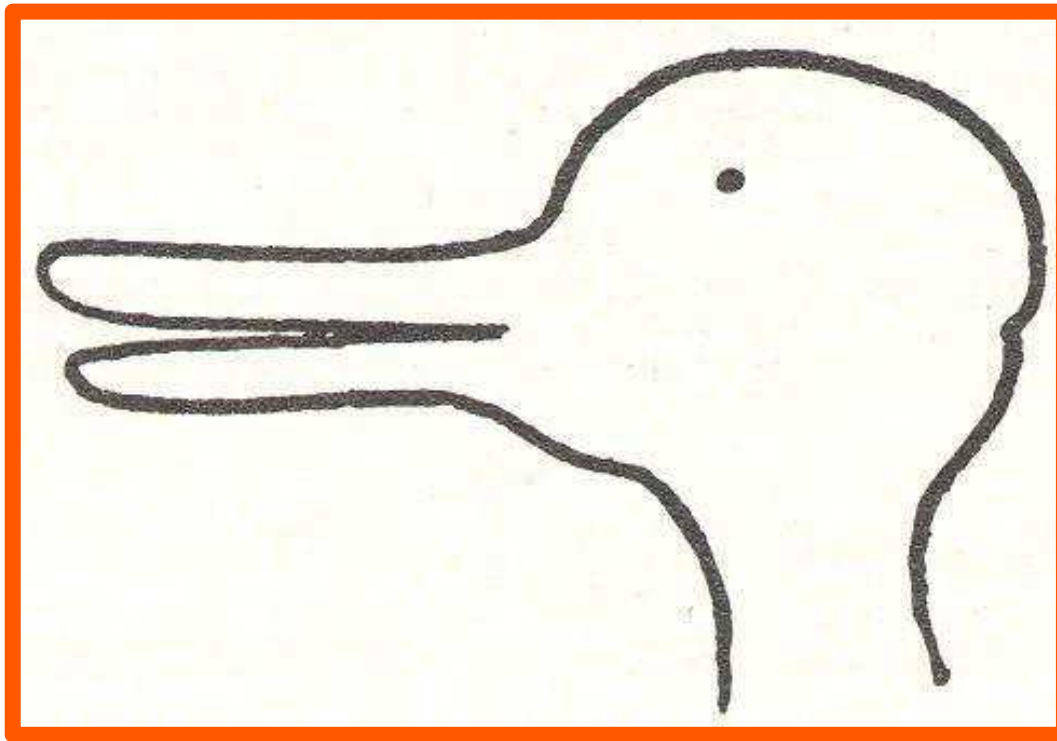
Three levels of fix

Codesign

Why do the zombies stumble on?

- What happens in citizen world?

- What happens in service world?

- What happens in management world?

- What happens in leadership world?

- What happens in the world of change and learning?

Active learning and energy to stay 'stuck'…

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Better ways to generate better thinking

What is a service?

- A service co-creates value with and for the customer
- Our mission is to reduce the effort, time, cost, steps, process...

▪FROM customer need

▪TO positive outcome

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purpose
needs
demand

control

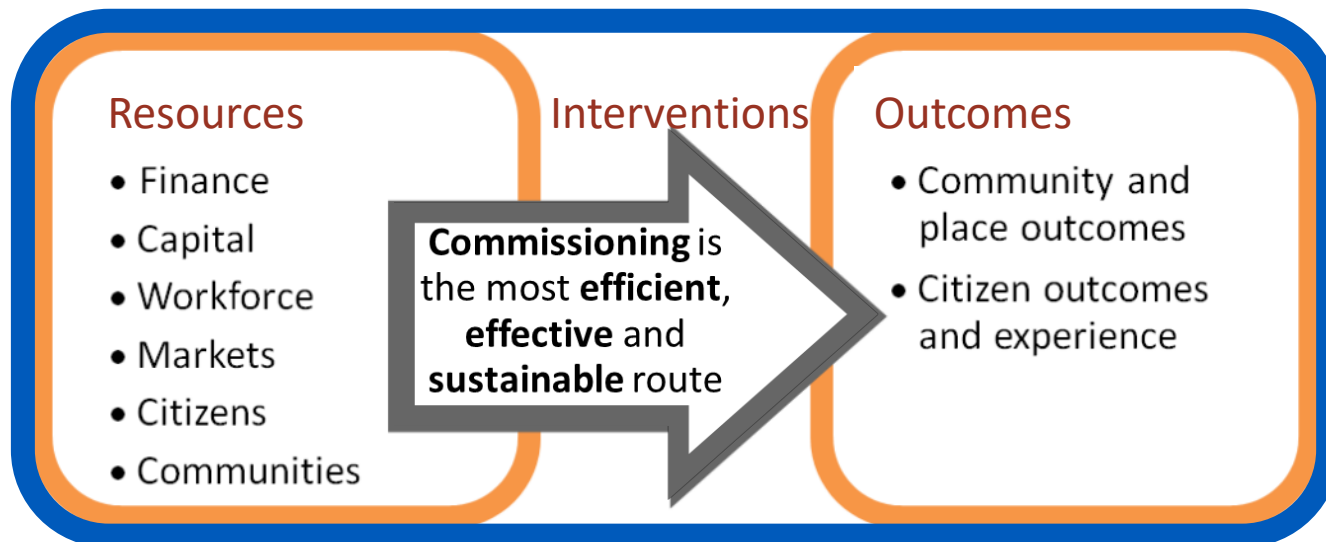# Find the work
Find the joy

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Questions for transformation

- In service world – how do you hear, and meet, demand? Can you focus less on how limited funds can pay for services, and more on how the resources you have and can influence and achieve real outcomes?

- In citizen world – how do you help people to help themselves?

- In management world – can you create the freedom within limits that liberates workers to be the best they can be?

- And in leadership world – how are you, as a leader, shaping the culture – the actual experience of all the people in your organisation and all the people in your community?

- Think massive, start very small. Take responsibility for it all, however great or sh*t it is. Make your best prediction about how your changes will land – their impact on people in the organisation and those receiving services.

- And as it turns out different from your prediction, think about why that is. Then you'll be working in learning world too.

No learning without prediction

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Commissioning model

'Commissioning is deciding how to use the total resource available in order to improve citizens' outcomes in the most efficient, effective and sustainable way'

Resources
- Finance
- Capital
- Workforce
- Markets
- Citizens
- Communities

Interventions

Commissioning is the most **efficient**, **effective** and **sustainable** route

Outcomes
- Community and place outcomes
- Citizen outcomes and experience

Actually, it's the other way around! Outcomes – resources – methods

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There are **only** seven ways to save and improve in service systems

SEVEN WAYS TO SAVE AND IMPROVE

Seven ways to save and improve

1 All activity is triggered by demand or community need…

2 …which hits a contact point or triggers a response

3 …which uses a process or project to deliver results.

4 This requires the use of organisational & community assets…

5 …which are structured in organisations and partnerships…

6 …and have to be procured or sourced from somewhere

Shape demand

Create flow

Reduce waste

Optimise resources

Effective organisation

Optimise procurement

5 Organisational design

1 Demand →

2 Contact

3 Process /project

4 Resources

← **Source 6**

7 Policy and commissioning

7 …and how we respond to demand or need is determined by policy.   **Change policy**

RedQuadrant Sustainability and efficiency framework™ ©RedQuadrant

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Seven ways to save and improve

1. **Shape and manage demand:** effect behavioural change, reduce failure demand
2. **Create economies of flow:** match capacity and contact points to demand
3. **Reduce waste:** re-engineer processes or develop a whole lean system
4. **Optimise the use of resources:** buildings, IT, vehicles, other assets, people (scheduling, downtime, contracts and management), income generatio
5. **Effective organisation:** appropriate grouping and sharing of activities and services, organisational structures, role and task clarity
6. **Optimise procurement:** procure volume, shape the market, reduce or standardise specification or achieve multiplying effects
7. **Change policy:** stop, ration, reduce eligibility, delay, charge, develop to better meet organisational purpose, demand and underlying need, share services, outsource, mutualise, use the third sector

Towards the top (upstream):
more living, more transformational, more emergent, less predictable, more learning.

Towards the bottom (downstream):
predictable, deliverable, may lock in **current systems, no real learning.**

RedQuadrant sustainability and efficiency framework™
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A positive, self-fulfilling prophecy

- How can we **take responsibility**
- without **taking blame**
- without **disabling** ourselves?

How to stop things turning out sh*t

(Take responsibility for creating responsibility)

Community is the antidote to uncertainty: confront people with their **gifts**

Experimentation is the antidote to certainty: confront people with **reality**

- Listen out loud
- Ask good questions
- Co-design
- Start from strengths

- Hierarchy
- Limits
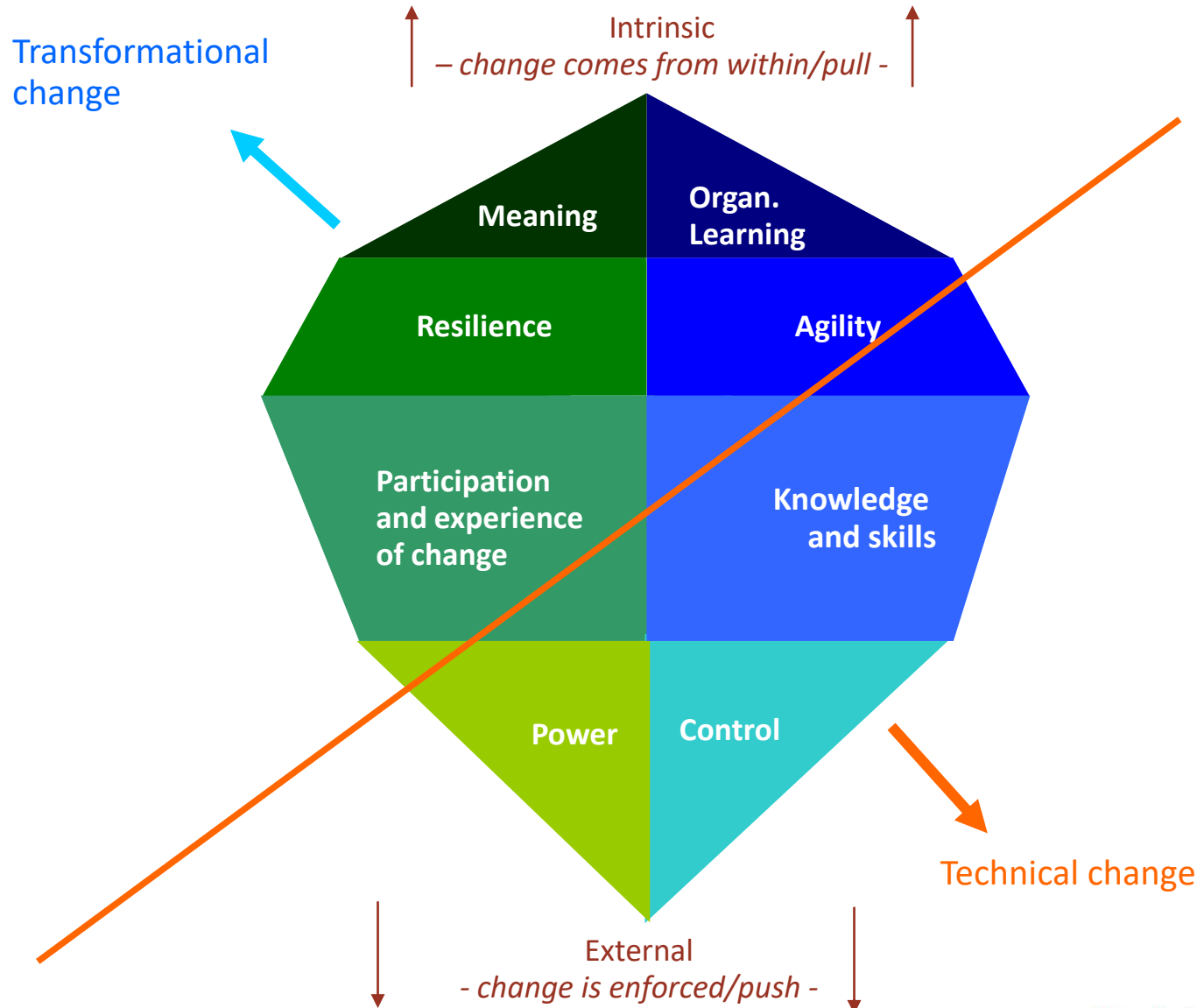- Accountability
- Plan (to learn)

- Who do we want to be?
- What could I do to create a shared view across the whole system for the people in it?
- What thoughts or questions does this raise for me?
- What are we **learning**?

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public service
transformation
academy

what works, and what doesn't

PRIMARY RESEARCH ON LARGE ORGANISATIONAL CHANGE

VECIT model analyzing organisational 'transformation'

Transformational change

Intrinsic
– change comes from within/pull -

Meaning

Organ. Learning

Resilience

Agility

Participation and experience of change

Knowledge and skills

Power

Control

External
- change is enforced/push -
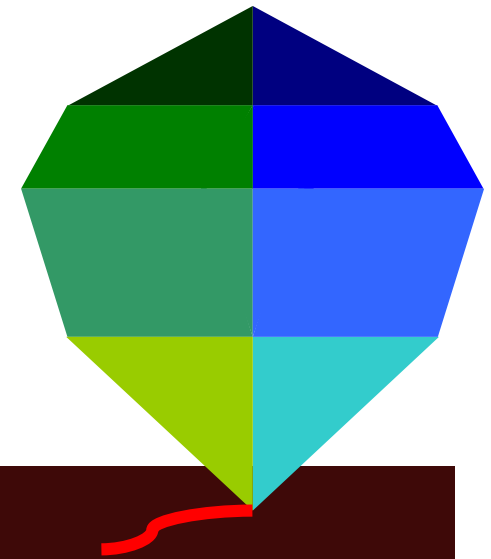
Technical change

© VECIT™ model

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Success

- Only three programmes
- 64% transformational
- 36% technical

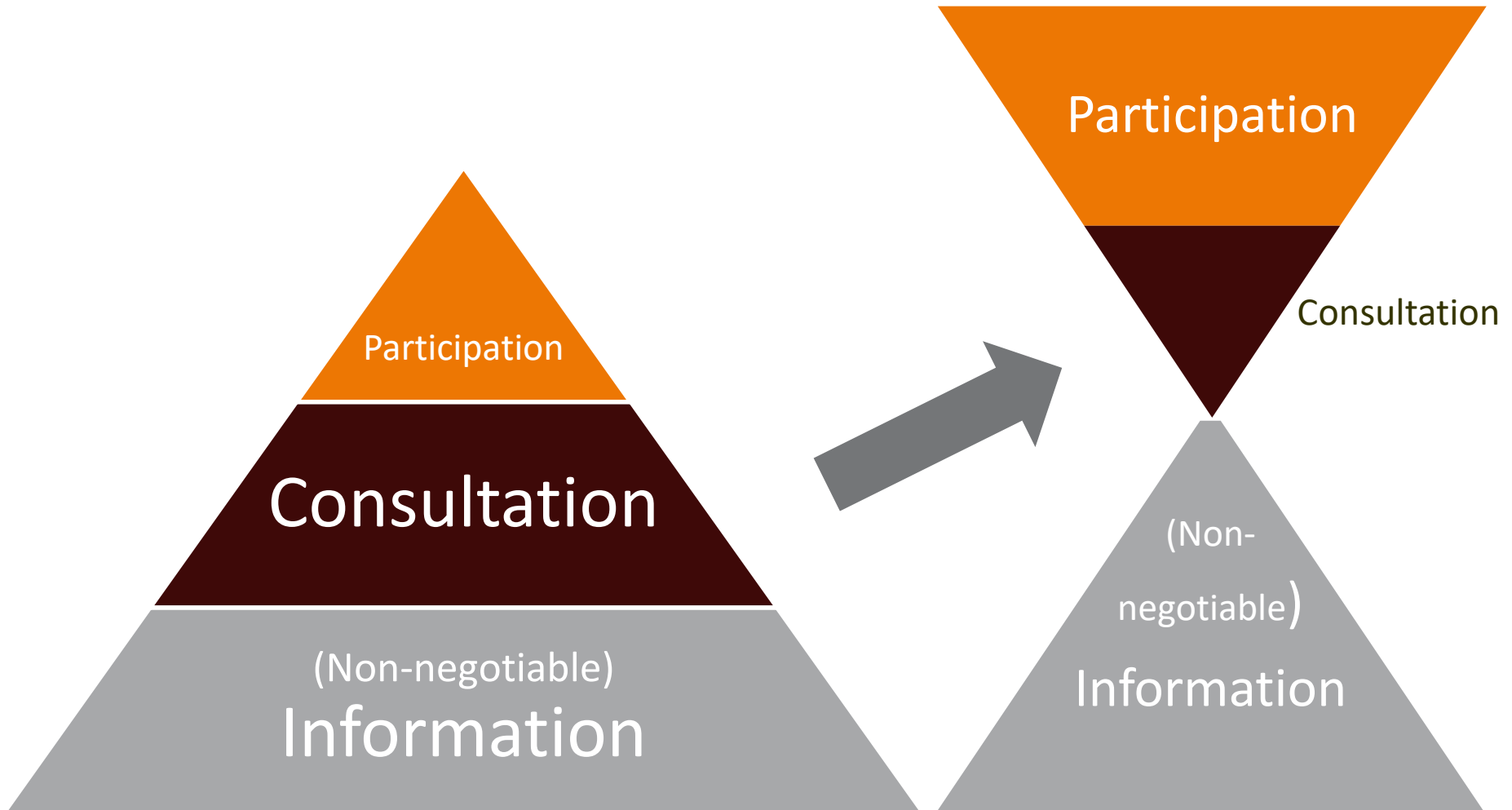- Oh – and one which was 95% emergent was the biggest disaster of all!

Failure

- Seven programmes
- 30% transformational
- 70% technical

NEITHER 'ROLL OUT' NOR 'REVOLUTION' FITS THE CASE

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Successful 'transformation'

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Always happy to talk…

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