

RE-SHAPING YOUR BUSINESS TO A NEW NORMAL

MOVING TO A NEW WAY OF OPERATING

These lessons and more will inevitably shape how organisations come out of lockdown and set themselves up for success. But this needs to be done in an organised and structured way as decisions will have a profound impact on success. In our experience, there are four key steps to making this happen:

- **Define a set of guiding principles** – there needs to be a simple set of clear criteria to help make decisions on how best to operate. These principles will act to evaluate alternative options and support decisions. They will enable knotty issues such as, centralise or decentralise, outsource or insource, to be tackled and resolved in a considered way.
- **Balance efficiency with effectiveness** – there's a risk of falling into the cost-cutting trap, particularly in the current environment. Whilst this will be an important driver, there needs to be a balance struck on improving effectiveness. In some cases, these will be two sides of the same coin and cost-cutting won't be possible without changing processes or supporting systems.
- **Start outside-in** – the starting point should be the customer. Many of these initiatives get distracted on fixing internal problems but the true North for an operating model is how it delivers value to customers and therefore generates value for the organisation. Keep this front and centre of the re-shaping work.
- **Adopt an agile approach to execution** – the quicker change can be introduced, the better. Identifying quick-wins that can deliver some early pay-back will help build momentum and buy-in. Breaking down the execution into bite size chunks that can be delivered quickly will help to reinforce this.

DO YOU NEED CHANGE EXPERTISE?

At Project One, we have helped many customers review and change their operating model to ensure organisational effectiveness and operational resilience. It's a critical part of shaping up a businesses' change journey and that's where our experience and expertise lies.

We have a simple and pragmatic approach that helps our customers through every step of their own bespoke journey, and we'd be delighted to help you through yours.

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