

**Innovator
Insights**

**Disruptive
Innovators
Network**

Handling Resistance and Getting Buy-in

Your Questions Answered

**Innovators
ASsemble**



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**Planning for Change and
How to Prioritise and Innovate**

Planning for Change

Q1. Is there such a thing as too much change?

Yes, because change is all about people. It's emotive and divisive, so it's about trying to stagger change in a way that's digestible for those receiving it.

The risk is, that when delivering organisational change such as a restructure, if you're trying to put system change on top, while people are going through a change curve themselves, that can be detrimental because people don't have the focus or energy - and the adoption will be slow or hindered.

Too much change can be destabilising for the services you provide. You need to be careful of how you plan, sequence and take people on the change curve with you.

Q2. How do you address change which is really important for the customer experience but delivers less tangible or measurable benefits?

Sometimes it's not about the monetary value or TSMs shifting. Sometimes it's about a change making good sense and delivering a better service for customers.

Some things aren't tangible or measurable, but you can weave in some things to help. Firstly, think about how you communicate with colleagues and customers, so give proactive updates and keep people informed. Have an open dialogue and get feedback from surveys, social media, focus groups etc. to understand the perceptions of the change you're trying to deliver

Have empathy and acknowledge that change can be disruptive. Also focus on customer journeys; they're a really effective way of being able to identify touchpoints where change can have an impact. Carry out research to understand customer needs and expectations.

Customer needs and expectations are constantly growing and that's putting increased pressure on us in a regulated and economically challenging sector, so the more you can provide a personalised service, the better.

Also measure the qualitative impact of the changes you're delivering. Sometimes it's not about the impact for your business, it's about the value for customers. Yes, we're focused on tangible outcomes and cash savings or income generation, but there are some things we should do that are aligned with social purpose.



How to Prioritise and Innovate

Q1. How do you prioritise innovation in terms of other work, funding, project and traditional change?

We're so busy trying to deliver the basics right that as a sector, we're not innovating as much, but there's a need to try to pivot a bit. We need to fix the foundations but equally, we know we've got to find efficiencies and drive down costs - and that's where innovation can add value.

At Riverside we compartmentalise our change initiatives. We have a strategic roadmap for transformation and then smaller continuous improvement initiatives, but we sometimes pull on the same resources.

It's about ring-fencing some of the resources to work on innovation. Have a clear innovation strategy and have goals aligned to your business strategy, set measurable metrics etc. Have an incubation space where you can test ideas; AI is a great one to pilot in a controlled, safe way.

Set small amounts of your budget aside to explore and embrace failure, because when you fail, you learn.

Crucially, share the outputs from your pilots with people to help them understand there's a better or quicker way. People respond better when they see results and then you get the right kind of cultural impact.

My key ingredient has been taking people on the journey and feeling part of change; then you drive a much healthier culture of creativity and innovation.

Q2. Rather than tech, what people-focused innovations would you highlight to build trust in change, particularly ones that need time and effort rather than money?

Be open and transparent with people and explain why the change is the right thing for the organisation. Involve stakeholders and give updates so people don't feel change is being done to them.

Seek diverse perspectives and get the naysayers in the room to get their perspectives. Getting the cynics in the room can ensure you consider everybody's needs.

When you use lean practice and get teams together to look at how they operate and behave, they start to work in a different way and shift their thinking about how to change and not stand still. Invest in that and you will then start to drive a culture of curiosity, so people will lift the lid on their areas and find ways to innovate. Then you should be able to deliver more with less.

