

# Cost reductions without tears: making savings without losing performance

© Bath Consultancy Group 2011

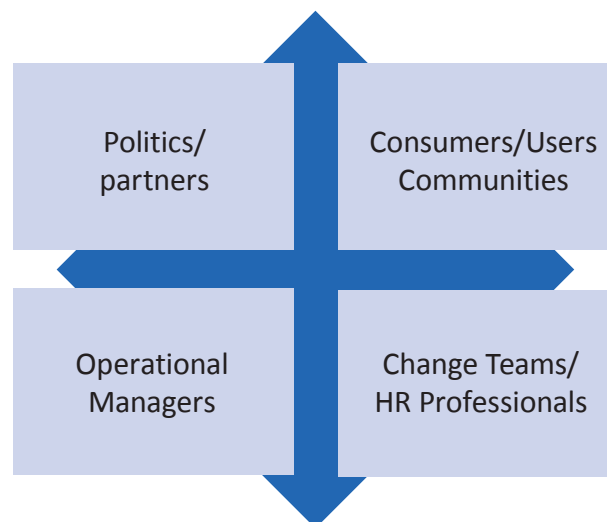
Bath Consultancy Group  
11 Kelso Place, Upper Bristol Road,  
Bath BA1 3AU  
Main Office: +44 (0)1225 520866  
Email: [office@bathconsultancygroup.com](mailto:office@bathconsultancygroup.com)

# Cost reductions without tears: making savings without losing performance

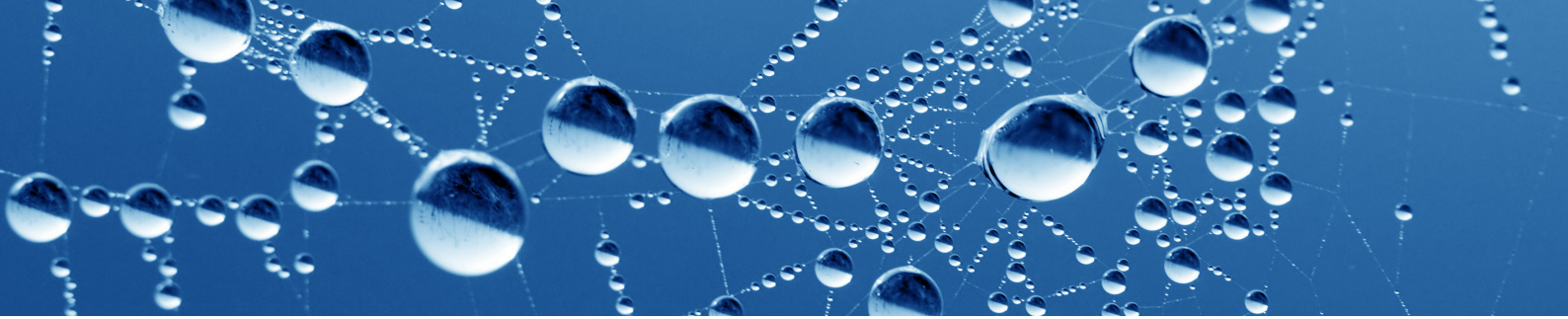
With the UK elections over, leaders of public service organisations up and down the country have drawn up plans for how they will achieve the radical savings needed without a breakdown of services. They are looking at new service delivery models, 'e' enablement, and a host of 'transformatory changes'.

The focus now turns to how these changes need to happen. It is one thing to demonstrate a convincing rationale, show the graphs and the numbers that justify the change, draw up the structures and win the mandate to make the changes. In our experience this is only half the job. The other, and perhaps the most challenging half, is implementing the new way of working without your best people leaving, morale crashing, and performance falling through the floor.

## Areas of change capacity



It isn't just your staff who has to change, of course. It's your leaders too. Without leaders who show the way by 'being the change you wish to see', people cannot follow. Moreover, because the changes are so radical, it's almost certain you will need to involve politicians, partners, as well as service users. But do you have both the change capability and the capacity you need to realise the investment you are making?



Implementing change on this scale without an effective change capacity is like setting out to drive from London to Manchester with an empty tank and dodgy wheel bearing. You probably won't make it.

That's why we start our implementation discussions with a joint assessment of your change capability and capacity. Using a simple questionnaire we will give you a strategic insight on your fitness for the journey.

Without attention to your change capability you will fail to get the return. Our experience suggests the most common reasons for failure are: front line people are not sufficiently involved in designing the details of the change...the devil's in the detail; the change programme itself is not synchronised and integrated, with the result that critical gateways are missed; and most common of all, people see the change primarily as a structural one, not holistically and underpinned by a new mind set.

## Changing the way people think and behave

Changing the way your people think and behave is, in our experience, often put in the 'too difficult' box. It's surprising, for example, how often more attention seems to be paid to enabling the leavers to have a smooth exit than it is for the survivors to be helped to take on their new responsibilities. In the best examples we have seen, across all sectors, we have found that employers identify their best talent early on and give priority to a dialogue which motivates and supports the managers who will make or break the new structure.

They also put in place the practical support that is needed in times of transition. Things like:

- Facilitation of sessions with staff, partners or users where the manager needs to hear and give difficult messages
- Personal and team coaching to help the manager stand back and focus on priorities as well as process what the changes mean for them personally
- Extra capacity for communication, engagement, and rapid problem solving so that difficulties don't become entrenched and everyone is active in solution finding
- Enabling effective decision making processes where assumptions get aired and differences heard
- Team development for new teams, where they take forward the best of the old culture and start to set norms for the new
- This isn't rocket science, but it is highly skilled work. At Bath Consultancy Group we have a track record working with leadership teams and change teams to help you make these kinds of changes in your people and your working cultures