

Amey

MaCE programme

Amey Rail Consulting identified a need for their Group Service Line Leaders to develop their understanding and capability of how to operate effectively within a matrix organisation. Following a recent restructure, there was a requirement for the people working within each service line to offer core services within each sector and across the client base to ensure a more effective and consistent response to client demands and also be more efficient in managing resources across the business. It was becoming increasingly important that every leader within Amey had a clear understanding of how a matrix structure works within their business and that they develop the key skills and behaviours that would enable them to meet the needs of all stakeholders. This would also enable them to contribute to the wider vision and strategy and make the most of the opportunities provided.

Our client contacts were Simon Scott (Head of Consulting, now moved Network Rail) and Robert Loggie (Head of Technical Excellence).

From March 2013-October 2013 we delivered 'Leading in a Matrix or Complex Environment (MaCE)' to a group of 15 Group Service Line Leaders with Amey Rail Consulting.

MaCE programmes

In 2005, the leadership development programmes that were being run for our clients attracted feedback that could be summarised as: "The leadership programme is great, but we are now operating in very different structures. Can this be added to the programme?"

Speed of decision making, organisational flexibility, cost management and rightsizing were all becoming key priorities in the fight to remain competitive. Many organisations were using project methodologies, process management and shared services for their support functions. Some organisations were calling this 'Matrix Management', although others (who had previous and painful experiences of matrix implementation in the early 90s) were using different terms such as 'networked organisation', 'flexible

working', 'virtual working', 'boundaryless leadership', 'interdependent working', 'collaborative working' and many more.

All these terms attempted to describe a fundamental truth: that in order to respond to clients more effectively and faster than the competition, the previous vertical (hierarchical) way of operating was no longer providing organisations with the flexibility they needed to deliver the business strategy.

Wayne Thomas and David Bancroft-Turner of Matrix Coaching Ltd set about a new task, to capture the unique aspects of leadership that would provide people with the necessary beliefs, behaviours, knowledge and skills that would not only make them more effective but would translate through into making the changing structures work more effectively for the organisation.

Existing leadership development programmes all focused on managers who work in a hierarchy. It was quickly realised that the capabilities needed by managers in what we collectively call 'matrix' organisations were very different. It also became clear that what Matrix Coaching Ltd needed to create for leaders was not a leadership programme but a holistic and all-encompassing set of tools that would make them and their teams able to manage effectively in a very different organisational environment.

MaCE does not seek to compete with existing leadership development programmes; rather, to provide clients with an additional (and different) approach to providing their people with the tools they need to operate in a matrix setting. For example, it does not cover leadership tools and topics that are common to both types of operating structure. So topics such as communication skills, team development, change management and performance management are not covered, as these skills are needed in both types of structures.

What it has done is to identify those leadership areas that are unique to matrix working and created a model using seven capability areas (see below) to highlight what is required. Whilst this model contains some leadership aspects, it also includes a wide range of beliefs, tools and systems that are also required. Many of our clients run our MaCE programme alongside their existing personal leadership programmes.

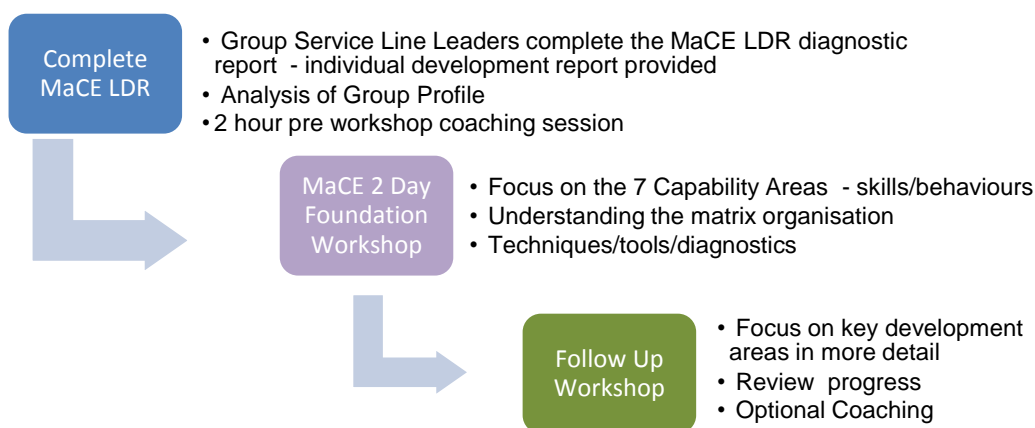
Keystone are accredited to run MaCE programmes and to use all of the associated diagnostic tools. We have five facilitators who attended the three day MaCE accreditation programme which includes facilitator guide and slides and all of the diagnostic tools.

The seven capability areas are:



The programme structure

Using the core content and tools provided by the MaCE suite of solutions we designed the following programme:



Programme preparation and development

Prior to the coaching sessions and workshop, our MaCE facilitator spent time talking to the client to understand the context of their organisation structure and the challenges faced plus the focus required

for this programme. The MaCE LDR identifies individual and team development needs and the two day experiential workshop was then able to be designed to focus on these areas in particular. A team profile was produced to highlight team strengths and challenges.

Angela Loggie, Managing Director, had been meeting with the client since 2012 to understand the changes happening with their restructure and she helped support the transition with the suggestions around MaCE development. The scoping meeting took place in March 2013 with an agreed budget for delivery over a six month period. An excellent relationship was developed, based on a consultancy approach and collaborative working.

Angela worked with client as account manager to agree how the transfer of learning would happen, how it would be supported by KPIs being agreed at the end of the workshop and the process to be used for monitoring (led by a nominated person within Amey – Robert Loggie).

There was resistance shown by the Service Line leaders for the transition to a matrix structure and therefore we needed to be mindful of the engagement of managers before attending the workshop. Robert Loggie and Simon Scott acted as Champions for the programme by explaining the need for behavioural development over a period of time before the programme started, with the emphasis being on how they work better as a team within the structure and on providing individual support for them through coaching initially. This broke down any barriers before the workshop and also built rapport with our facilitators. The coaching enabled the facilitators to understand each individuals challenges and issues and make it personal to them rather than a generic workshop that just covered theory.

Keystone also demonstrated flexibility and collaborative working by offering a reduction in cost and suggesting telephone coaching as a follow up rather than face to face in order to work within Amey's budget.

Programme management

Angela Loggie (Strategic Account Manager) liaised closely throughout with the key contact Simon Scott for reviews, updates and evaluation purposes. Michelle Scaddan (Learning Programmes Manager) was the key contact for the managers attending the programme and handled all administration and programme management. Angela ensured that the MaCE facilitators understood the context of the programme for Amey Rail Consulting and the specific areas of MaCE to focus on.

Evaluation and Return on Investment

Keystone used Kirkpatrick's four levels of evaluation. Level 1 (immediate reaction) was assessed via the completion of evaluation forms by delegates following their training. Feedback included:

- Course content was useful and interesting.
- Very useful and the trainers understood our business and people.
- Very good varied content, facilitated well.
- Excellent! Practical exercises were really good.

Level 2 (learning) was assessed via a detailed facilitator report and feedback on each individual delegate – their strengths, approach to the day, grasp of the content and where their development focus now needed to be – that was provided to the delegates and their line managers to underpin internal follow-up review conversations.

Level 3 was to be measured via repeating the MaCE LDR diagnostic to get a visual of delegates' distance travelled; however, due to the possibility of another restructure, the client ultimately decided not to do this.

However, the client provided a testimonial regarding changed behaviours:

“The Keystone MaCE training workshop has brought about a step-change in the behavioural relationship between our Project and Engineering Leadership teams. After only a few months we have seen a transformation in the way the senior team are collaboratively driving forward business improvements and change programmes, which in turn is filtering down to the delivery teams. We have been so impressed with the results that we are now going to implement MaCE training for our PMs and Engineering Line Managers.” – Robert Loggie

Level 4 - business KPIs were suggested to enable evaluation of the training:

“One measure is our improved DRN (Design Review Notice) scores over the last 12 months – i.e. improved understanding of ownership, responsibility and accountability for design deliverables AND improved Client engagement – i.e. design discussion and development with Network Rail Project Engineers prior to submitting designs. This has resulted in Amey having a better ratio of Category 1:2:3 comments and crucially fewer Category 3s – i.e. rejected designs that need rework and re-submission

prior to acceptance with consequent programme delays and increased costs, reduced profit margins, etc.” – Robert Loggie

A flexible and responsive approach

Major challenges were around the resistance of some managers to their organisation becoming a matrix structure. For 12 months, they had been told ‘what’ was changing but now ‘how’ their behaviour needed to change and skills required to become more effective in the new structure.

The pre-workshop coaching sessions worked well and prepared both our facilitators and Amey managers well for the workshop skills development phase. If the budget had been more extensive then we would have included the Project Manager population in parallel with this group as there has been feedback that although they now understand how to operate and behave within the new structure, other people who are a critical part of the team still have little understanding of new ways of working required and default to existing hierarchical communication methods. There were plans to include this population in January 2014; however, Amey are planning further restructure and are unsure who would be included at the moment so this is currently on hold.