

Presented by

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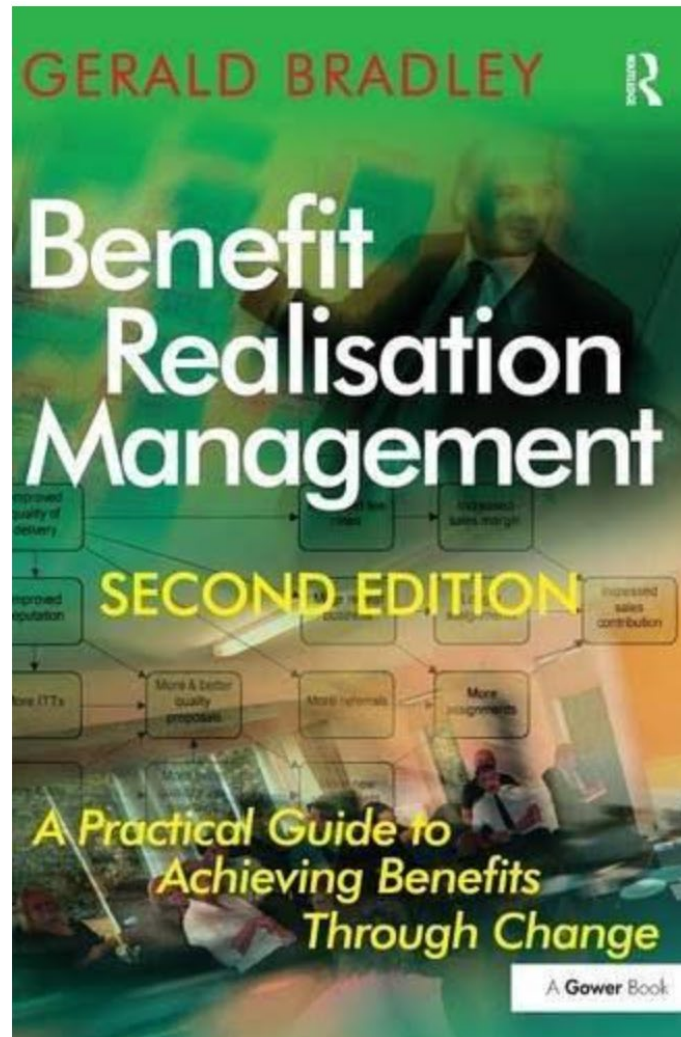
Smoothing the way: Measurements and Tracking

**Developing a culture and mindset for a practical
application of Benefits Realisation Management
in HE that makes a difference.**

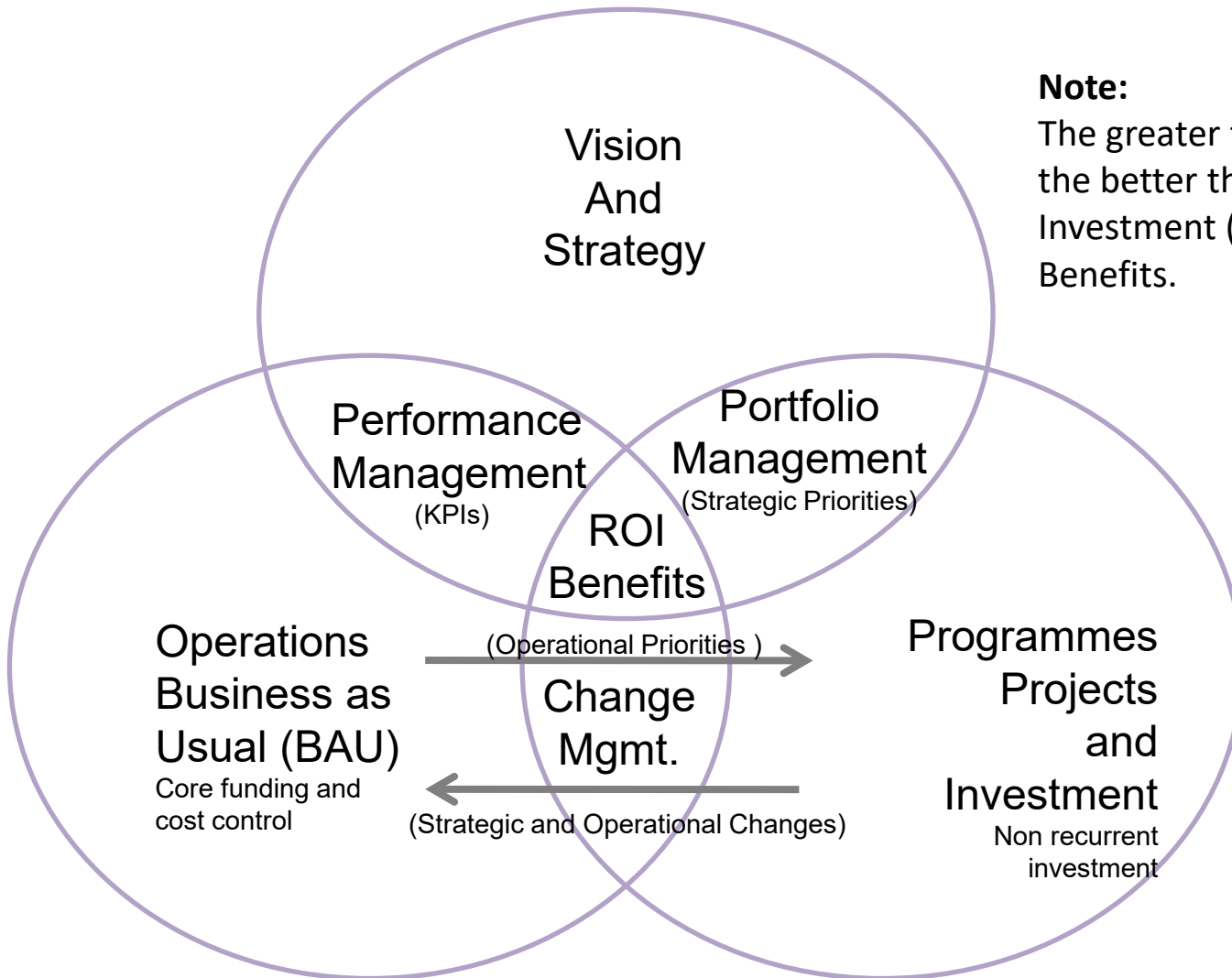
1st September
2021

Benefits Realisation Management (BRM)

Credit where credit is due (IMHO)



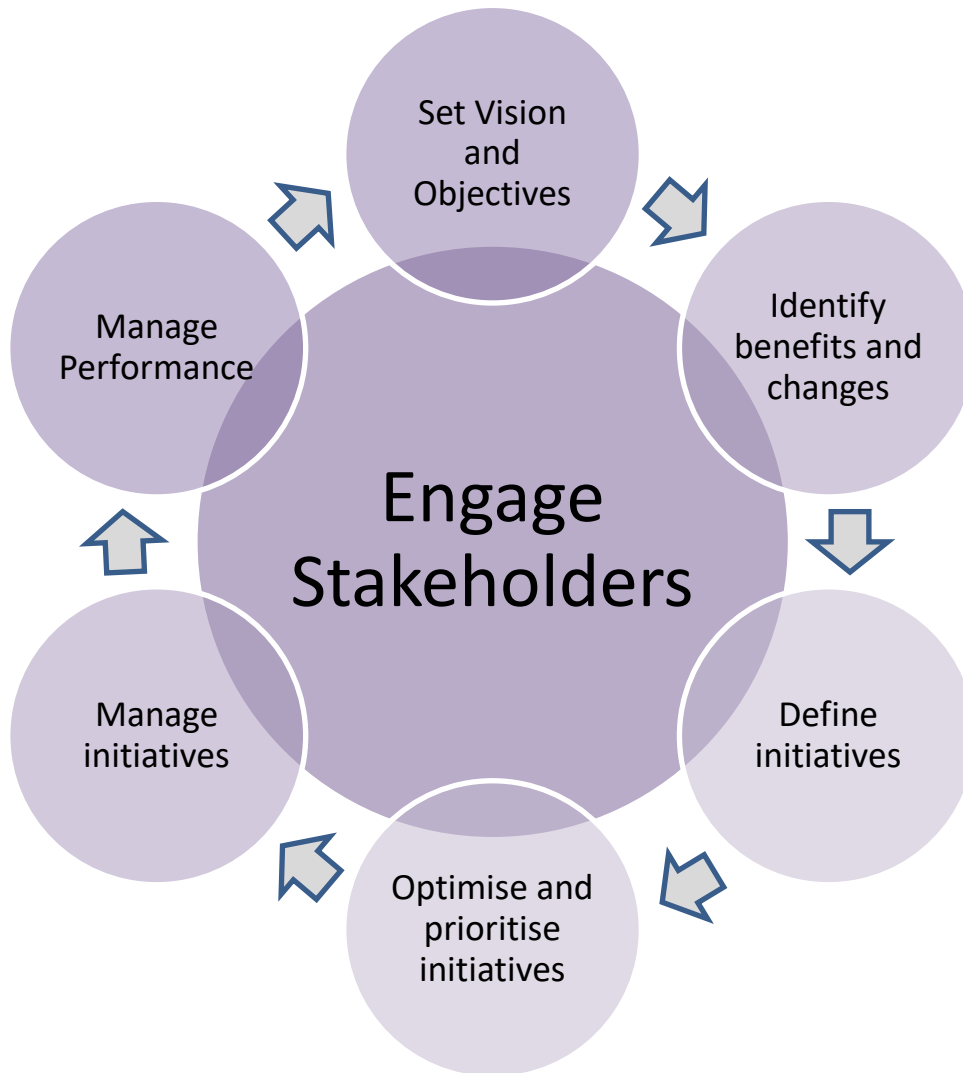
Benefits Realisation Management (BRM) Context



Note:

The greater the overlap, the better the Return on Investment (ROI) / Benefits.

High level change delivery process.



Embedded within corporate planning and performance framework ...

and....

Centred around the organisations stakeholder engagement strategy through strategic planning

Our strategy has become our change Portfolios

1

Our Purpose

Solving future challenges through outstanding learning, research and a culture of enterprise

2

Our People

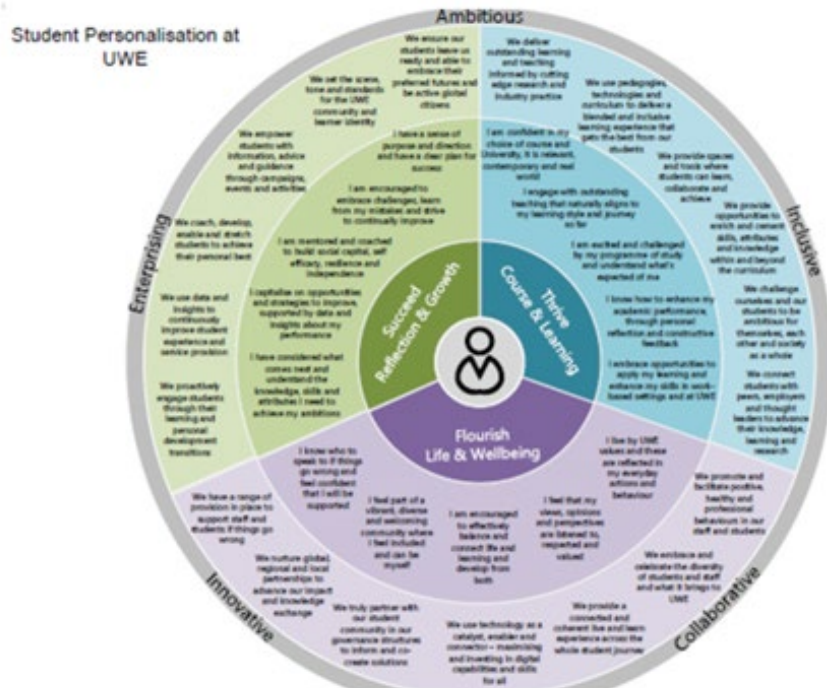
Creating opportunities to thrive and flourish

3

Our Place

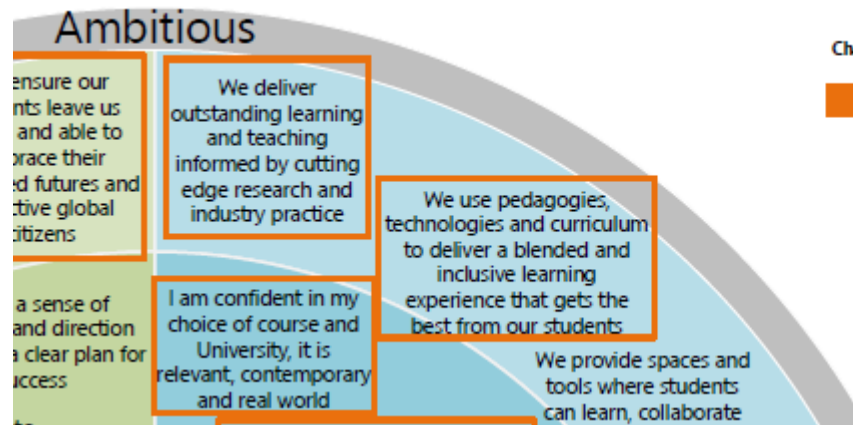
Creating an inspiring local and global gateway to the future

Student Personalisation Blueprint



The student personalisation wheel is mapped to our corporate score card

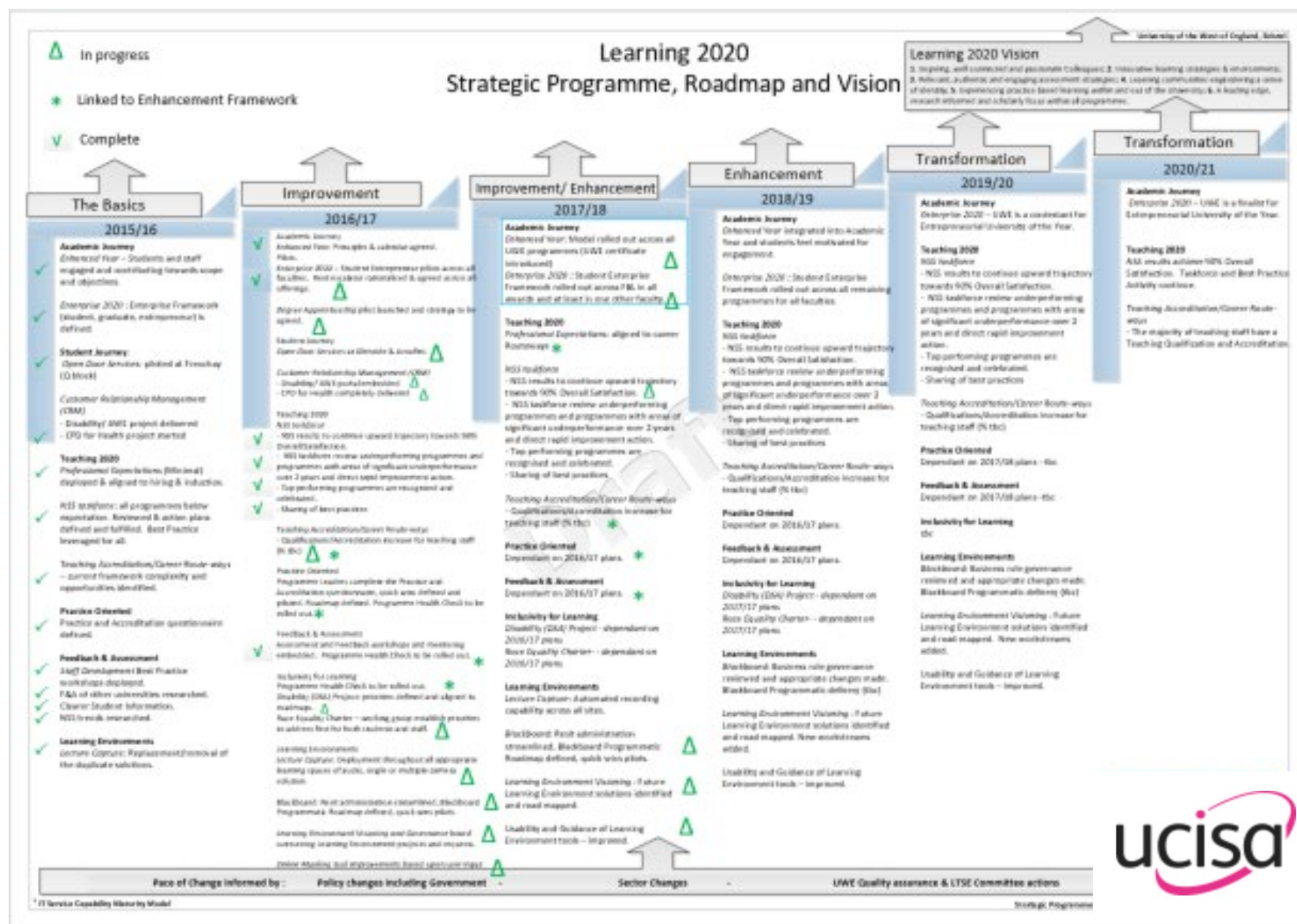
Our projects are mapped to the wheels creating a 'line of site'



Change Initiative/workstream

Subject Readiness Review

Benefits Realisation Management - Roadmaps



Developing Job Families for Change means benefits realisation management can be part of the cultural mindset

- Enterprise Architecture (Technology Focus)
- Portfolio, Programme and Project Management (Delivery Focus)
- Business Analysis/Business Architecture (Socio-Technical Focus)
- Project Management Office (Process Focus)
- Change Management and Engagement (People and Adoption Focus)

Embed these skills into Programmes and Business as Usual as far as possible and involve the Finance and HR teams at the core of Business Case development.

What have we learned.

Developing a strategic narrative for Strategy 2030 implementation.

1. Lead by example and live our values

UWE has something really special which we must continue to celebrate. Lead by example and ensure that the UWE values are meaningful by living and breathing them authentically so that the desired culture becomes the day-to-day experience for all our people.

2. Build a ‘Team UWE’ - One University culture

Rewarding a “Team UWE” approach to planning and prioritising. Working together to agree and review the priorities on a regular basis & establish effective, efficient and sustainable resourcing and support models which are fundamentally focused around a high quality experience for all our people. Using the strategic planning process to have a single conversation setting strategic priorities and one roadmap that everyone signs up to.

3. Build confident empowering leadership with a culture that fosters responsibility and accountability

Be clear about direction and expectations, be brave and bold in our narrative and actions aligning all our people. Externally connected and aware but focused first on what we want to achieve and not what others are doing. Provide clarity and hold people to account for delivery, rewarding people for doing/achieving things in line with the values and priorities.

4. Encourage adoption and the spread of best practice achieved through a culture of Continuous Quality Improvement.

Engage with the cultural outcomes of change not just the mechanics of change. Create a ‘can do’ narrative and mind-set and test this at every point to determine appropriate pace for transformation, transition or Continuous improvement. Focus on the delivery of high quality driven by continuous improvement enabled through open and honest conversations, improved performance expectations and better accountability.

5. Appoint the ‘right’ people and focus on performance and Agility

Appoint and reward people at the right level who authentically align and work within our values framework. Encourage meaningful conversations that support and challenge to drive for the best outcomes.. Establish expectations and accountability at the appropriate level so as to break the “no can do process” mentality and free people at every level to do their jobs appropriately and accountably.

6. Collaborate, Challenge, Champion, Celebrate

Focus on working collaboratively with each other, build a positive mind-set and processes around that. Support and coach each other, listen to and respect other peoples' points of view, value their contribution respectfully even if it identifies difference. Champion and celebrate success.