

## Facilitating change – positively and effectively

Welcome to  
**contact**  
*Autumn*  
*2008* – the



Jane Lewis

latest newsletter from Woodward Lewis.

It hasn't been much of a summer as far as the weather is concerned, but we've enjoyed our holidays and are looking forward to a busy autumn. In this issue you'll find news of Nick Lewis, who has been working on an exciting project with the Prison Service. It also features my colleague Bernadette Ramsay, who will be leading facilitation training for service reviews and staff consultation in Southampton. Look out for our next edition, where we will feature this Season's Model – not a review of cars or catwalk divas, but an introduction to a helpful change management tool or technique. Very useful in challenging times. For more information on this in advance, please get in touch.

Enjoy the next weeks while it's still too early to think about Christmas shopping!



**Jane Lewis** – Partner  
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## AWARD FOR MODERNISATION PROGRAMME

**Woodward Lewis partner Nick Lewis and the team working on the Phoenix Programme – one of the most ambitious modernisation and centralisation programmes in the public sector – have been recognised for their work by winning the International Quality and Productivity Centre (IQPC) European 2008 New Shared Service Centre of the Year Award.**

The Phoenix Programme was set up by HM Prison Service in 2005 to centralise finance, human resources and procurement services with the objective of saving £30 million a year.

Nick's role in the creation of the shared service centre in Newport focused on the setting up of financial and governance

systems – covering the balanced scorecard, pricing strategy and benchmarking – and negotiating with Electronic Data Systems, which is responsible for implementing and maintaining the Oracle database upon which all the systems sit.

HM Prison Service employs 48,000 staff, is responsible for 80,000 inmates and costs £2.5 billion to run. Prior to the implementation of the Phoenix Programme the majority of finance, procurement and human resource functions were carried out in London and the regions.

**To find out more about Nick Lewis's approach and the programme's success visit:**  
[www.woodward-lewis.co.uk/casestudies.html](http://www.woodward-lewis.co.uk/casestudies.html)  
and click on the link for HM Prison Service.



Winning works: Phoenix programme service centre project team claim top award

## Assessing excellence

Jane Lewis is delighted to have been asked by the British Quality Foundation to be a team leader for this year's UK Excellence Awards. This prestigious award is presented each year by HRH the Princess Royal for outstanding,



Gary Crawford, Royal Mail: finding one skeleton in their cupboard

sustainable management of an organisation. Jane and a team of five assessed a leading further education college for the award. It is now one of the finalists in the October ceremony.

"The college is a great example of leadership, performance and management, with good practices that all the team and other organisations could learn from. We were delighted that our scoring and assessments gave the college useful insights as to how to improve still further as it had already won a special award in the previous year's UK Excellence Awards. We wish them all the best in October," said Jane.

Her assessment team included: Gary Crawford of the Royal Mail; Peter McElhinney of the Northern Ireland Housing Executive; Richard Holmes of SAM Mouldings and Audrey Asamoah of the London Probation Service.

## Network for change

Woodward Lewis clients benefit from a unique network of international change practitioners through Jane Lewis's membership of the *Change Leaders* – an alumni group of graduates of the Oxford/HEC Consulting and Coaching for Change master's programme.

The *Change Leaders* meet every six months at either the Said Business School, University of Oxford or overseas and invite world-renowned specialists to present.

Recent speakers have included: David Rock, the leading Australian coach and expert in the application of learning from neuroscience; Jerry Sternin, Director of the Positive Deviance Initiative; Dominique Schmauch, HEC associate and specialist in distributed leadership, and Clem Sunter, an international expert in scenario planning who has worked with the South African and Chinese governments.

The next overseas meeting will be an extended visit to India with leading local speakers on change in the developing world and visits to companies in Delhi and Pune.

## What is Woodward Lewis?

Woodward Lewis acts as change facilitators and coaches. We pride ourselves in advising and developing people through project mentoring and in creating a 'learning by doing' environment. All of our work during the past eight years has come through recommendation and repeat business.

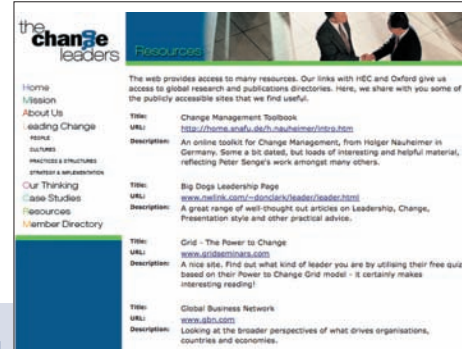


the **change** leaders

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Leading change, organisational performance - the focus of leadership. This is complex in a world of continuous change. The Change Leaders combine people, organisations, culture and strategy to deliver real results for real people in the real world.

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."  
CHARLES DARWIN



the **change** leaders Resources

The web provides access to many resources. Our links with HEC and Oxford give us access to global research and publications directories. Here, we share with you some of the publicly accessible sites that we find useful.

<b>Title:</b> Change Management Toolkit	<a href="http://home.safu.de/~naehaemer/ctmto.htm">http://home.safu.de/~naehaemer/ctmto.htm</a>
<b>URL:</b>	
<b>Description:</b>	An online toolkit for Change Management, from Holger Naehaemer in Germany. Some a bit dated, but loads of interesting and helpful material, reflecting Peter Senge's work amongst many others.
<b>Title:</b> Big Dogs Leadership Page	<a href="http://www.netuk.com/~stondark/leader/leader.html">www.netuk.com/~stondark/leader/leader.html</a>
<b>URL:</b>	
<b>Description:</b>	A great range of well-thought out articles on Leadership, Change, Presentation style and other practical advice.
<b>Title:</b> Grid - The Power to Change	<a href="http://www.gridtochange.com">www.gridtochange.com</a>
<b>URL:</b>	
<b>Description:</b>	A nice site. Find out what kind of leader you are by utilizing their free quiz based on their Power to Change Grid model - it certainly makes interesting reading!
<b>Title:</b> Global Business Network	<a href="http://www.gbn.com">www.gbn.com</a>
<b>URL:</b>	
<b>Description:</b>	Looking at the broader perspectives of what drives organisations, countries and economies.

Check out: [www.thechangeleaders.com](http://www.thechangeleaders.com)

"Woodward Lewis benefits tremendously through this network of change practitioners which provides a link to both Oxford University's and HEC's knowledge and facilities and to the wisdom and experience of its members," says Jane.

For more information about the *Change Leaders* visit: [www.thechangeleaders.com](http://www.thechangeleaders.com). This website is also linked to Mick Yates's *Leadervalue*s website – the most visited online resource for leadership materials.

## Consultant profile

Bernadette Ramsay



Bernadette is one of the Woodward Lewis team of ten consultants.

Bernadette brings over 20 years of experience to her work as a consultant, coach, and trainer. She has helped organisations improve business results by delivering successful initiatives in management areas including: organisational and team development; training; performance management; coaching; facilitating and leadership.

She has a reputation for building strong, collaborative relationships, seeking pragmatic solutions and improving the effectiveness and efficiency of teams and individuals. Her workshops for Southwark and Southampton City Councils have helped them to reflect on the effectiveness of HR support, to review legal and democratic services and develop facilitation skills for staff consultation.

Outside Woodward Lewis, Bernadette has trained CIPD students in Dubai and Oman, and worked with a varied client list including the Salvation Army. She holds a Master of Science in Training, which provides a foundation of academic theory and best practices to support her practical approach.

**For more information about our consultants visit:**  
[www.woodward-lewis.co.uk](http://www.woodward-lewis.co.uk)

# Client news

## Hertfordshire

Hertfordshire County Council adult care services is piloting the Positive Deviance approach to improving services within existing resources.

"Already the process has generated some great ideas from staff and some long-term problems are being tied down and addressed. We particularly like the way the approach emphasises the positives and looks for small changes individuals and teams can make for themselves" says Fiona Day, Deputy Area Manager for Stevenage, North Herts, Welwyn and Hatfield Elderly and Physical disability team.

For more information on the Positive Deviance Initiative visit: [www.woodward-lewis.co.uk](http://www.woodward-lewis.co.uk) and [www.positivedeviance.org](http://www.positivedeviance.org).

## Fire and Rescue

Hertfordshire Fire and Rescue used Jane Lewis to facilitate a strategic planning workshop that introduced scenario planning to look at key demands to 2021.

## Southwark

More than 20 managers from Southwark Council's leadership academy are using Woodward Lewis coaching support. Associates Angela Sims and Viv Hines have helped the managers change working habits, make key personal and career decisions and develop new behaviours. We are also coaching a number of employees who are not involved in the academy. Organisational development manager, John Howard, says: "We are conducting a comprehensive evaluation, but anecdotal feedback indicates a very positive response to Woodward Lewis and other coaches."



## Southampton

Southampton City Council moved up the performance charts from three to four stars in the last Comprehensive Performance Assessment (CPA). They are now looking to extend their use of the Excellence Model, a comprehensive model of outstanding management practice, to develop a robust approach to the CPA and upcoming Comprehensive Area Assessments. Associate Bernadette Ramsay is training a large number of facilitators for the staff consultation exercise.

Chief Executive Brad Roynon said: "We have taken an incremental approach to using the Model that has helped to highlight many things we do well, and yet that are not recognised. We have identified and are addressing issues such as leadership, and customer focus. This year's review will be a robust self-evaluation, facilitated by a valuable team of change catalysts, trained by Woodward Lewis. Last year they helped to provide a constructive internal challenge which I am sure has contributed to improving our star rating."

## In touch

We like to keep our mailing lists for our newsletters and e-mail bulletins as up to date as possible. To be taken off our mailing list or to update your details please e-mail us at: [info@woodward-lewis.co.uk](mailto:info@woodward-lewis.co.uk) putting the words **contact details** in the subject area.