

# **The Big Think! - completed examples information pack**

A creative planning framework to promote exploration and debate of a business scenario or goal and its supporting objectives



Vision?

Ambiguity?

How to get clarity?

Buy in?

Everything to plan for?

What actions?

Andrew

## The process phases...

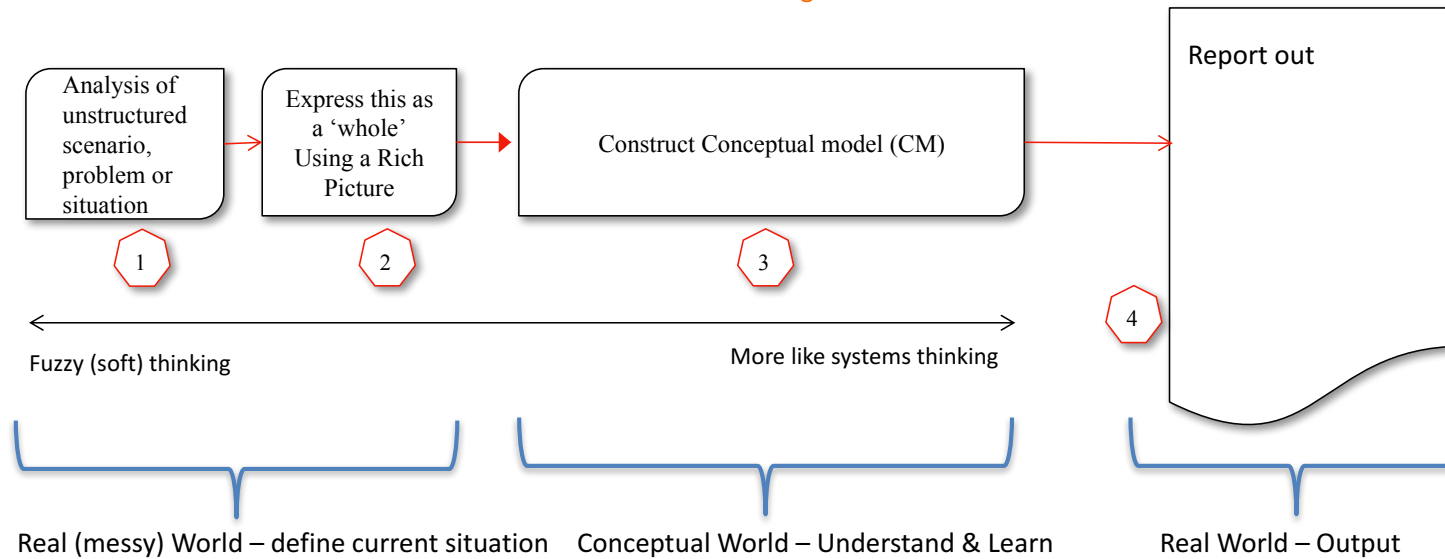
What we are going to do...

Explore in a 'Fuzzy',(soft), Intangible, intuitive space today within your SMT;

Experiment, learn and understand;

Expand out of the comfort zone, but in safe space...

Take off your hard thinking systems hat and enrich your thinking!!



# Phase I – brainstorming analysis

## **First read the scenario – objective (that was prepared in advance)**

Explore your initial thoughts, impressions and feelings, based on your groups view point of the scenario set and any other relevant other parties...

- Inter-relationships, Emotional Intelligence, working together, understanding each other, behaviours etc
- Leadership, Messaging and Communications, plans, approaches etc
- Connections, Support
- Culture (Underlying Unwritten Rules, what's said, not said), possible root causes
- Key issues, Problems and Challenges, Other Commitments, Time together
- Areas of focus, direction, cohesion (or lack of)
- Importance/Relevance
- Political systems, structures, and nuances, history, wider culture, time zones etc
- Influences, proactive, reactive
- External/Internal Forces

# Phase I - Analysis...

## Group III - viewpoint / objective - Best Partnership Services...

Information gathering stage, of background material what exists now ... Initial thoughts, expressions, impressions, observations, feelings

What are the relationships, connections, key issues / problems / factors / areas of focus - decide what's important / relevant?

What are the political nuances, issues, challenges, vibrations affecting the outcome? What are the key components that make up MRB from this viewpoint / objective?

### What exists now ?

- Lack of governance model
  - e.g. operating model / manual
  - stakeholder map - who / what
  - lack of ways of working / responsibilities
- Definition of regulatory / compliance
  - internal / external
- Lack of strategic partnerships
  - present in Res / Ignite
  - in development in Smart
- Lack of understanding other departments
  - strategy / service requirements / obj
- Strength of relationships
  - internal / external

### Key Issues

- When developed - we need to share our objectives / strategies internally / externally
- We need clear KPI'S + SLA'S internally / externally
- Understanding the issues / challenges faced by internal / external parties
- Need to define business owners + link to RACI model

### Things affecting the outcome

- Benchmarking the services provided + received
- Ability to influence / negotiate (skills)
- Communication + planning
- Costs / budget / VFM
  - eg. appointment booking
- Relationship management

# Phase I - Analysis...

## Group I - viewpoint / objective - Efficient operation (finance & processes)...

Information gathering stage, of background material what exists now..., Initial thoughts, expressions, impressions, observations, feelings

What are the relationships, connections, key issues / problems / factors / areas of focus - decide what's important / relevant?

What are the political nuances, issues, challenges, vibrations affecting the outcome? What are the key components that make up MRB from this viewpoint / objective?

### Obvious

- MAO Delivered (org structure)
- Less BAU inflows
- Reduced failure (only work value activity)
- Reduced Complaints
- Clear lines of responsibility (RACI)
- Interdependencies (upstream / Downstream)
- Clear financial targets + tracking + aspirational targets
- Integrate service principles + values
- SLA's
- by end of 2015, 'No1'

?

- Better customer experience (metrics) <sup>NPS</sup> <sub>customer surveys</sub>
- Better educated staff (training programmes)
- Priorities identified / shared
- Robust / transparent process / Governance / compliance
- Pride in E.ON
- Teamwork
- Leadership
- Right tools
- Processes objectives / ethics / efficiency
- Environment (Physical)
- Culture - "Safe to say" - celebrate success  
- empowerment
- Hotwire / continuous improvement
- MRB engagement plan
- My dashboard
- ~~and~~ Eradicate workarounds

06/10/2011

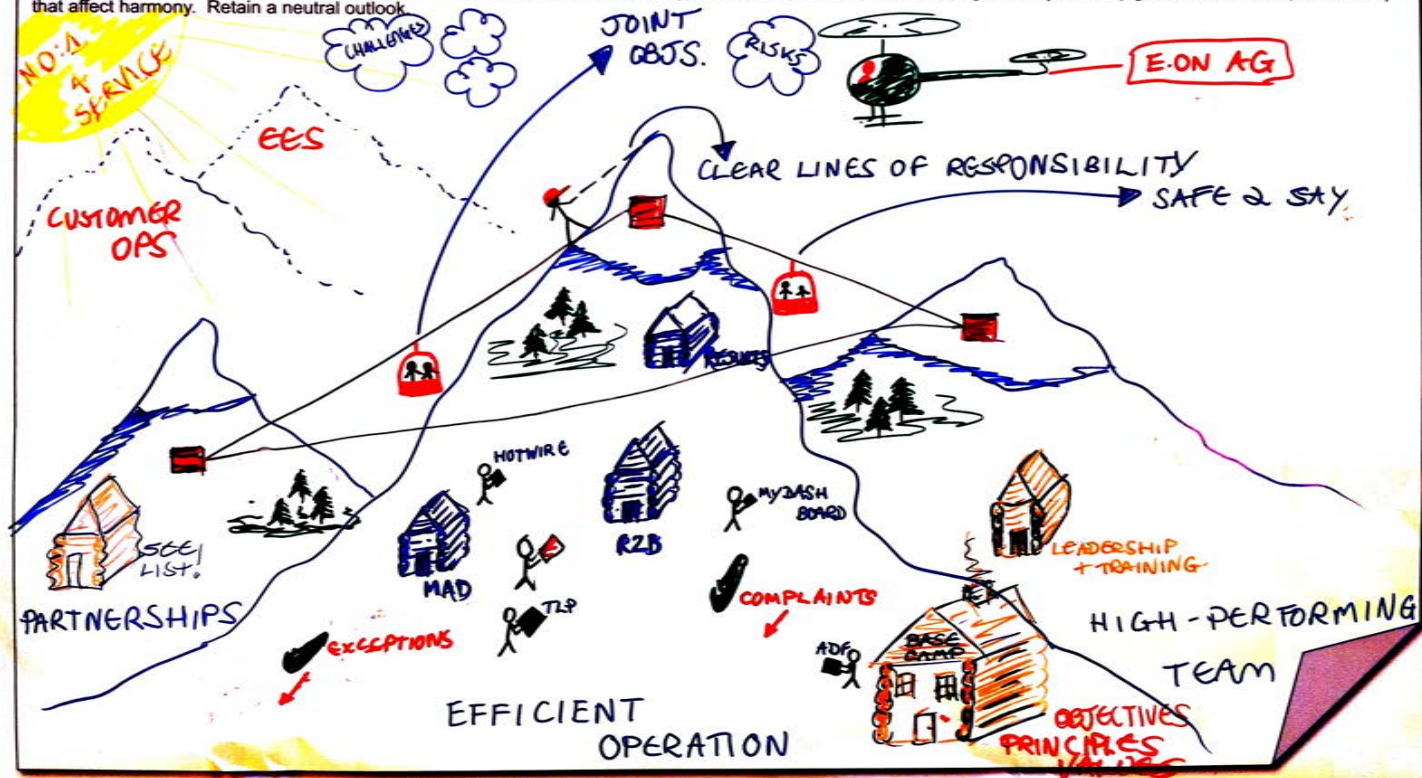
## Phase II – creating a rich picture

- Taking the output of Phase I, work as a group & create a 'rich picture' to express your thoughts and observations of you as a team and the scenario set
- This is a collective visual representation of your Phase I work.

## Phase II - Rich Picture...

### Group I – viewpoint / objective – Efficient operation (finance & processes)...

Intuitive expression in pictorial form what actually is, a picture = 100 words. See all issues, facts and challenges in a single holon and climate surrounding it. Indicate areas of concern and conflict, change, organisation structure, office locations, parts of process, issues and challenges felt by others (eg customers, staff, partners etc) that affect harmony. Retain a neutral outlook.



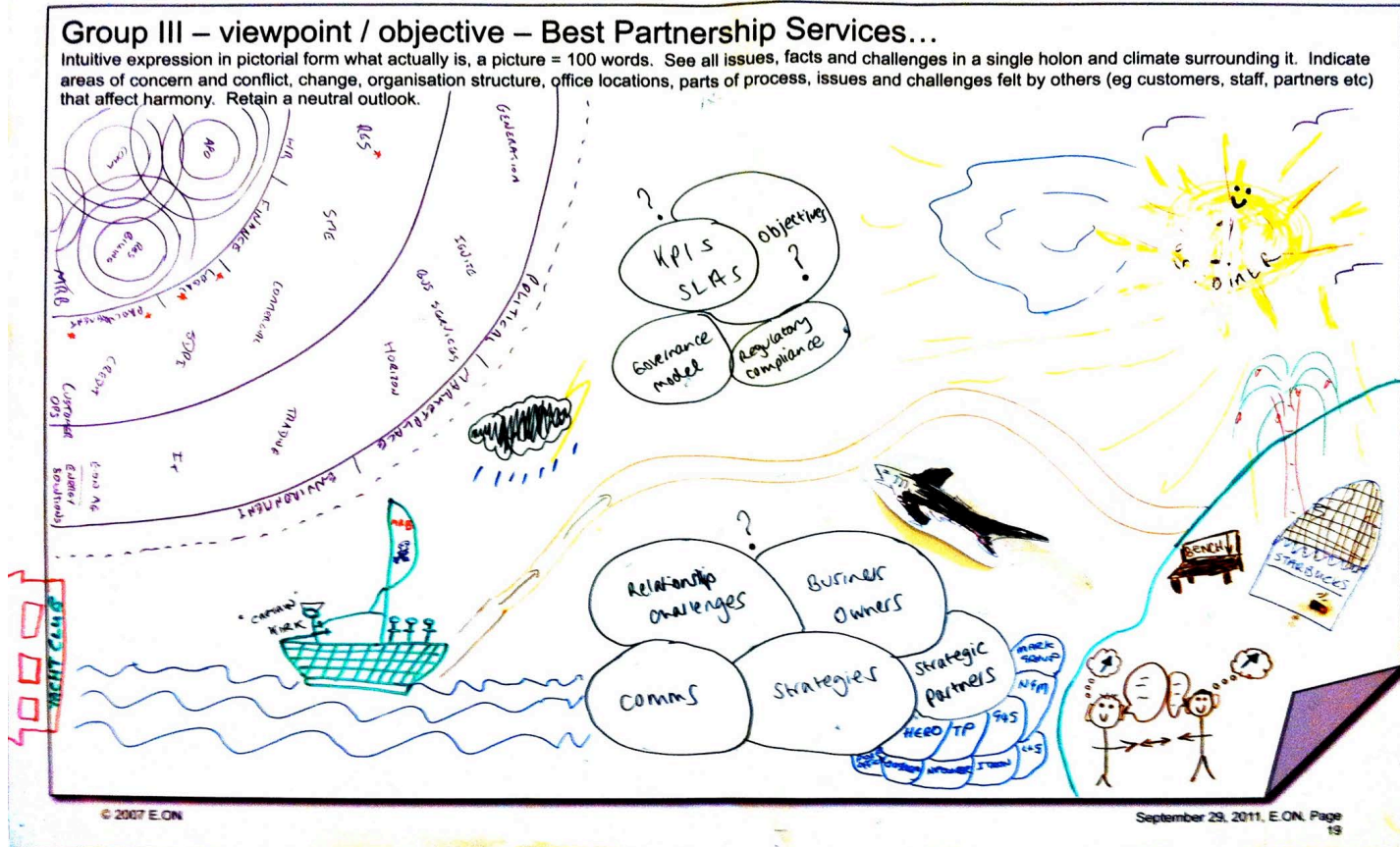




# Phase II - Rich Picture...

## Group III – viewpoint / objective – Best Partnership Services...

Intuitive expression in pictorial form what actually is, a picture = 100 words. See all issues, facts and challenges in a single holon and climate surrounding it. Indicate areas of concern and conflict, change, organisation structure, office locations, parts of process, issues and challenges felt by others (eg customers, staff, partners etc) that affect harmony. Retain a neutral outlook.



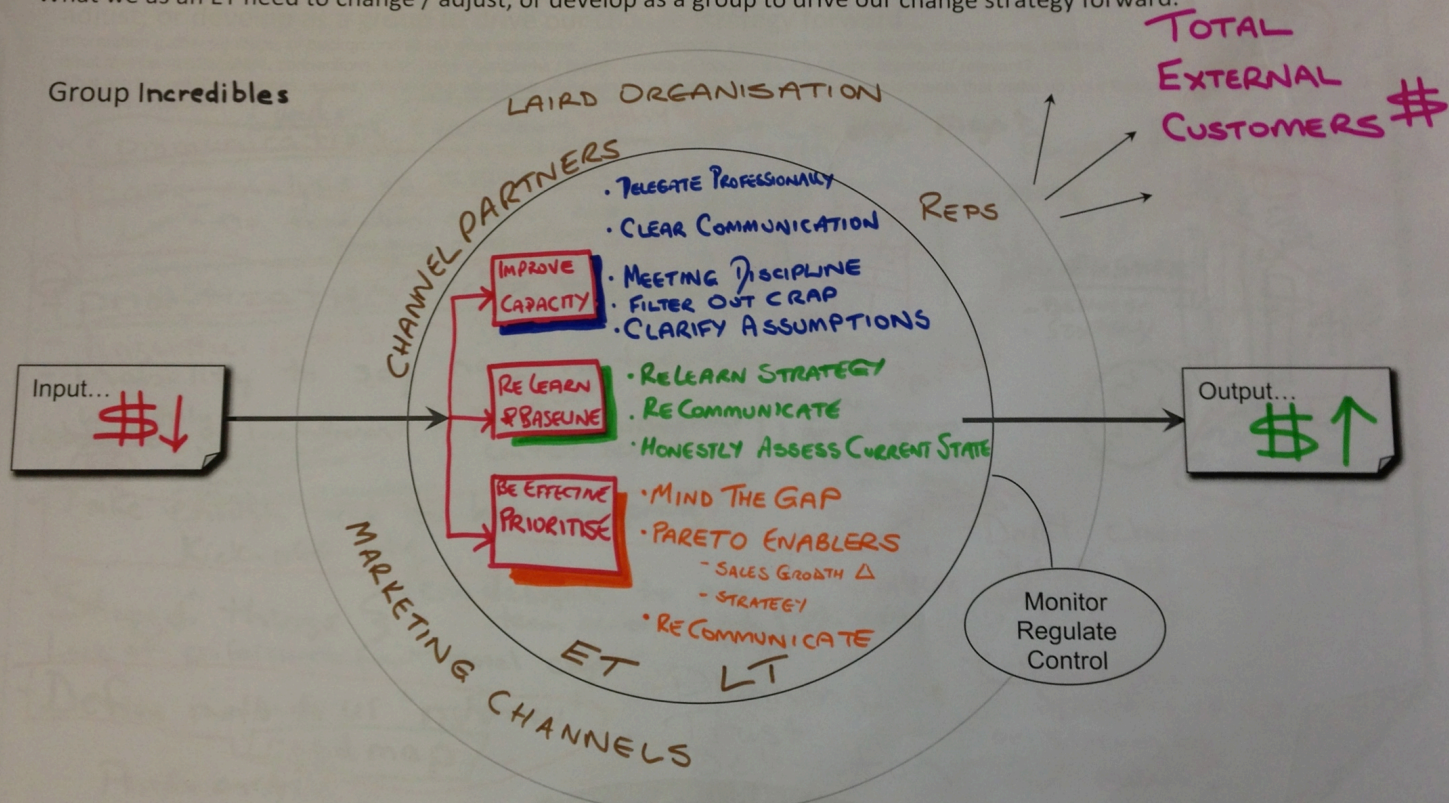
# Phase III – generating an operational model of the change

- With the Objective in mind and your completed phases I and II define your thinking of what needs to be done system terms (think about this in key activity terms, and large chunks of work or separate threads and work streams, rather than process or task)
- Your output will express what you as a team must do as key activities and how these interact with each other and within and across any boundaries, considering any relevant wider views.
- These activities will logically flow one from the other (a bit like a flow diagram)
- Importantly **these activities represent your priority actions that you need to commit to as a team**

# Phase IV – Conceptual Model...

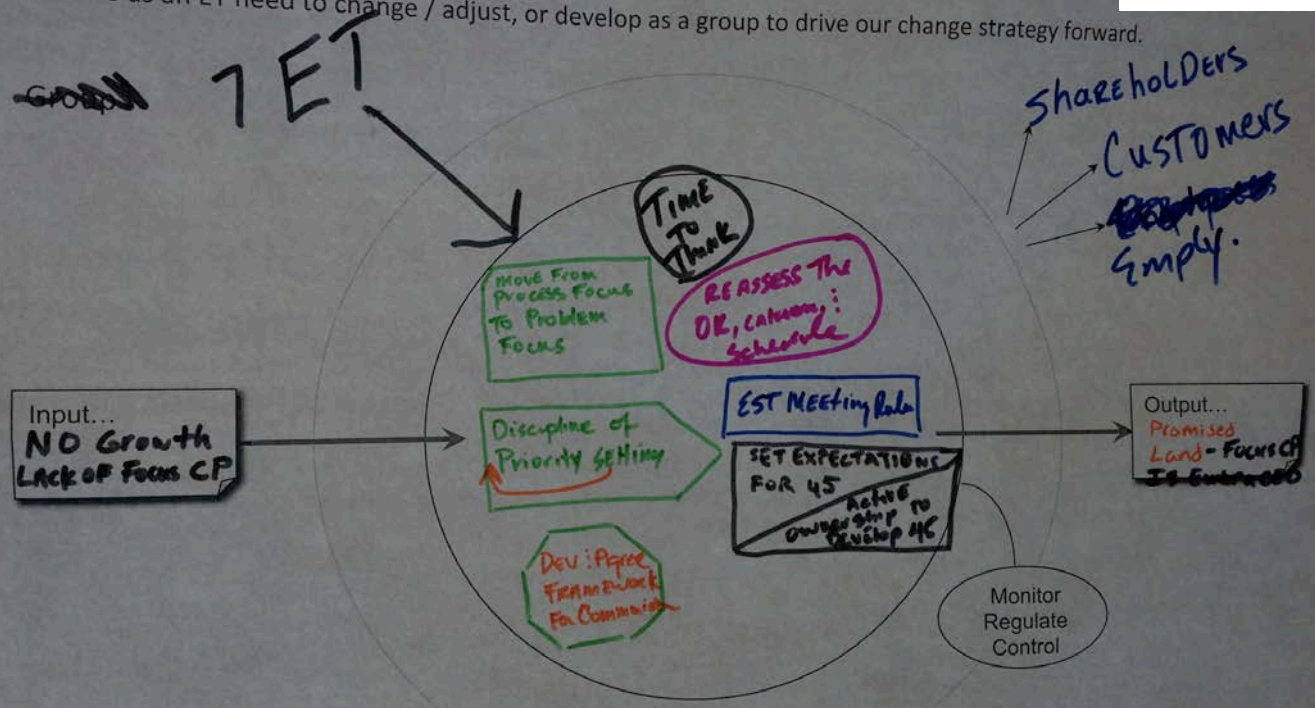
What we as an ET need to change / adjust, or develop as a group to drive our change strategy forward.

Group Incredibles



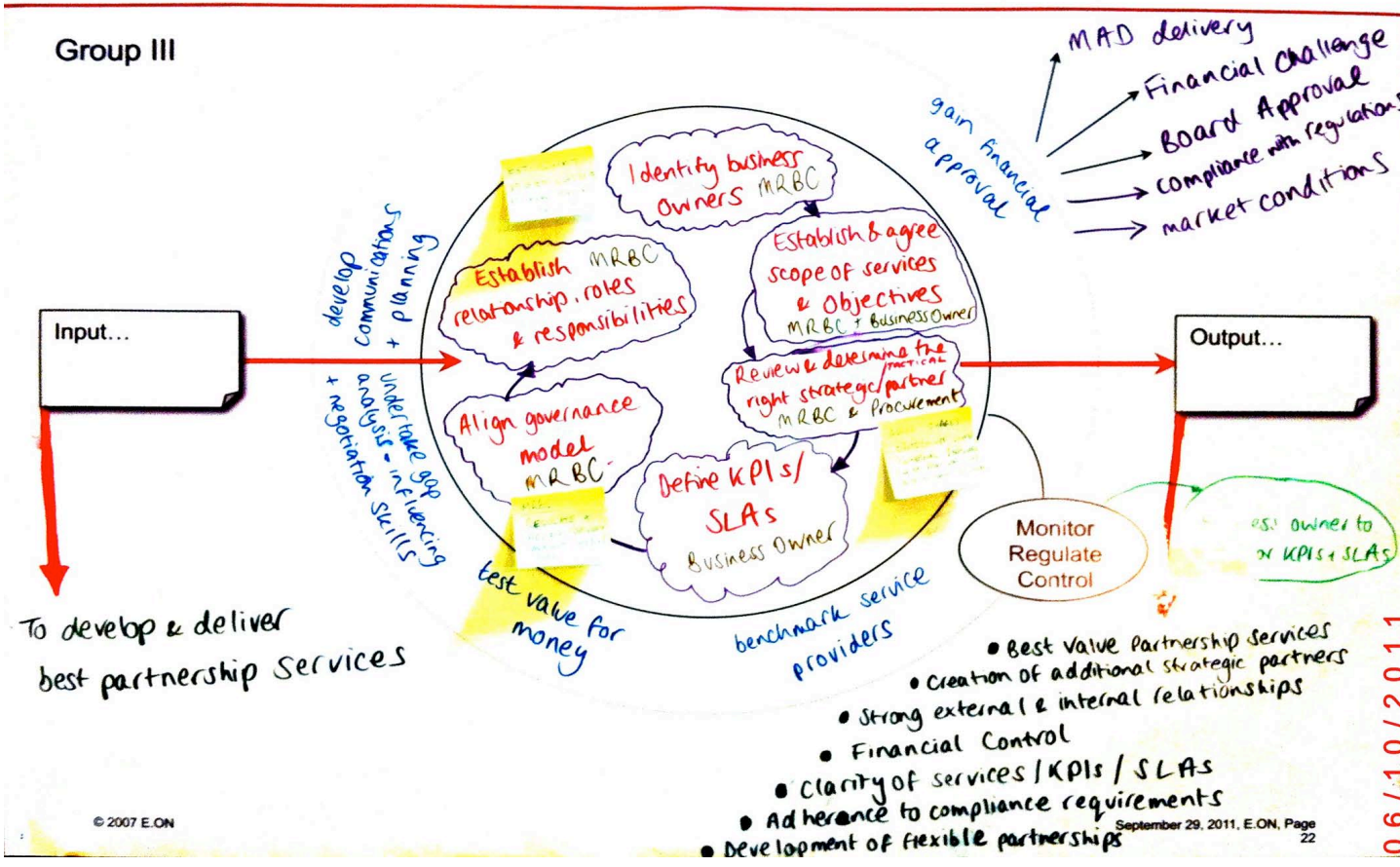
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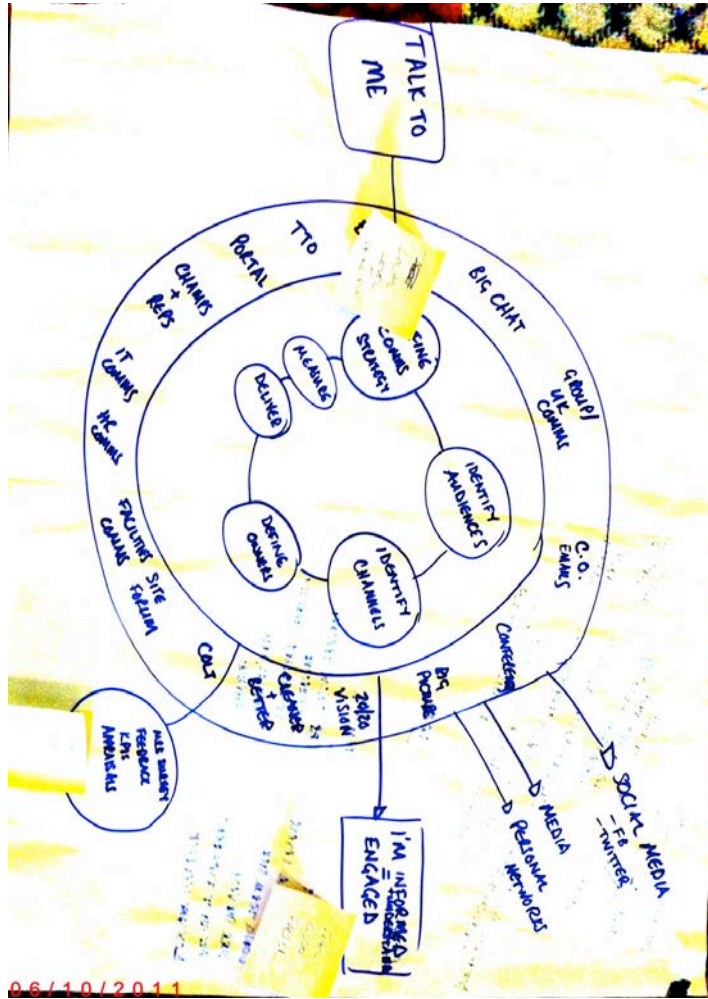
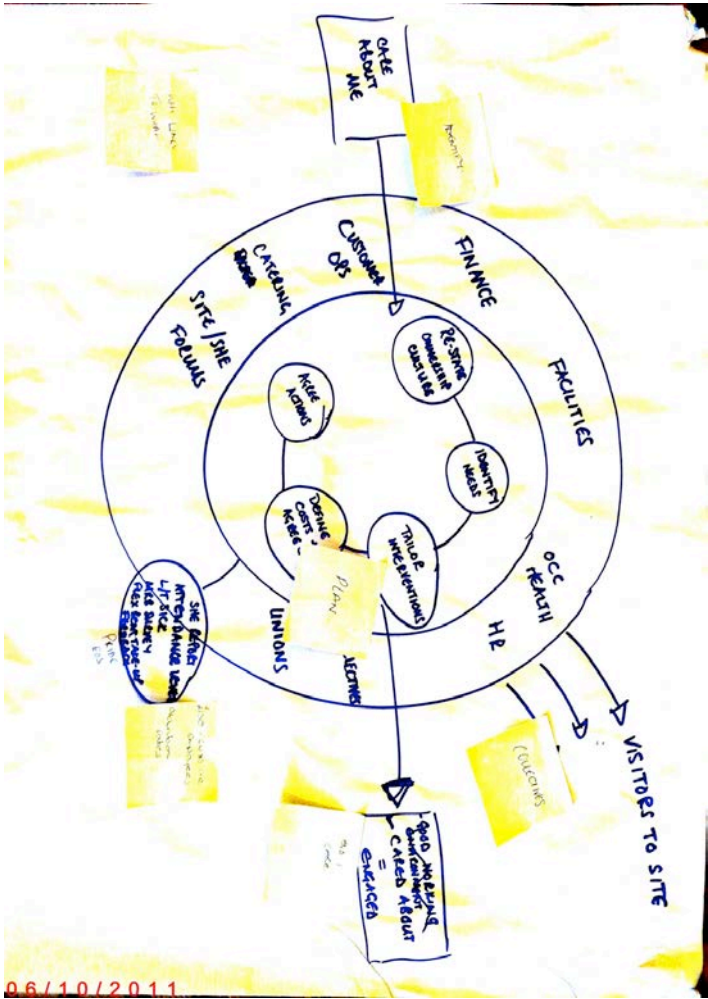
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# Phase IV – Conceptual Operating Model...

Group III





# Phase IV – Conceptual Operating Model

Group II

