

Leading Digital Change in Resource-Strapped Councils

Doing More With Less

Welcome: Lunch and Learn



- 30-minute session
- 15-minute open discussion
- Light and easy
- Take at least one action
- The recording will be available on our website

Context

- Remote presence
- Limited resources (Budgets, Talent)
- High Staff Turnover

The Three Pillars



PRIORITISATION



RESOURCE
MANAGEMENT



CHANGE
MANAGEMENT

Prioritisation

The Problem: Enterprise Initiatives

- Website update
- ERP Upgrade
- Customer Service Optimisation
- ESRI Implementation
- Laptops refresh

Project Brief

Project on Paper Template

Project Name (Optional):

What to do:

{Explain idea, action, project scope, out of scope}

Why to do:

{Explain the rationale for why you are proposing this project?}

Risks

{What are the known risks?}

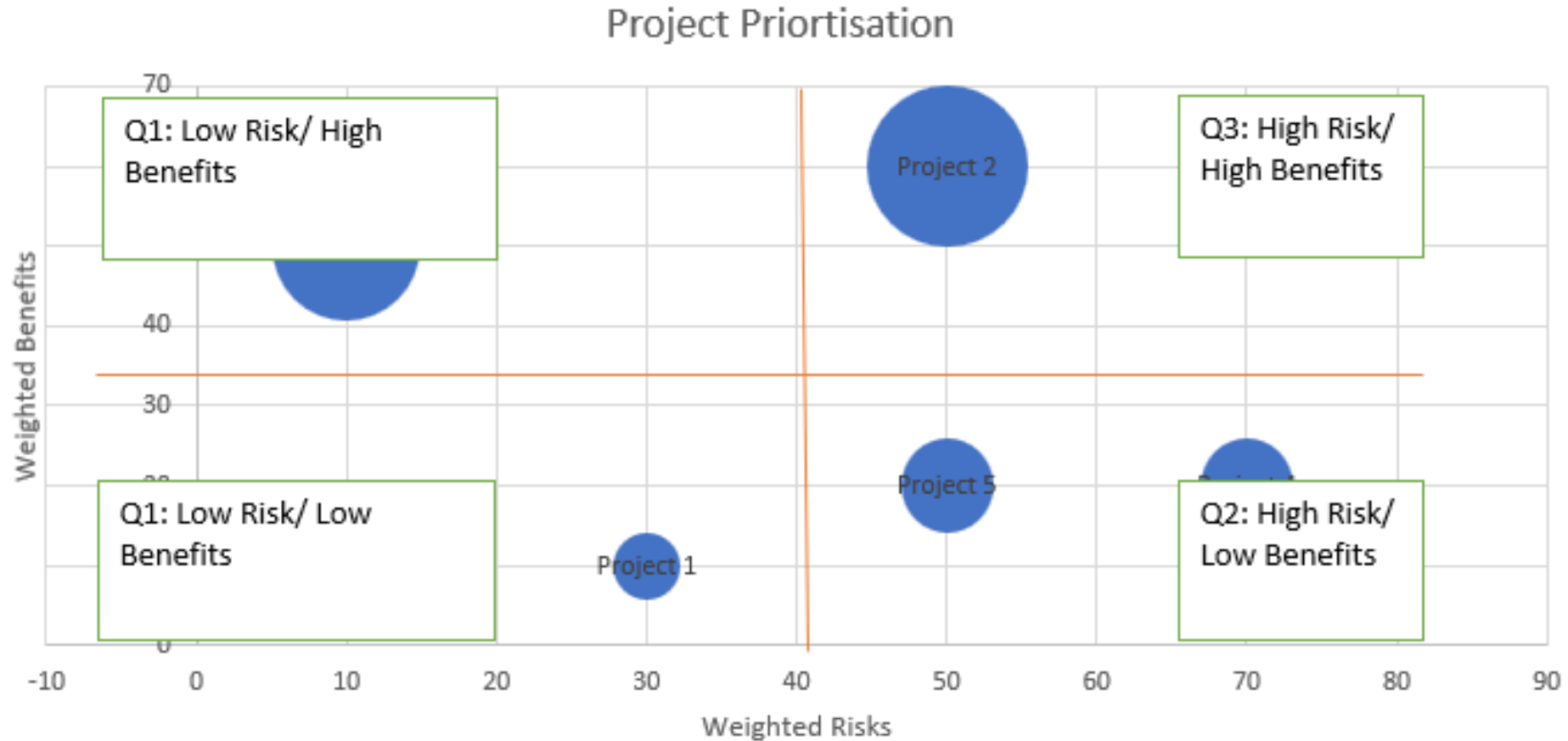
Opportunities

{What are the benefits of project outcomes?}

Alignment

{How does the proposed project align with the corporate strategy, mission, vision and values?}

Profiling projects



Prioritisation is an art too

- Resource availability
- Time of the year
- Politics
- Environment
- Inter-dependencies

Resource Management

The Problem: ERP Upgrade

- What is our Budget?
- How many resources can we hire?
- Role and Job Title

Resource Management

ERP Upgrade

- Eliminate
- Outsource
- Look for Skills not Titles

Looking from the work viewpoint and not the budget and roles.

Resource Management

- Science
 - WBS
 - Dependencies
 - Estimates
- Art
 - Who can do?
 - Where can we find them?
 - Quickest way to achieve the outcome?

It is about being resourceful

Change Management

Problem: We need someone to manage change

- Change Managers are expensive
- Change Managers are not easy to find
- We can afford them near the end of the project

Who are Change Managers?

- Journey planners
- Guides
- Trustworthy people

Find the right people and fill in their gaps

Change Management: Key Points

- Change Management starts before the project
- Change Management cannot be outsourced
- Change Management is more about the people and less about the process
- Find people whom others can trust, and you can rely on them
- Fill the gaps with outside help

Closing thoughts

- Prioritisation
- Resource Management
- Change Management