

**Client: National Grid**

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Operational Excellence Network Case Study

# Balancing people, process and technology in business change programmes

**SITUATION**

National Grid (LSE: NG.; NYSE:NGG) is an international electricity and gas company and one of the world's largest investor-owned energy companies. It plays a vital role in delivering gas and electricity to many millions of people across Britain and N-E America in an efficient, reliable and safe manner. It has evolved through mergers, de-mergers and acquisitions and, with its mix of cultures and norms of behaviour, places high importance on addressing people issues in business change. However, as with many companies, business processes, particularly the implementation of technology, have tended to take precedence.

**OBJECTIVE**

The key objectives of the Tailored Programme were to understand best practices in balancing people aspects of business change with the more dominant process and technology aspects, and making changes in a way that promotes ownership of change and commitment to success.

The results were to be used to adapt National Grid's current practices encouraging managers to make more use of the change-management toolkit and that the tools themselves would be effective.

**APPROACH**

H-I Network used its extensive network of contacts to create a programme that included:

- A workshop to identify the generic issues of 'balancing people, process and technology in business change'
- Discussions to draw up the key issues to address with an emphasis on the people-aspects of change
- Creation of a 'wish list' of participants in the programme
- Interviews with individuals from target organisations
- De-brief on results of interviews to create the workshop structure and potential attendees
- Facilitate workshop at National Grid capturing key findings
- Distribute key findings to all participants
- Specific recommendations discussed and documented

Participants included BA, BP International, BP Lubricants, EDF, GSK, Lloyds Register, RSA, South West Water, and Virgin Media.

**RESULT**

The programme enabled National Grid to apply the practices discussed in the workshop in four key areas:



*"The H-I Network programme gave us many new practical ideas to boost the use of the framework as we embark on a series of major changes. Interaction with peers has increased the impetus within the central change management team."*

Gillian Perry, Change Manager, National Grid

