

Being Leaned on: an operational manager's perspective of management transformation for operational excellence

A discussion provoked by:

Arthur Durrant, Director of Centralised Processing, HMRC

Alison McDonald, formerly Senior Manager, Large Processing Office, HMRC

1730 – 2100, Wednesday 16 April 2008

Café Royal, London

All the textbooks recognise the need for management buy-in to change programmes, but in the rush to redesign processes, introduce new techniques and empower front line staff, the need for operational managers to learn new skills, transform their values, and exhibit new behaviours is often overlooked.

At this forum Arthur Durrant will describe the highly challenging environment into which the Pacesetter Lean programme was introduced. Alison McDonald will then describe her initial reaction on hearing that her department was the target, the events that caused her to realise that she and her management team would have to change, and how that change was realised.

Leaders of operational excellence programmes will learn how operational managers feel about change, what changes are needed, and which techniques create the change in individuals that is required for the initial and ongoing improvement. Both Arthur and Alison are very open and honest about their success and failures. Delegates should attend to test their own theories and approaches, and to ask those questions that are difficult in the workplace.

Participants in recent forums have been from large complex organisations such as EDF Energy, GSK, BP, National Grid, BAE Systems, Barclays, Shell, Standard Chartered, UBS, and Unilever.

Forum format

The forum is boardroom style with up to **two** senior executives from each organisation. We limit attendees to facilitate learning for and from every attendee and to encourage thoughtful discussion on individual challenges and opportunities. The forum commences at 17:30. Dinner will be served at 19:45, during which the discussion continues informally.

Location and registration

Café Royal, 68 Regent Street, London, W1B 5EL

Nearest underground stations are Piccadilly, Oxford Circus or Green Park

Please contact Lisa Curteis to reserve your place.

Tel: +44 (0)207 747 7838 **Email:** lisa.curteis@h-i.com

For further information on H-I Network please view our website at www.h-i.com



H-I Network, 32 Duke Street, St James's, London SW1Y 6DF
Tel: +44 (0)20 7747 2100 Fax: +44 (0)20 7747 7801 Web: www.h-i.com

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