

# Transforming Ways of Working at BBSRC

**Having to produce more for less, while customer choice widens and perception of value is more varied is a difficult circle to square for anyone involved in continuous improvement or cultural transformation. This is compounded by organisations now being looser networks of capability, rather than formalised teams adhering to process.**



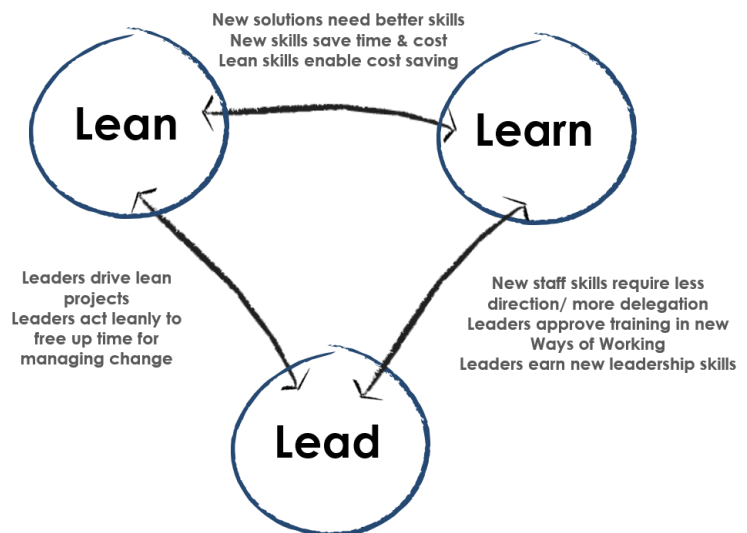
One project which posed interesting challenges was the Office of the Future Project in one of the Research Councils, BBSRC. It operated a knowledge network of typically very bright scientists making difficult research recommendations when any tangible payoff might be

years later. The objectives were to optimise efficiency and effectiveness of core processes in order to free up significant staff time to focus on priority outputs. This involved embedding Lean techniques and principles.

The senior team recognised the importance of what needed to be achieved, so staff engagement and participation was essential. We involved over half the workforce which created energy for change from within the organisation, resulting in 38 issues identified for evaluation and improvement.

Our distinctive Lean, Learn, Lead™ approach led to a holistic view being taken on improvements; we worked with the Executive Group to create greater empowerment at the next layer.

We developed advanced facilitation skills to improve the organisation's ability to make the changes stick, and we worked closely with our clients providing a combination of expert consulting and facilitation of their knowledge. In an environment where previous experience of consultancy support had left them wary of the value being added, this blend was effective in both establishing our own capability while growing our client's.



**The result was approximately 20% of staff time being freed up across most areas, which was redeployed into emerging priority activities.**