HITACHI
Inspire the Next

A Collaborative Approach To Help Our Clients Design A New Working Environment For Software Developers

GOVERNMENT AND SECURITY

This EMEA defense and security client helps to protect its citizens at home and overseas, and plays a part in the fight against terrorism, drug trafficking and other forms of serious crime, as well as supporting military operations across the world.

Business Challenge

With ever increasing volumes of work, and against a backdrop of public austerity measures, the client made the decision to drive a productivity agenda within its software engineering department.

Coupled with declining employee morale within the software engineering department, there was a clear need to establish a program of work to address these issues.

The client wanted to develop a roadmap for change which would secure buy-in and support from a wide range of stakeholders, and identified Hitachi as a potential partner to work with them, based on their experience of running Accelerated Decision Making (ADM) events with other parts of the business.

The client thought an ADM event would be the quickest and most effective way of making the change happen, while gaining support from a wide range of stakeholder groups where buy-in and support was required. These groups included: senior executives, project managers, testing and system accreditation teams.

The client had constraints on the budget available to make the change, but also needed to convince a wide range of

stakeholders (many with opposing views) on how best to improve the working environment to drive productivity gains and improvement in staff morale.

Overview

Project Objectives

The main objectives of this defense client engagement were as follows:

- Understand how software engineering and the working environment operates today, and to make the case for change
- Explore how other industries and organizations utilize new ways of working to drive improvements in staff morale and efficiency
- Develop a view on how the software engineering community should work together in the future
- Develop a view on how the working environment needs to change to support new ways of working
- Identify and prioritize the improvements to be made to the working environment and ways of working

Solution and Approach

Hitachi worked with the client to design and deliver an Accelerated Decision Making (ADM) Event to meet the objectives of the project.

Initially, we conducted a deep-dive discussion with the project sponsor to discuss and agree on the target objectives and outcomes for the event. Following the deep-dive, we established a joint Hitachi/Client team to prepare and deliver the ADM Event (meeting and

reviewing progress of logistics, input materials and attendees, over the six weeks leading up to the event).

The event was run over a four-day period (one-day preparation and set up; two-day event; one-day preparation of outputs), and was attended by 30 clients in a secure building, facilitated by security-cleared Hitachi resources, able to facilitate discussions up to and including the highest level of security classification within UK government.

The event was organized into four main sections:

- Baseline: Validate the "as-is" using quantitative and qualitative data to support this view
- Learning: Learning from other organizations and industry sectors, and how they have addressed productivity and staff morale issues
- Future: Develop future state vision of how we should change
- Implementation: Taking future state and applying constraints on budget, time and quality to develop a pragmatic, achievable implementation plan

Throughout the event, graphical illustrators were used to capture the outputs from each of the sessions, including real-time illustration during facilitated group discussions. The key benefits to the client were as follows:

- The ability to secure buy-in and support from a wide range of stakeholder with opposing views and interests
- The ability to gain approval from senior stakeholders (and budget holders) to change ways of working and the physical working environment to improve productivity and staff morale
- Using this kind of intervention to achieve rapid results (less than eight weeks from initial engagement to delivery of the event and all outputs)

Hitachi Consulting

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