

Transformation – An 'Emotional' Change Journey

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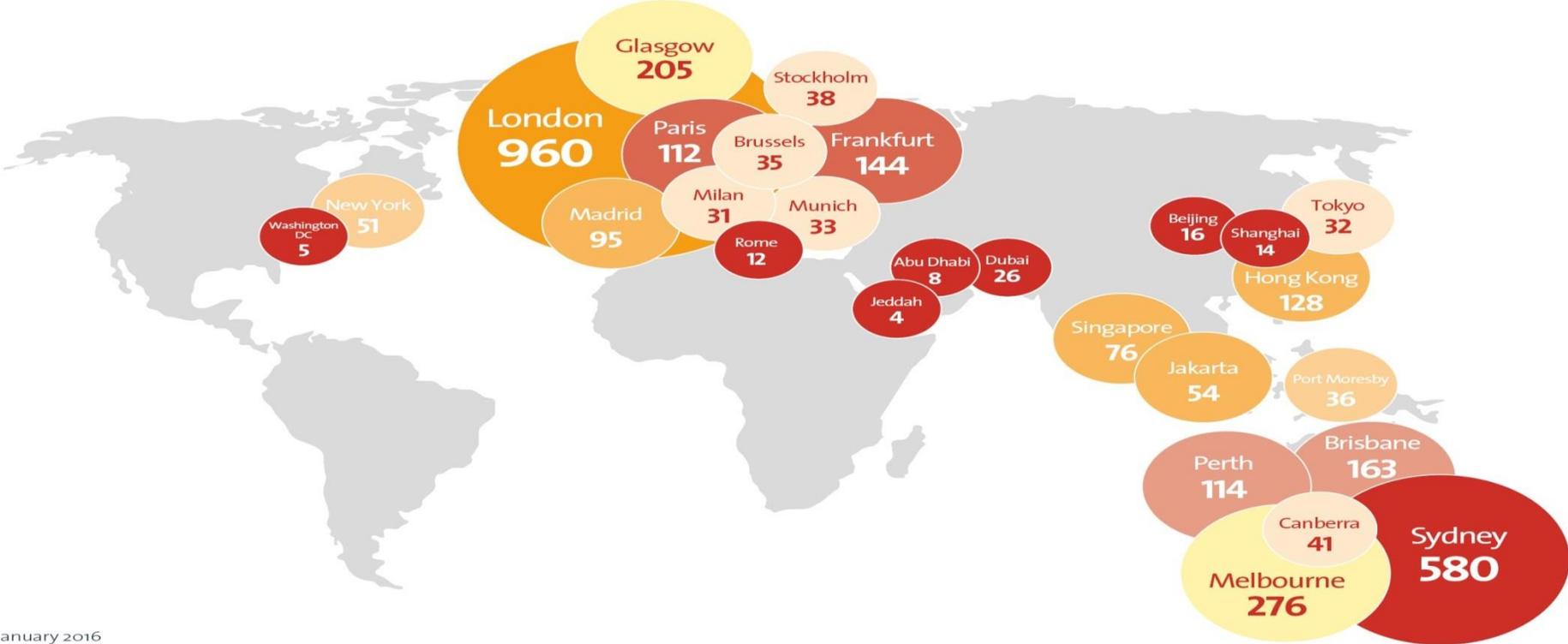
Ashurst spans



27 OFFICES **16** COUNTRIES **7** TIME ZONES



Largest offices – London, Sydney, Melbourne, Glasgow



January 2016

Glasgow

SETTING UP A NEAR SHORE TEAM

- Office fit out by London team
- 35 IT roles moved to Glasgow
- Developers, Testers, Operations and Service Desk:
 - Team up and running in approx. 6 months
 - Now 50 strong, working globally
 - Making the most of the time difference – 24*7
- Lync, video and voice conferencing essential

Full merger of Ashurst and Blake Dawson

NOT A SWISS VEREIN

- 2 * IT teams built the integrations to support the merger:
 - WAN links and firewalls
 - System integrations
 - Consistent brand templates
- Creation of Global IT Teams
- 3E, Intapp Open, Risk and Conflicts

Fast pace of transformation and change



- TRANSFORMATION IS NOT EASY
 - *An emotional and challenging change journey for all*

'Emotional' Change Journey

People change is about capturing hearts and minds to take people on an individual journey whilst embedding new ways of working



Imagine the impact of

1. Glasgow setting up and bedding in
2. Merger/Integration
3. Global transformation of business processes and infrastructure
4. A new firm wide strategy



Fast forward 2 years (2016)

- 3 Key service hubs
 - Glasgow, London, Sydney
- One global IT team
 - One head of each discipline within IT
 - Global investment strategy
 - 3E, Intapp Open, Risk and Conflicts under development
- Working across geographies and time zones
- Always asking - if it isn't global why do it?

Lessons learnt

THINKING OF CONSOLIDATING THE TEAMS, SYSTEMS OR PROCESSES ON A LARGE SCALE?

- TRANSFORMATION ... not a change
- PLAN, PLAN, PLAN and PLAN SOME MORE
- Run as a Business Change Programme, not an IT Programme
- BRING IN EXPERTS - Programme Managers; Transformation and Change Experts
- Brace yourself and be prepared

Expect

HARD WORK – IT ISN'T EASY

- Extended working hours (global teams at each end of the world)
- That the most reliable of people might buckle
- Emotional outbursts, angst and happiness
- To lose the people you want to keep
- And no surprise ... The IT might not do what it says on the tin

Keep calm and carry on

TRANSFORMATION PROGRAMMES HAVE UPS AND DOWNS – NO ONE TELLS YOU ABOUT THE BAD DAYS

- Make your good health a priority
- Never fail to be surprised
- Be resilient
- Don't give up and keep smiling 😊
- It is all worth it when it starts to fit together

Do not look back ... keep an eye to the future

TECHNOLOGY IS DEVELOPING AT A RAPID PACE > USE IT TO MAKE A DIFFERENCE

Strive to be an IT team that helps transform, not one that upgrades systems

- Invest where you get the 'most bang for your buck'
- Look to automation of business processes
 - The tools are better now than ever
- Do not do it just because everyone else is
- Open the technology tin, give it a poke and see if the contents are really there

In the words of David Bowie

“Tomorrow belongs to
those who can hear it
coming”

Questions





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