



Skandia

Skandia had been through a period of business transformation which led to the creation of a centralised change function. The resulting function was dominated by contract resource delivered from the agency market that sometimes failed to add value. Skandia wanted to improve their contractor:permanent ratio and invest time, money and knowledge into their permanent team for the future.

Our Solution

Improving the capability of the permanent team was our most direct solution to solving this problem as by increasing the value added by permanent staff the need for extra contract resource could reduce. Improving permanent capability through one-on-one mentoring is a key benefit of the IC model. The mentoring took place weekly with an informal half hour session and followed with a more formal one hour session every month on a specific technique. This mentoring also applied to Subject Matter experts from the business who needed assistance in how to provide and share information in a project management environment.

The Results

The pilot scheme had impact almost straightaway and Skandia decided to expand the project to bring in further mini permanent teams and also to move the service into another business unit.

- Work stream structure improved immediately with more actions and guidance being provided at internal meetings.
 - Skandia were also able to start reducing the number of contractors that they were using as they were able to complete the same amount of work with our teams that had previously been completed by more contractors. This gave the client a direct cost saving.
 - There was general recognition in the business and change areas that new demands were in place from the delivery consultant and this not only gave a positive impression to the business but some of the under-performing contractors raised their game to fall in line.
 - The mentored improved their performance quickly beyond the expectations of the client. A lot of the work built confidence and encouraged them to use skills and techniques they already knew with greater confidence. Some have achieved promotions within 3 months of the scheme commencing.
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