

IMPROVING CORE BENEFITS REALISATION CAPABILITY IN PWC



Outcome
Delivery
Consulting

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Description of Client – One of the Big 4 Management Consulting organisations.

Strategic Objective – During the period Steve worked with PwC they had been on a journey of transformation with a goal of becoming the number one client-side, relationship based consultancy firm in the UK. PwC consulting established an internal consultancy project called Making Change Stick to assess and enhance the toolsets and approaches consultants used to help clients deliver major changes for clients.

Operational Objectives – Enhance Performance Improvement Consulting teams approach to delivering big projects and improve consulting capabilities in Making Change Stick (MCS) and in realising sustainable benefits for clients.

1. CONTEXT

Steve Dickie was part of the Project team, tasked with finding a better Benefits Realisation approach for PwC, after seeking to strengthen the official existing approach.

2. CHALLENGE

This 'Big 4' organisation already considered it demonstrated and used global best practices in their work. Significant stakeholder management and technical challenge was required – from convincing the MCS project team, management teams, and all the way up to the Global Change and programme effectiveness Leadership Team – to identify how D4 strengthened existing approaches and to establish a potential route to improve PwC capabilities in benefits realisation.

3. INSIGHT

Making Change Stick was, in essence about how PwC consultants applied skills, knowledge, tools and attitudes and encouraged required behaviours to ensure that clients become self-sufficient and that benefits are delivered as programmed. PwC team accepted Steve's recommendation to select Isochron's Dimension 4 as the source methodology to improve their Benefits Realisation skills.

4. ACTIONS

PwC embedded Dimension 4 into their programme delivery method and utilised it in organisations across a number of sectors.

5. RESULTS

Additional sales were generated (value is client confidential), and more than 50 consultants were trained in this innovative approach. Eight



years later, Steve co-developed a new approach to benefits realisation called Assured Outcome Delivery (AOD) with Alan Fowler, the D4 author. They built on experiences of implementing D4 and added a number of innovations and change leadership tools developed with a range of clients.

CLIENT TESTIMONY:

“Steve and I have worked together on two large PwC projects. To both of these projects Steve has brought a very structured and rigorous project management approach, comprehensive change management support and a rigorous approach to benefits realisation coupled with a friendly and supportive team working approach. This has resulted in good client engagement and high quality outputs.”

Gus Schellekens

Sustainability Leader for PwC in the Middle East

