

Putting IT at the Centre of Agility – Nick Jenner
Director of IT



Some questions...

How long would you expect to take ...

- Moving office?
- Moving a data centre?
- Replacing desktop estate and create new Windows build?
- Introducing unified comms including desktop telephony?
- Implementing Follow-me Printing?
- Significantly changing a working culture?

So what about doing all of that in 6 months?

26 Weeks

130 Working Days!

Includes Christmas !!

And all with a non-negotiable end date?



How did I get involved?

- Phone call from a consultancy acquaintance
- Why accept the challenge?



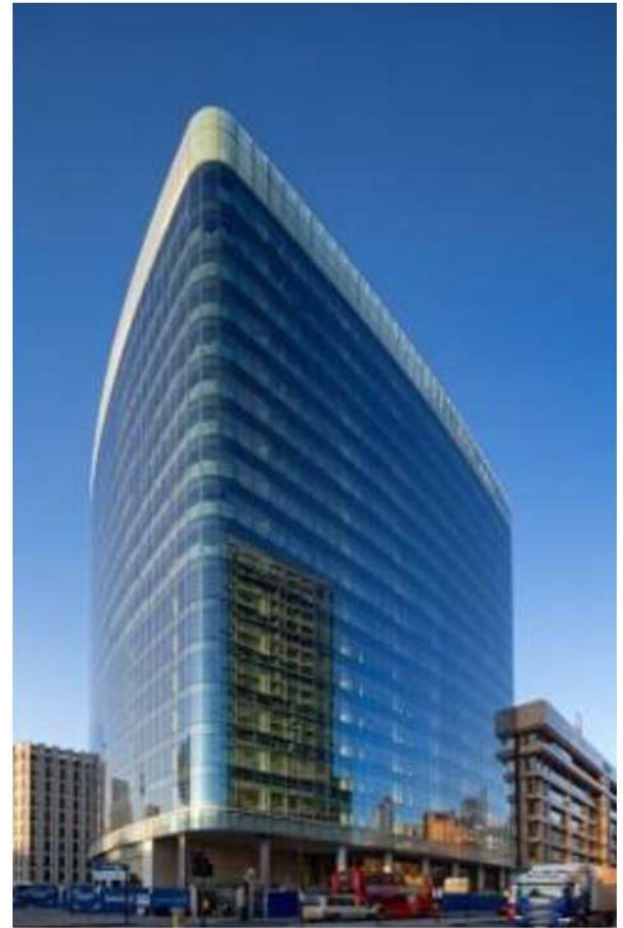
Ince's Old London Office

- 300 Staff, mix of Partners, other Fee Earners and Business Services
- Cellular Office Layout so little interaction between teams
- Primary Data Centre within the office
- Wasted space
- 1 Printer for every 1.6 people!
- 25 linear metres of storage per person
- Tendency not to upgrade over many years – if it works, leave it alone
- Office getting tired after 10 years



The New London Office

- Flagship office on the City Edge
- All open plan
- Impressive Client Area
- Collaboration spaces
- Latest IT technologies
- Facilitates agile working



L&D Strategy To Ensure Success

The Problem

- Massive amount of change in a short time
- New working style to accept.
- Can't afford a period of low performance.
- Need to minimise the effect of the change curve



L&D Strategy – How we addressed the task

- Considered as an integral part from outset
- Aimed at removing concerns around the change – especially Open Plan
- Early information at a high level - more detail later
- Site visit for all before the building work started – with artist impressions
- Model Office to show the finished arrangement and equipment – fully working
- Offered a range of headsets
- User training was extensive and covered the Surface Pro, Windows 10, Skype for Business and Agile Working
- Phased move over 4 days
- Floor Walking



Who is going to deliver all of this?



The in-house team?

- We know the environment
- We know the history
- We know the people

Why Not?

- Wrong skill set
- Too focused on the current environment
 - it's how we have always done it!
- They have presided over the current situation
- Probably don't get the meaning of urgency
- Someone still needs to keep the lights on

But they are still key to success...

- Sense checking against current systems
- They will support it going forward

So How did we go about it?

- Derived high level goals from the vision
- Decided what we could do and where we needed help
- BRING IN EXPERTS - Selected partners
 - > Challenge – find one who understands the urgency
 - > SCC – IT Desktop, Networking and Unified Comms
 - > Collins – builders – Cabling, AV
 - > Several withdrew when given the timelines
- Added PM/BA/Tester contractor resources
- Broke the big piece into chunks
- Then we performed a bit of magic!



20 Weeks to go

- External Partners fully engaged
- The major project blocks were well-defined
- We had initial floor layouts for fit
- Project plans in place for all workstreams

But..

- Many deliverables had end dates well beyond the project end!
- Removed all obvious contingencies from the plans
 - > They still didn't fit!



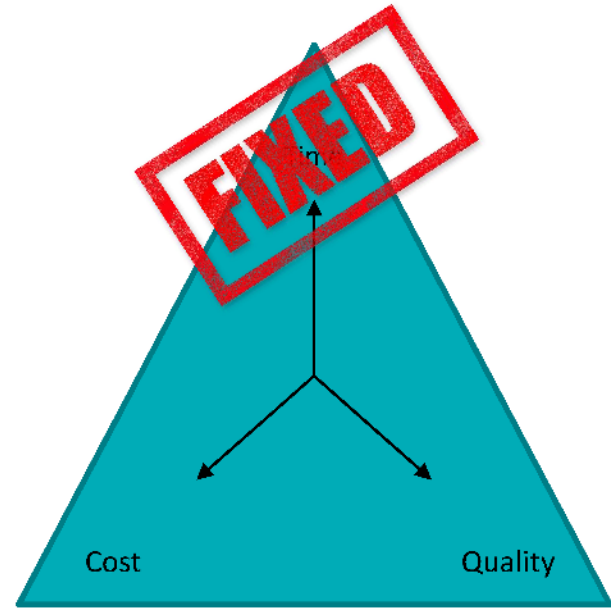
Project Management Triangle

Time was fixed, so in theory either cost or quality had to change

- Flagship project, so quality could not be sacrificed
- There wasn't a bottomless purse either!
- Couldn't just go and add loads of resource!
- Looked at Scope
- Everything was required for final solution

Prioritised Deliverables into essential, desirable and "nice to have"

- Sub-Projects focused on Essential deliverables
- "Nice to have" de-scoped from main delivery



16 Weeks to go

- All going to plan and everyone feeling good
- Network and UC infrastructure designs finalised and equipment ordered
- Senior Partner selected Surface Pro over a laptop
- SP4 just released this week so SP3 will go end-of-life before global rollout, meaning the SP4 had to be the choice.
- SP4 was Windows 10 only and that OS was only 3 months old
- Managed to get hold of 4 devices for build development



12 Weeks to Go

- Construction started on new building this week
- Win 10 Build and Appsense configuration is going well.
- SP4 still not shipping in bulk
- Significant firmware issues with device
- SP4 deliverable now getting behind schedule.

It was about then that things started to fall apart...



Project Managers were not coping

- **Struggling to keep plans up to date**
 - Pace of change too fast
 - Re-planning on a weekly basis
- **Changed tactic to work in short sprints like Agile Development**
 - Key Milestones on Post-It notes on large whiteboard
 - Everyone Could See status at a glance
 - Very obvious where progress not being made
 - Constant re-planning and re-prioritisation of tasks and scope
 - Stand-up meetings for all of the team ensured full communication.



8 Weeks to go

- Data Centre move goes very smoothly – just 1 server didn't power up
- Initial SP4 build now working and user training started
- Model Office setup to give people experience of new working.
- User training begins.
- New office still just a building site, but the first walls are going up
- Just starting to feel good about the programme again when...

...Microsoft tell us of supply chain difficulties – no UK stock available, but we have allocation from the next shipment – still at sea and not expected to arrive for another 4 or 5 weeks!



6 weeks to go

- We get access to comms rooms in new building and data cabling going in.
- Routing for one of the two diverse WAN connections had to be changed due to riser cupboard opening into other tenant's demise!
- User communications ramping up
- User training programme started
- Goods lift failed and no heavy building materials could be delivered for a week!



Last 4 weeks

- Surface Pro's arrive at last!
- 300 SP4's to be built and something went wrong with build process which delayed build for a week.
- Centralised print stations installed in the last week.
- Desks started installation 7 days before go-live
- Builders finished the day before the move!
- Various Plan B's were dusted off and rehearsed



Moving Day

- 6 months and 2 days after I started
- First batch of people arrived and were in their desks and working normally by 9:30!
- 95% of functionality was delivered on Day 1 – significantly above expectation.
- Large contingent of floor walkers helped reinforce training and getting everyone started.
- Telephony was the biggest challenge.







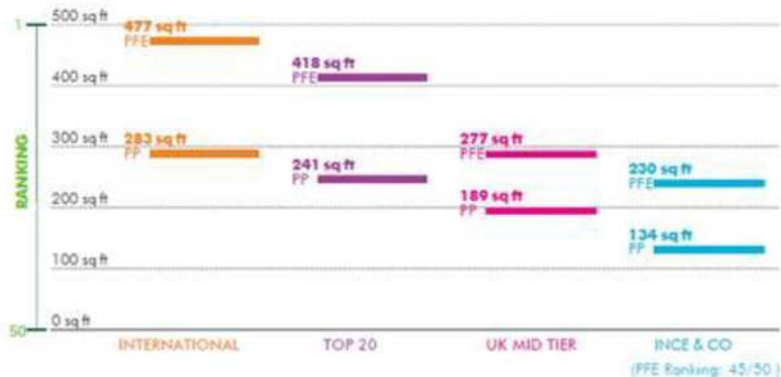
The Financial Case

WORKPLACE TRENDS: OCCUPANCY STANDARDS

% FEE EARNERS OF TOTAL HEADCOUNT



SPACE PER FEE EARNER (PFE) AND PER PERSON (PP)



LAW IN LONDON 2017

INCREASE IN AGILE WORKING
CBRE LAW IN LONDON SURVEY 2017



INCE & CO

267 155

Total Headcount Total Fee Earners



The Financial Case

Other benefits accrued:

- Paper reduction meant less storage space required
- Centralised printing saved paper usage by 15-20%
- People spend on average 1 day per week working from home
- Agile working means at least 20% fewer desks required.
- New equipment means all of your office tools wherever you can get Wi-Fi
- Reduction in mobile call costs
- Reduction in Service Desk calls – better productivity

Points for Success

- Have a senior sponsor with Vision and Drive
- Get rid of bureaucracy in purchasing. If project has an agreed budget, don't re-approve every order, delegate authority.
- Don't be too proud to accept outside help
- Minimise contingency and slack from plans
- A plan is just that – don't be scared to re-plan frequently
- Expect things to go wrong and have alternatives ready prepared
- Communicate – everyone must know what's going on
- Celebrate success – but next time allow a little bit longer!

