

Project: Asset Management Programme

Client: Heathrow Airport Limited

Background: In 2013 Heathrow Airport Limited (HAL) embarked on an Asset Management Programme to evaluate how they managed their portfolio of assets. The agreed outcome would be that HAL would be accredited with ISO55001 by the end of 2016. Initially the team developed the vision and strategy for achieving this.

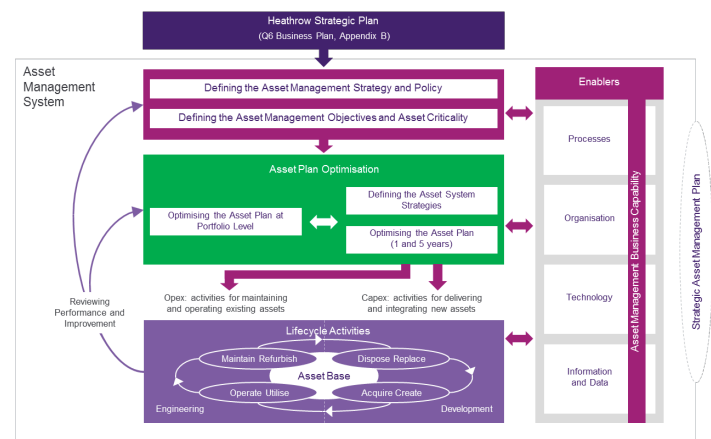
initiate's role: We provided a Business Change Manager whose purpose was to create and deliver a wide range of events and interventions that enabled the Asset management Programme to develop an efficient and effective cross functional asset management community with HAL. The aim of the events and interventions was to embed common ways of working and a new common mindset.

The Business Change Manager was responsible for the delivery of the 'culture, engagement and communications' workstream within the programme, taking the tools and processes developed by other workstreams and embedding them within the asset management community. **initiate** created and owned a business change toolkit and planned events and interventions within the workstream and ensured they were delivered on time, to the quality required and within budget.

We owned and maintained the Stakeholder mapping and change network of super-users and champions, undertook stakeholder engagement and implemented communications plans, and created benefits assessment and realisation plans. **initiate** ensured Stakeholders were engaged with the plan and achievements so they felt involved and supported to role model the new ways of working.

initiate worked with the HR Organisational Development team to ensure the objectives and structure of the interventions were well aligned with the wider cultural change

activities and timings and provided direct, personal motivational leadership and coaching to the asset management community. The workstream was deliberately structured so that it was able to measure the outputs and outcomes of the workstream activity in a clear, simple and compelling way so that the plan could be adjusted as necessary and stakeholders could be kept up to date.



Outcome:

All the tools and techniques that had been produced were handover over to the new Head of Asset Management to use. Due to an organisational re-structure at Heathrow the Asset Management Change Programme was incorporated into a business as usual structure prior to its completion date.