



Leading Through Change

Simon Post

CTO, The Carphone Warehouse



The famous advice ...

“The right people on the bus, the wrong people off the bus and the right people in the right seats” .

Jim Collins
Good to Great

“Without a powerful guiding coalition, change stalls and carnage grows” .

John Kotter
Leading Change



Our vision...

8 OBJECTIVES

1. All production systems achieve their agreed SLAs
2. Customer projects delivered on time, to budget, to quality
3. IT projects delivered on time, to budget, to quality
4. Adherence to 'fit for purpose' methodologies
5. 90% of customers are satisfied with provisions of GIS services
6. GIS budget, headcount and efficiency targets are met
7. GIS is regarded as an employer of choice by GIS colleagues
8. GIS continually improves and develops GIS colleagues

4 PILLARS



People



Process



Technology



Business

2 YEARS



1 VISION

The role of Group IS is to enable Carphone Warehouse in bringing products and services to consumers.

Our vision goes further: it's about providing a flexible service that complements our commercial environment. We will be a key enabler; helping Carphone to deliver against a strategy of growth, innovation and maturity and become a leading FTSE 100 company.

Our people, our processes, our technology and our knowledge of the Carphone business are the four foundation pillars on which Group IS will deliver this promise and build a nimble and innovative IS organisation.

BE PART OF SOMETHING GREAT
GROUP IS: DELIVERING THE BUSINESS



THE Carphone Warehouse

Your phone, your way.

Our journey...

We're on a journey to transform...

- Empowering our people to transform, to embrace and embrace...
- Access to our data to give leading insights and insights...
- Secure connectivity to our systems and systems...
- Advanced tools to give our people the tools they need to work better...

Making real progress against our pillars...

Our Journey Highlights...

People	Process	Technology	Business
<ul style="list-style-type: none"> 1. People strategy 2. People development 3. People engagement 4. People performance 5. People retention 6. People mobility 7. People diversity 8. People inclusion 9. People well-being 10. People safety 	<ul style="list-style-type: none"> 1. Business model 2. Business strategy 3. Business operations 4. Business processes 5. Business systems 6. Business data 7. Business analytics 8. Business intelligence 9. Business innovation 10. Business growth 	<ul style="list-style-type: none"> 1. Digital transformation 2. Cloud migration 3. Data integration 4. AI/ML adoption 5. Cybersecurity 6. Network optimization 7. Device management 8. User experience 9. Service quality 10. Sustainability 	<ul style="list-style-type: none"> 1. Market leadership 2. Customer satisfaction 3. Operational efficiency 4. Financial performance 5. Innovation pipeline 6. Talent acquisition 7. Risk management 8. Regulatory compliance 9. Environmental impact 10. Social responsibility

And implementing a blueprint for our future...

Our organisational blueprint to achieve a single vision...

- A framework of industry proven best practices and standards (primarily ITIL)
- Delivered through automated, effective and efficient processes (primarily SAP for GDS)
- And the right organisation structure with single point accountability for every process and function

...All integrated to deliver innovation, flexibility and reliable services

By accelerating our transformation...

Our transformation plan...

People	Process	Technology	Business
<ul style="list-style-type: none"> 1. People strategy 2. People development 3. People engagement 4. People performance 5. People retention 6. People mobility 7. People diversity 8. People inclusion 9. People well-being 10. People safety 	<ul style="list-style-type: none"> 1. Business model 2. Business strategy 3. Business operations 4. Business processes 5. Business systems 6. Business data 7. Business analytics 8. Business intelligence 9. Business innovation 10. Business growth 	<ul style="list-style-type: none"> 1. Digital transformation 2. Cloud migration 3. Data integration 4. AI/ML adoption 5. Cybersecurity 6. Network optimization 7. Device management 8. User experience 9. Service quality 10. Sustainability 	<ul style="list-style-type: none"> 1. Market leadership 2. Customer satisfaction 3. Operational efficiency 4. Financial performance 5. Innovation pipeline 6. Talent acquisition 7. Risk management 8. Regulatory compliance 9. Environmental impact 10. Social responsibility

And realising our own potential...

What role can you play?

We'll create a GIS that's the envy of our peers

Be part of something great
Group B: Delivering the business



A commitment to ongoing communications...

GIS EXPRESS
Keeping GIS updated
April 2008

HIGHLIGHTS THIS MONTH:

CREATING A WIRELESS WORLD
Update from Retail and Distribution

GIS TRANSFORMATION COMES TO A CLOSE
Simon Post talks to GIS Express

CONFIGURATION MANAGEMENT
Q&A with Marie Cavanagh

THE Carphone Warehouse



THE Carphone Warehouse
Your phone, your way.

People – Where we started

- Only 10% of Maximise Objectives were SMART
- 20% of GIS did not know what was expected of them
- 24% of GIS had not talked to someone about their progress



People – The approach

- 6 B's
 - Buy
 - Build
 - Bounce
 - Bind
 - Borrow
 - Boost
- Pay and Recognition
- Performance Management
- Employee Engagement



Buy

- Leading Change
 - Boxwood
 - Transformation Director
- Programme Management
- START programme
 - Setting expectations to match reality
 - 4 month programme (offer up to 100 days after joining)



Build

- Assessing current and future capability
 - Development Centres:
 - Project Managers
 - Business Analysis
 - Managers
- Learning and Development
 - Investment in behavioural and leadership skills
 - ITIL
 - Vendor Management



Bounce

- Maximise introduced in 2005
 - The day job
 - Objectives
 - Values
 - Bonus linked
- Up or Out philosophy



Borrow

- Outsourcing Strategy
 - Evolved over time
 - Reduction in permanent headcount
 - Solution Delivery 200 to 60
- Well managed
 - Voluntary turnover 15%
 - Actively involved people where we could
 - Churn 6%



Bind

- Upper quartile pay for upper quartile performance
 - Base @ 65th percentile
 - Wide pay ranges, compared to market every six months
- LTIPs
 - Not just at the higher levels
- Directors meetings with the 'stars'



Boost

- Next Steppers Programmes
 - Next Steppers into Management
 - 48 applicants for 12 places
 - 8 out of 12 promoted within 12 months of the programme starting
 - Next Steppers into Senior Management
 - Focus on leadership skills
- Talent Strategy
 - 75% of Directors and Senior Managers internally promoted
 - 50% of Managers internal to external recruits



Investment in the HR team

- Ratio of HR to people
 - CPW wide: 1:140
 - GIS: 1:60 (excl Contractors)
- Team Composition
 - Business Partners
 - Dedicated Learning and Development team
 - Similar to the Directors
 - Early stages of career, high potentials



Lessons learned

- Move quicker on under-performers
- Identify and influence the Opinion Leaders
- Build the capability to lead change and manage transitions sooner
- Recognise the difference between:
 - readiness for change
 - ability to change
 - resistance to change



Where are we now?

- Over 90% of people know what is expected of them
- Over 80% believe they are developing and learning
- Churn is under 6%
- Turnover is 15% from 30%
- 80% of people have the opportunity to do what they do best every day - up from 50%
- Over 80% feel their work is important
- Regarded as a Top IT Employer



The famous advice ...

“Hire the best. Pay them fairly. Communicate frequently. Provide challenges and rewards. Believe in them. Get out of their way and they’ll knock your socks off” .

Mary Ann Allison

“Surround yourself with the best people you can find, delegate authority, and don’t interfere” .

Ronald Reagan



My advice...

“The only thing that matters is your people. Hire the best and fire the worst”.

Simon Post

