BCS PROMS-G Spring School March 2023

Week 3   23 March 2023

Enabling Responsible Transformation

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A Transformative Journey?

- AS WAS - Teaching, research and senior academic management roles in the universities of Northampton, East London and South Wales. "Academic".

- Consultant to the Association for Project Management (APM) to establish competence-based qualifications and designations, including Registered Project Professional (RPP) - the precursor to Chartered Project Professional (ChPP) - and the Project Professional Qualification (PPQ).

- P3M+ capability/toolset development work for Social Care Wales and varied business transformation programmes for Newport City Homes + ongoing community development and regeneration programmes.

- AS IS – Consultant to a large housing association, Riverside, primarily focused on the No Homeless Veterans Roadmap research project as well as business development and improvement activities.

- TO BE? - "Business Transformation Consultant" and "Pracudemic".

Session Coverage

- What is transformation and who is involved? Why should those involved with IT-enabled business change become more 'responsible'?

- The key activities required in transformational leadership of strategy, change and delivery and how these integrate with the 'responsibility principles'.

- BCS codes of conduct and how they influence the actions of professional body members – *is this enough or too much?*

- Moral, ethical and professional standards – why and how they matter in terms of converging mindsets.

- Towards better transformation: how session participants can make a bigger difference in what they do and how they do it.

What is Transformation?

"Transformation is profound, fundamental change, altering the very nature of something. Transformational change is both <u>radical</u> and <u>sustainable</u>. Something that is transformed can never go back to exactly what it was before."
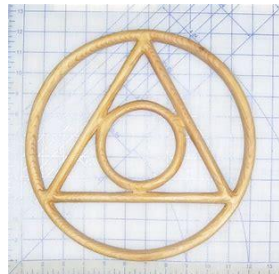
"… the future state is so radically different than the current state that the <u>people</u> and <u>culture</u> must change to implement it successfully. New mindsets and behaviours are required."

(Anderson & Anderson, BeingFirst.com, 2022)

Don't know the future state when you begin?

Change process emerges as you progress …

Things are changing whilst you change! (VUCA) (BANI)

Who's Doing Transformation?

'Folklore'

STRATEGY FOLK	CHANGE FOLK	DELIVERY FOLK
Why, What, When?	Who and Where?	How, and Hope?!!
Target Operating Models, Business Architecture	Organisational Design and Development	Project, Programme, Portfolio, PMO – the OOOO model …
Direction, Options and Scope … Business Case(s)	Change Agents and Process: PROSCI?	Planning and Controls … Time, Cost, Quality
Envision Future State(s)?	Cultures and Mindsets	Resources and Constraints …
Strategic Alignment: CSFs, KPIs, metrics?	Leading and Embedding Change …	Risks and Issues
Governance and Assurance (*do the right things, do things right*)	Managing Transition and Realising Benefits	Decisions and Actions
"Finding The Future"	"Making It Work"	"Getting It Done"

Comms and Stakeholders   Capability and Competency   *(POLL)*

Why Does It Matter?
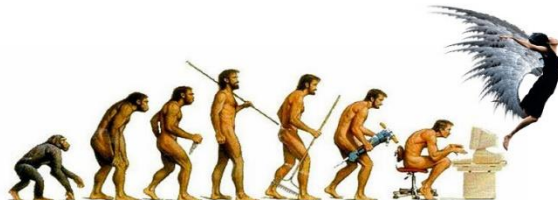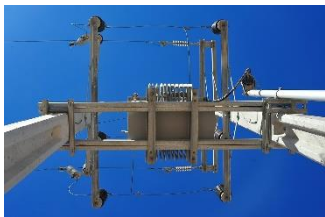
Responsible Computing

Technology is an <u>enabler</u> of both good and bad transformation …

- Data Centres - cloud-based, expensive, inefficient, supplier responsibility.

- Coding – are choices made to reduce energy, such as batteries?

- Infrastructure and System Usage – efficiency is critical, high consumption.

- Prejudice - data and algorithms can be used unethically by training data sets that can discriminate or misuse artificial intelligence.

- Social Media – dark web images and behaviours, manipulation and disinformation, biased algorithms, cyber-stalking and bullying.

- Cybersecurity – data breaches and leaks, hacking, phishing, cybercrime.

See also: https://responsiblecomputing.net/ … rebuilding trust in IT?

Facebook Example

- 'Big Tech Whistleblower' – Frances Haugen

- <u>Allegation</u> that Facebook *knew*.
- They *knew* that human traffickers used Facebook to lure women into sexual slavery.
- They *knew* that it was being used to incite violence against minorities.
- They *knew* that divisive lies and extremism were being promoted to millions all over the world.
- And they *knew* its systems were removing less than 1% of violent content.

- The whistle-blower alleges that Facebook has put "profits before people".

Bitcoin and e-Waste Examples

BCS Green IT Survey (2021) reported in ITNOW (Nov 2021)

- 64% were not confident that the UK workforce currently has the right digital skills to achieve net zero.

- 61% were not confident that IT and digital technologies were being used effectively by industry in the fight against climate change.

- 30% said tech-related actions for ending device waste (top of the poll) should be put first by government and the sector.

The Principles - www.responsiblepm.com

1) **Purpose**. Identify and understand the intentions underpinning projects from different perspectives.

2) **Awareness**. Raise cognizance of potential impacts and unintended consequences of projects.

3) **Engagement**. Involve a wide range of stakeholders in decision-making and promote common interests.

4) **Curiosity**. Be inquisitive, uncover and address ethical complexity, conflict, and hidden impact.

5) **Uncertainty**. Recognise knowledge gaps, seek clarity and encourage information sharing.

6) **Anticipation**. Surface changes, evaluate options and promote informed decision-making.

7) **Creativity**. Understand needs for ingenuity and innovation: make space for imagination.

8) **Transparency**. Foster openness and sharing of visions, thoughts, and feelings among stakeholders.

9) **Stewardship**. Encourage considered and ethical management of human and natural resources.

10) **Balance**. Seek harmony between the needs of people, planet and profit; short, medium and long term.

PERSONAL

PROFESSIONAL

ORGANISATIONAL

SOCIETAL

From an RPM Manifesto to enabling Responsible Transformation …

Towards a definition of 'Responsible Transformation' …

"Responsible transformation describes a broad set of imperatives and activities aimed at profoundly altering an organisational context and its prevailing culture, including mindsets and behaviours, in radical and sustainable ways to benefit individuals and organisations as aligned to the wider interests of society and the planet".

HUH?

Six Core Elements of Successful Transformation (Lockwood, 2023)

#1 - Strategic Alignment

#2 - Change Management

#3 - Cultural Change

#4 - Process Improvement

#5 - Technology Adoption

#6 - Continuous Monitoring and Adjustment

See also:
https://thetransformationleadershub.com/

#1 - Strategic Alignment

- Overall strategy and goals
- Purpose, objectives and outcomes (outputs)
- Aligning portfolio of change initiatives to strategy

- <u>Include</u> the <mark>"responsible WHY"</mark>
- Benefits and KPIs to include the RPM principles
- e.g. low energy infrastructure for data centres
- e.g. regulatory compliance, cost reductions, etc.
- *Mainly the strategy and change management folk*
- Top down and bottom up alignment *(+ delivery folk)*

#2 - Change Management

- Critical to the success of transformation
- Identify and manage resistance to change
- <u>Communicate</u> the vision/benefits of the transformation (WIIFM)
- <u>Engage</u> all stakeholders in the process

- *Mainly the change management folk, but will involve other folk as required*
- Prepare for and manage transition, which should also consider <mark>more responsible ways of working</mark>
- Bring people on board - peer advocates and champions

#3 - Cultural Change

- Either supports or hinders overall success
- Supports <u>business sustainability</u> of a transformation, responsibility is therefore integrated not an add on
- Promote innovation, collaboration, continual improvement – evolution vs. revolution?

- *Mainly led by strategy folk, but all folk (should be) involved in this endeavour*
- Difficult to measure until after the transformation, intended benefits – "good, or good enough?"
- <mark>Opportunity to embed</mark> revised principles, policies, practices, processes and organisational values

#4 - Process Improvement

- <u>First</u> streamline and optimise business processes, <u>then</u> technology enables this – is this specifically the 'digital transformation' piece?
- Identify areas for improvement
- <mark>Create new processes</mark> that support transformation objectives e.g. "more productivity for less cost and effort"

- *Mainly delivery folk, working with change folk*
- Process maps, target operating models, benefits

#5 - Technology Adoption

- Critical enabler of success
- <mark>Right tech, right reasons, right skillsets</mark> to get benefits, integrated into processes/culture
- Technology of itself is not the solution (go back to the WHY), could create additional problems

- *Mainly delivery folk, supported by other folk*
- Physical space, energy consumption, data centre emissions, toxic materials/supply chain, water, pollution, waste avoidance and management, etc.
- Cybersecurity, resilience, recovery, virtualisation, etc.

#6 - Continuous Monitoring and Adjustment

- Ongoing process, must continuously monitor and adjust, identify areas for improvement
- Regular progress reviews, but need to incorporate *Independent Assurance*
- Transformation still aligns with strategy and goals?
- Avoids: delays, reduced benefits, cost overruns
- <u>Builds confidence</u>, can also change direction

- *Mainly strategy and delivery folk*
- "Are we nearly there yet?" – jigsaw, big picture

ACTIVITY - Transforming Irresponsibly: Can You Think of Examples?

- Horizon IT Project for the Post Office
- European Super League
- <Insert your own example here>

Who should be held <u>accountable</u> for this?

What <u>could</u> have been done differently?

Did anything <mark>good</mark> ultimately come from this?

(Zoom Rooms)

Professionalism in P3M+

"Professionalism is the application of expert and specialised knowledge within a specific field and the acceptance of standards relating to that profession".

Definition from the APM Body of Knowledge (APMBoK), 7th Edition, p.214

- APM … Chartered Project Professional (ChPP)
- BCS … Chartered IT Professional (CITP) … etc.

BCS as a Professional Body

- *Supporting careers* – *we provide professional development pathways and opportunities.*

- *Sharing expertise* – *we inspire innovation through knowledge sharing and collaboration.*

- *Improving education* – *we empower people of all ages with the right computing skills and understanding.*

- *Influencing practice* - *we work with industry and education to shape policy and practice.*

- *Driving standards* - *we raise the levels of professionalism and performance across IT.*

- *… 'making IT good for society'.*

(BCS Group Annual Report, Aug 2022)

CPD for the 'ethical IT professional' - https://develop.bcs.org/mod/scorm/

The BCS Code of Conduct

1) You make IT for everyone.

PUBLIC INTEREST *(SOCIETAL?)*

You shall:

1. Have due regard for public health, privacy, security and wellbeing of others and the environment;

2. Have due regard for the legitimate rights of third parties;

3. Conduct your professional activities without discrimination on the grounds of sex, sexual orientation, marital status, nationality, colour, race, ethnic origin, religion, age or disability, or of any other condition or requirement;

4. Promote equal access to the benefits of IT and seek to promote the inclusion of all sectors in society wherever opportunities arise.

The BCS Code of Conduct

PROFESSIONAL COMPETENCE AND INTEGRITY   *(PERSONAL?)*

You shall:

1. Only undertake to do work or provide a service that is within your professional competence;

2. NOT claim any level of competence that you do not possess;

3. Develop your professional knowledge, skills and competence on a continuing basis, maintaining awareness of technological developments, procedures, and standards that are relevant to your field;

4. Ensure that you have the knowledge and understanding of legislation and that you comply with such legislation, in carrying out your professional responsibilities;

5. Respect and value alternative viewpoints and seek, accept and offer honest criticisms of work;

6. Avoid injuring others, their property, reputation, or employment by false or malicious or negligent action or inaction;

7. Reject and will not make any offer of bribery or unethical inducement.

The BCS Code of Conduct

3) Respect the organisation or individual you work for.

DUTY TO RELEVANT AUTHORITY   *(ORGANISATIONAL?)*

You shall:

1. Carry out your professional responsibilities with due care and diligence in accordance with the relevant authority's requirements while exercising your professional judgement at all times;

2. Seek to avoid any situation that may give rise to a conflict of interest between you and your relevant authority;

3. Accept professional responsibility for your work and for the work of colleagues who are defined in a given context as working under your supervision;

4. NOT disclose or authorise to be disclosed, or use for personal gain or to benefit a third party, confidential information except with the permission of your relevant authority, or as required by legislation;

5. NOT misrepresent or withhold information on the performance of products, systems or services (unless lawfully bound by a duty of confidentiality not to disclose such information), or take advantage of the lack of relevant knowledge or inexperience of others.

The BCS Code of Conduct

4) Keep IT real. Keep IT professional. Pass IT on.

DUTY TO THE PROFESSION   *(PROFESSIONAL?)*

You shall:

1. Accept your personal duty to uphold the reputation of the profession and not take any action which could bring the profession into disrepute;

2. Seek to improve professional standards through participation in their development, use and enforcement;

3. Uphold the reputation and good standing of BCS, The Chartered Institute for IT;

4. Act with integrity and respect in your professional relationships with all members of BCS and with members of other professions with whom you work in a professional capacity;

5. Encourage and support fellow members in their professional development.

Engineering Council: Statement of Ethical Principles and UK-SPEC (Competence Framework)

- Umbrella UK body that offers qualifying professional associations a register for their members holding Chartered Engineer (CEng), Incorporated Engineer (IEng) or Engineering Technician (Eng*Tech*, ICT*Tech*) designations.

- BCS is licensed to award these designations but must **comply with specified requirements** for its Code of Conduct and membership expectations.

- *Honesty and Integrity*
- *Respect for Life, Law, the Environment and Public Good*
- *Accuracy and Rigour*
- *Leadership and Communication*
- See also: www.engc.org.uk/professional-ethics

Converging Mindsets: Moral, Ethical and Transformative

- Dilemmas … shades of grey?
- Right and wrong … or R&MR, W&MW
- The 'Principle of Least Harm'
- The slippery slope
- Do unto others as …?
- Does it 'feel' right? Can I sleep at night?
- A moral compass? Values, faith and behaviour …
- Stewardship and activism e.g. Climate Change, BLM, Me Too, Social Justice, Equity and Inclusion
- Denial, evasion and ambivalence = SEP?
- Culture, personality and professionalism
- *Focus on the WHY not just the HOW or WHAT …*

Reflective and Reflexive Practice

Reflective Practice is about actively and continually thinking about the way you work, exploring the way that you work and understanding how you feel about things.

Thinking, values, feelings, understanding, exploring, analysing.

Reflexive Practice builds on reflective practice to put a focus on why and how you would normally respond to a given situation in relation to others, better understanding the underlying cause and effect, and then to connect your values, feelings and the perspectives of others to beneficially improve both your environment and practice.

Attitudes, thought processes, assumptions, prejudices, habitual actions.

COMPETENCE: Considering diverse perspectives clearly helps in becoming a responsible project practitioner.   (Week 1)

Responsible Practices
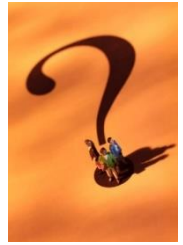
- Are <u>you</u> being responsible in enabling transformation?

- Why, when and how should those operating in this space <u>become</u> more 'responsible' and/or 'accountable'?

- From your learning and experience, what are the key activities required in the transformational <u>leadership</u> of strategy, change and delivery and how can these be integrated with the 'responsibility principles'?

- Towards <u>better</u> transformation: how can you (personally, professionally, organisationally, societally) make a bigger difference in what you do and how you do it?

Final Thoughts: Challenges …

- ==Agreeing the WHY== – desired outcomes and focus?

- Mindsets - model outcomes from the top – create the passion for responsible change, ultimately supports the transformation journey

- Resistance - *busy fools, workarounds, TTWWDI, not my problem, chasing windmills, greenwash and blah*

- Innovation – new approaches + creative solutions

- People, planet, prosperity … within a circular economy?

Final Thoughts: Opportunities …

- Is there a <mark>Milestone Plan</mark> including activities of key folk involved in transforming responsibly?

- Does the transformation environment enable responsibility, sustainability and ethical/professional values to be fully integrated? (= Governance and Assurance)

- Do we have alignment of Environment, Social, Governance (ESG) frameworks and Sustainable Development Goals (SDG) in order to understand the IT sector's impact for continuous improvement – *metrics, CSFs, KPIs, IRs, risks, assets, capabilities, RoI, etc.?*

- How do you eat an elephant <u>responsibly</u>? Not EEAAO!

We Covered …

- What is transformation and who is involved? Why should those involved with IT-enabled business change become more 'responsible'? *RPM imperatives, RT definition and folklore …*

- The key activities required in transformational leadership of strategy, change and delivery and how these integrate with the 'responsibility principles'. *Technology as an enabler …*

- BCS codes of conduct and how they influence the actions of professional body members – *Are these enough or too much?*

- Moral, ethical and professional standards – why and how they matter in terms of converging mindsets. *Control and influence …*

- Towards better transformation: how session participants can make a bigger difference in what they do and how they do it. *Reflexive …*

Further Reading

- APM Responsible Project Management Webinar: https://www.apm.org.uk/news/responsible-project-management-webinar/ (accessed 28/2/23)

- AHU University (2020), 6 Ethical Issues in Healthcare in 2020, AHU Blog, https://online.ahu.edu/blog/ethical-issues-in-healthcare/ (accessed 28/2/23)

- BCS ICT Ethics Specialist Group: https://www.bcs.org/membership/member-communities/ict-ethics-specialist-group/ (accessed 28/2/23)

- Brown, A.; (2023): What is Digital Transformation?, https://www.bcs.org/articles-opinion-and-research/what-is-digital-transformation/ (accessed 14/3/23)

- Major Projects Association (2018): https://majorprojects.org/resources/a-guide-to-responsible-project-management/ (accessed 28/2/23)

- Milmo, D.; (2021), Mark Zuckerberg hits back at Facebook whistleblower claims, https://www.theguardian.com/technology/2021/oct/06/mark-zuckerberg-hits-back-at-facebook-whistleblower-frances-haugen-claims (accessed 28/2/23)

- Peachey, K.; (2022), Post Office scandal: What the Horizon saga is all about, https://www.bbc.co.uk/news/business-56718036, (accessed 28/2/23)