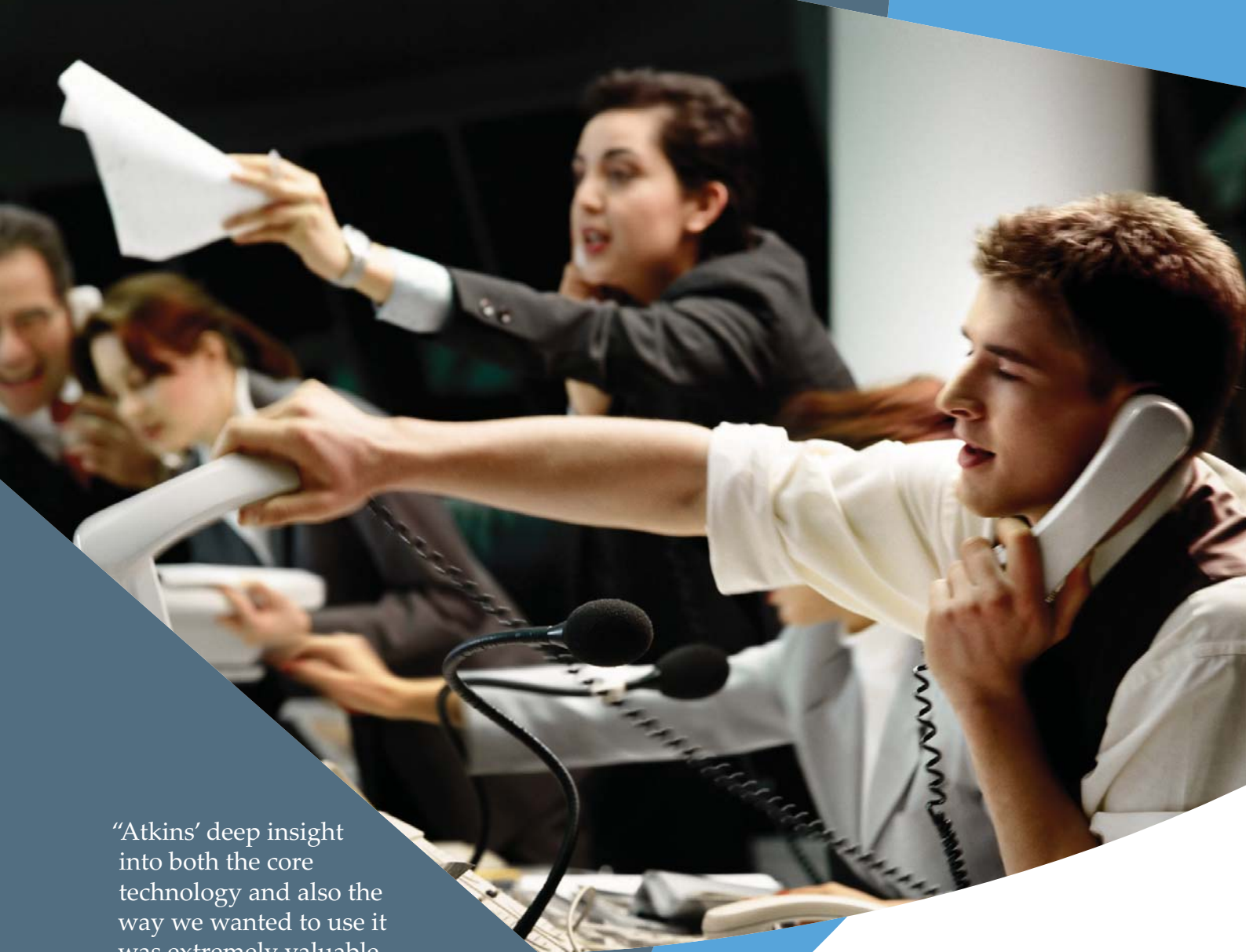


(e)extra

ATKINS



“Atkins’ deep insight into both the core technology and also the way we wanted to use it was extremely valuable... we now have a system that supports our business admirably.”

Mark Hill  
Technical Infrastructure Manager  
CLS Services

## Risk and Reward in the Workplace

Plan Design Enable

# Risk and Reward in the Workplace

It is well documented that if you adopt leading edge technology, customise it to meet complex business requirements with 'five nines' (99.999%) reliability and demand rapid delivery you are almost bound to run into trouble and pay dearly for it.

Atkins has specified, procured and managed delivery of such projects with a 100% success rate.

Why would anyone repeatedly undertake such challenges? And how do you make it work? Much of this work is done in the City trading environment where:

- Speed of execution in rapidly moving markets differentiates those who make money from those who lose it
- Technology evolves in months rather than years, so the pace of change demands leading edge implemented quickly to keep our customers ahead of the pack in order to ensure positive return on investment
- Traders have individual requirements for customised configurations
- Lost minutes of downtime can have impact counted in £millions
- Institutions are prime targets for security attacks, both physical and electronic, whose impact can be counted in £billions

Often our work is stimulated by a relocation, which is the trigger for a forward looking review of operations and a step change in technology.

## Challenges

The particular challenges that we and our customers face in building and operating advanced technology infrastructure for the workplace include:

- **Programme Delivery**
  - Designing a building and infrastructure to meet the needs of an organisation for the next 5 to 10 years – meeting the immediate

needs at minimum cost, while looking ahead to make sure it can be adapted as needs develop and technology evolves

- Rapid deployment of cutting edge (sometimes unproven) technology – at the same time as the building goes up around it
- **Transition**
  - Rapid transition of staff to operate effectively with new technology – with minimum scope for downtime and lost revenues
  - Convincing the wider user community of the value of new technology and educating them on how to gain value from new services
- **Service management**
  - Ensuring that the investment in infrastructure is translated in to real business benefits – maintaining security, reliability, business continuity and meeting demands for rapid delivery of new services as the business needs change

## Programme delivery

Relocation provides a particularly high risk environment for a project because of the combination of the imperative for speed to commission new facilities, the use of often untried technology and doing all of this on what is effectively a building site. Risk management is at the top of the programme manager's agenda to address issues such as:

- **Complexity of services**
  - Since the birth of automated trading, voice systems with total



reliability and instant response have been key to operations. But as IP telephony and Unified Messaging have developed, the technology has become much more complex, involving a wide range of interacting systems. Another of our projects involved the first ever converged voice and data networks for a trading application and a key focus for risk management was meeting performance targets with technology that was not proven in operational service

- **The building site**

- We have dealt with some or all of late delivery of the building, flood and fire. Recent projects have overcome delivery of 600 faulty PC's two days before go-live and 15km of defective cabling

- **Scope change**

- As we all know, not ideal – but in a fast moving business, things change in the duration of an 18 month programme: changing business direction, changing technology

**“Much of this work is done in the City trading environment where speed of execution in rapidly moving markets differentiates those who make money from those who lose it.”**

“We’ve learnt that a team of ‘people people’ delivers better results than pure technologists and managers, and so our team profile reflects a strong emphasis on the softer side of project and programme management.”



## Managing the transition

While the problems of technology and buildings might seem to pose major risks, we all know that once people get involved, it all becomes really complicated. At CLS Services we worked closely with the bank to select and implement a new VoIP system and the quote on the cover of this newsletter reflects the fact that the technology really was secondary to the needs of users and the business process. We have some rules of thumb for dealing with people and process issues:

- Understand the relationships between systems, users and the delivery of a service
- Manage the operational stakeholders as much as business users
- At least 10% of project effort should go into transition planning

## Service management

The convergence of computing, communications and media and their integration with the building, wireless and internet creates a level of complexity beyond the comprehension of the business ‘user’ and has increased expectation of service levels and response times. So we find that our role no longer ends with the commissioning of ICT infrastructure but must follow through into delivering the benefits from investment.

What we used to call a ‘relocation’ or technology refresh is now about:

- Helping business implement new ways of working
- Taking advantage of change to put in new processes
- Using new services not new systems
- Delivering improved performance from Day 1, not Day 100

## Conclusion

So how come we succeed where many lower-risk projects fail?

### 1. Clarity

New technology services must be aimed and delivered with rifle-like precision to address specific business needs. Without this focus there is no way to prioritise and manage the risks in a way that will ensure the project meets the expectations of the business.

### 2. Experience

We are an experienced company employing highly skilled people. We have managed our way through just about every conceivable problem situation. This, together with our clarity of thought and attention to detail means that we always find an acceptable solution to any problem thrown at us.

### 3. People

Our technology projects are actually all about people. The impact of new services is only tangible when it affects people’s working lives and we approach every issue from this end-user perspective. Equally, delivering technology requires us to create a team with the right blend of skill, experience and attitude. We’ve learnt that a team of ‘people people’ delivers better results than pure technologists and managers, and so our team profile reflects a strong emphasis on the softer side of project and programme management.

### Atkins Management Consultants

Saddlers House  
44 Gutter Lane  
London  
EC2V 6BR  
Telephone: 020 7121 2719

[mcsolutions@atkinglobal.com](mailto:mcsolutions@atkinglobal.com)  
[www.atkinsmc.com](http://www.atkinsmc.com)

# ATKINS