

Lessons from London 2012 - Pushing the boundaries of programme leadership



Sunday 9 September 2012

- The Paralympic flame is extinguished and people across the world witness the end of an outstanding summer of sport.
- The UK has successfully delivered the greatest show on earth and rediscovered a sense of national pride and confidence.
- And with a major programme of capital investment, the Games has provided a much needed boost to economic recovery, which continues as legacy plans are realised.

This success was never in doubt, was it?

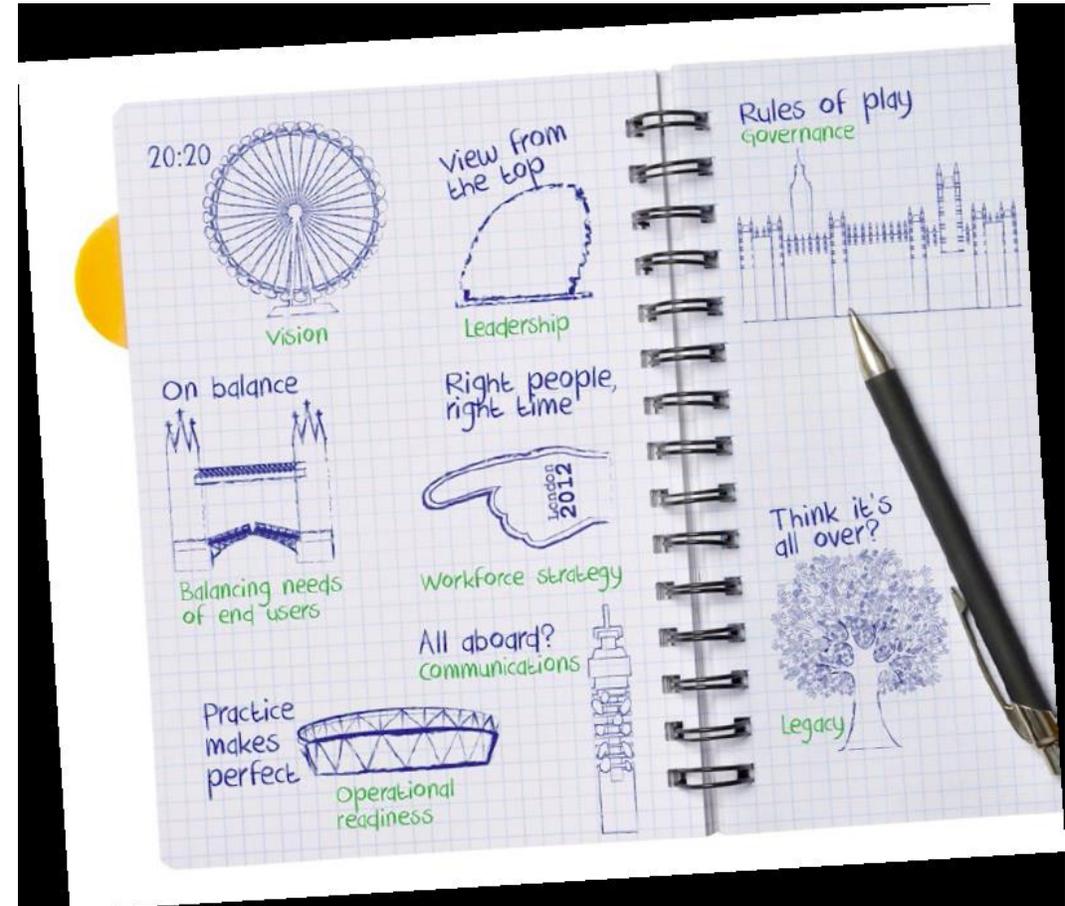


London 2012 - A unique event in size and scale

- 10.8 million tickets
- 26 Olympic sports in 34 venues
- 20 Paralympic sports in 21 venues
- 10,500 Olympic athletes
- 4,200 Paralympic athletes
- £6 billion procurement.
- 20 million trips on public transport.
- 20,000 accredited media
- Equivalent of staging 46 World Championships simultaneously

The Inside Track – London 2012 playbook

- Vision
- Leadership
- Governance
- Balancing needs of end users
- Workforce strategy
- Operational readiness
- Communications
- Legacy



20:20 - A clear, single vision is essential to unify stakeholders from conception through to final delivery

Key insights:

- **Set a bold vision** which captures hearts and minds, use this to appeal broadly and reconcile differing interests
- Make the vision **achievable** – It needs to be translated into objectives and commitments, which can be executed by all stakeholders
- **Avoid being distracted** by unnecessary KPIs and complex measurement systems
- Be **consistent** in communicating the vision – the message will evolve as the programme develops, but keep it true to the original vision

“Delivery of the Games, unlike some of the proposals to upgrade UK infrastructure, continued with a cohesive vision and according to plan under three Prime Ministers, three mayoral terms and dozens of ministerial and local government changes. A bold and ambitious infrastructure vision must be resistant to political change and stand the course of time, in the same way as London 2012.”

Tim Parr, Partner, Programme Leadership

Leadership

– Different leadership styles are needed: to engage and inspire people to push beyond their personal best, take ownership of delivering the vision and focus relentlessly on deliver

Key Insights:

- Appoint Leaders who have a **genuine passion** for the project, as well as the necessary technical skills and experience
- Use the vision to **unite leaders** across partner organisations, put politics aside and focus on delivery
- Build a team with **diverse experience and backgrounds**
- Encourage and **invest in leadership potential** – senior management should look for their junior counterparts to display strong leadership

“London 2012 continued to reverse a trend in Olympic Games planning first bucked by Vancouver 2010 – their CEOs lasted the full duration of the seven year project and no Executive Director departed before the Games. This stability within the leadership gave the organisation and its partners confidence, helping avoid distraction from what really matters.”

Heather Hancock, Lead Partner, London 2012

Governance

– Turning the vision into reality requires collaboration and difficult decisions – effective governance forums can provide structure and stability to support this, but must evolve across the lifecycle

Key Insights:

- Consider how **governance models** need to evolve over time – the right model at the beginning of the project will almost certainly not be effective at the end
- Maintain clarity on **spans of control**, their limits and escalation routes
- **Communication** of decisions is as important as making them

“In the early days, LOCOG made less frequent, though high impact and strategic decisions, which set the direction and tone for years of activity. Hence it was important to take time and involve many parties to ensure the decisions were correct. However, in the last few months before the Games, hundreds of operational decisions were made each day and the speed of decision making became vital. Governance forums evolved to match this changed emphasis and decision-making authority was cascaded throughout the organisation”

Simon Dixon, Partner, Programme Leadership

Balancing the needs of end users – Leaders need to develop teams across the project who can interpret, prioritise and manage end user requirements to lock down scope and minimise disruption across the lifecycle

Key Insights:

- Understand the **end user perspectives** at the outset, maintain a consistent focus, but keep a check on passionate ‘client owners’
- **Avoid surprises** further down the line by **including operational people** who understand all user groups across the full project lifecycle

“LOCOG played a key role in translating a myriad of often competing user requirements into a clear articulation of the scope of the project. Time invested by the Olympic Delivery Authority in challenging these requirements, then properly understanding and locking down scope created the stability required to manage cost and deliver the infrastructure effectively and to time. This approach helped to transmit confidence further down the supply chain and provided assurance to stakeholders”

James Graven, Partner, Deloitte Real Estate

Workforce strategy – Building a skilled and agile team, within the right structures, is essential to drive progress and respond to the evolving nature of the project

Key Insights:

- **Encourage mobility** within the project to **obtain more value** from the best talent and enhance careers.
- Align **performance management** with the pace of the project. It should facilitate the promotion, reward or removal of people as appropriate.
- Where practicable, consider **recruitment from non-traditional sources**: school leavers, voluntary positions and placements can increase the pool of available resource and reduce cost.
- Plan from the outset for **changes in phase**, in particular dissolution to re-size the asset and people base

Operational readiness – A comprehensive programme of readiness activity is critical to manage risk and build confidence in the transition to operations

Key Insights:

- Learn from testing – **allow time to re-visit your plans** with the benefit of learnings. Then refine and test them again!
- Use readiness activity to **build confidence** at all levels – include an appropriate focus on the routine activities as well as crisis scenarios through simulations in a **risk-free environment**
- Consider **including members of the public** in providing trials to enhance the realism of testing and create advocates for the project

“Over 18 months, LOCOG conducted over 450 scenario based table-top exercises and 120 real-time simulations for their people and partners to practice every aspect of the Games operation. Over 4,500 people from 120 partner organisations participated in the final Games-wide exercises. Critically, this programme started earlier than on most other projects, giving London 2012 the chance to test incrementally as capability developed”

Communications

– The way goals and successes are communicated can engage people along the journey, and help to turn public scrutiny into an asset

Key Insights:

- Keep communications **clear and simple**.
- Consider whether special organisational structures are needed to integrate messages across **multiple partners**.
- Use current **technology**, but make sure it's fit for purpose.
- Be **proactive** in correcting inaccurate messages

During the Olympic Games there were:



Legacy – Anticipate and plan for the whole life use of major assets – focusing only on launching the operation risks failure to meet long-term objectives

Key Insights:

- Be **realistic about when benefits** will start to be seen – failure for capital projects can be achieved on Day 1, but success takes a lot longer.
- Be clear on the long-term objectives, but **promote flexibility** in how they are achieved.
- Put operational and legacy teams in place early – for other projects it may also be appropriate to **consider a staged transition** in place of a ‘big bang’ handover.

“For me, the London 2012 vision is about buildings, about people, about sport and about the economy, about legacy and inspiration for the future – and I want us to break records on every one!”

David Cameron, UK Prime Minister

Transforming the Organising Committee -

Our support for LOCOG

- The London 2012 team soared to **200,000 people**, then back to double figures in record time.
- Equivalent to building a **FTSE 100 company** and dismantling it again in just eight years.
- Deloitte were fundamental to **successful delivery** across many areas including:
 - Finance
 - Procurement
 - Logistics
 - Technology





IT'S THE ORGANISATIONAL EQUIVALENT OF A TRIPLE BACKWARD PIKED SOMERSAULT WITH TWIST.

During summer time, the team staging the greatest show on earth will see 200,000 people, then drop down again to double figures in record time. Equivalent to pulling an FTSE 100 in the matter of building, which is the equivalent of building a FTSE 100 company and dismantling it again in just six years. Also contributing to the organization design, structure to remuneration and dissolution, it's a once-in-a-lifetime act of organization and we couldn't be prouder of our role.

Find out what else Deloitte is doing to help make the games happen: www.deloitte.co.uk/london2012

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