

The Natural History Museum Change Management

In brief:

- The Natural History Museum wanted to change its culture to be more business-like while still retaining high customer satisfaction.
- Alexander managed a programme of change to give them the capability to deal with increased customer demand while maintaining the quality of the visitor experience.
- As a result of the project, there was a total redesign of the organisation, jobs and work practices within the museum's galleries and departments, which resulted in increased efficiency levels and a considerably greater focus on service delivery.
- They also developed a project introduction and management process for designing and delivering projects and special exhibitions that are commercially and operationally effective.
- The Museum now also has a methodology, based on SERVQUAL, to evaluate the quality of the visitor experience and improve the way the service is delivered.



Think with us ...

If you're reading this, then you're probably just like us, always curious about new ways of working.

The aim of our case studies is to promote sharing of knowledge and from it **thought leadership**. We hope this study helps you think through and explore some of the issues we now face.

Your questions and feedback are welcome.

Call us on 023 8022 5020 or email kay.bocock@alexander-ecc.com.

Case Study

The Natural History Museum is responsible for the world's finest collection of over 70 million natural history specimens. Their aim was to radically improve the quality of access to the specimens by broadening the range of programmes and improving facilities.

With changes in government funding, the Natural History Museum was striving to create a more customer-focused service and develop the skills necessary to survive in a more commercial environment. The advent of 'free entry' meant visitor numbers leapt to 20,000 a day and 2.8 million per annum.

Alexander completed a major change management project to develop the capability and flexibility to cope with the increased demand while maintaining the quality of the visitor experience.



Case Study

“

“The focus of activity that was generated has brought about considerable cultural impact within the Museum. This has resulted in a gradual process of osmosis, bringing change steadily and progressively through the organisation. Combined with other initiatives, we believe that the Museum is and will become a much smarter and more business-like organisation over the next year or two”.

Deirdre Candlin, Director of Visitor & Operational Services

”

Alexander formed a task group made up of staff from across the museum, which was key in the implementation of improvements. They also provided the museum with a resource for other change management projects.

The project delivered:

- A total redesign of the organisation, jobs and work practices within the museum’s galleries and departments, resulting in increased efficiency and a considerably greater focus on service delivery.
- The development of a project introduction and management process for designing and delivering projects and special exhibitions, which are commercially and operationally effective.
- The development of a methodology, based on SERVQUAL, to evaluate the quality of the visitor experience and improve the way the service is delivered.
- A resource, in the form of the task force, which can help the Museum with other change management projects.

As Deirdre Candlin, Director of Visitor & Operational Services, said:

“The staff that were directly involved in the task force and developed by you have been another important success story. These individuals have demonstrated increased confidence, professionalism and motivation as a result of the project and are pushing their peers to think in very different ways.”

Alexander is a leading independent change management consultancy that specialises in strategy, performance management and improvement.

For further information, please contact Kay on 023 8022 5520 or email kay.bocock@alexander-ecc.com.

Alexander People - what we believe

Alexander people are business people who are passionate about public services. We take what's good from the private sector and shape it to meet the demands and challenges of public service. So when we look at the world and see what's wrong, our instinct is not to complain about it, it's to do something about it. This means that, when we look at our own company, we don't just look at its performance as a business; we look at the difference we make to changing public services and society for the better.

The people who manage and deliver public services today face huge challenges. They deserve someone to think with and people who can help to do the things they haven't the capacity to do themselves.

That's why we **engage** and connect with the people at all levels in public services who face these challenges.

Then we help them **challenge** the way things are.

So that they can deliver real **change** for the better.

That's what we do: **Engage. Challenge. Change.**

There's a belief that, without a profit motive, there isn't enough to drive public services to be better. We say that the stakes couldn't be higher. For people who work in and with public services, if we fail, society fails. **We believe this is the most powerful driver there is.**

Alexander People - what we do

We work with...

Alexander works with people & organisations in the public sector, including:

- District Councils
- Unitary Authorities
- County Councils
- Housing Associations
- Police Services
- Health Services

If you'd like to talk about how we can help you, call us on 023 8022 5520.

Buying Solutions Framework

Alexander is a member of the CPC Consortium. The consortium enables current and new clients to procure Alexander's services with the assurance of best practice procurement, quality assurance and agreed best value pricing regimes.

Framework ref:

RM662/L6 - Local Gov.
RM662/L5 - Health.

Knowing where to go and how to get there

- Strategic & organisational review and diagnosis
- Shared vision
- Transformation strategy
- Transformation blueprint
- Stakeholder engagement
- Change readiness
- Communications

Delivering customer value with less resources

- Lean Systems Thinking
- Service transformation, design and improvement
- Shared services
- Function and service reviews
- Options appraisals and business case development

Enabling change to happen

- Programme and project management
- Change Management and benefits realisation
- Building capacity to change
- Skills and knowledge transfer

Making change sustainable

- Leadership development
- Management development
- Continuous improvement strategy and culture
- Skills and knowledge transfer

Alexander - contact us

Telephone 023 8022 5520

Email talktous@alexander-ecc.com

2 City West
Millbrook Road East
Southampton - SO15 1HN