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Innovation Partnership Program Proves Talent Matters when You're Improving the Organization

Contributed by Matt Craig and Mark Pinkster, BNY Mellon

BNY Mellon is a recognized global leader in improving technology management practice, and recently completed an 18 month research study – the Innovation Partnership Program, or IPP– which sought to uncover how good we are at organizational improvement, and how we can get better.

Members of the research team include Mark Pinkster and Matt Craig, of BNY Mellon, and Anna Browne, Laura McQuillan and Louise Veling, from the Innovation Value Institute (IVI) community. This initiative was sponsored by BNY Mellon's CIO, Suresh Kumar, and Joe Duffy, Head of BNY Mellon in Ireland.

By engaging with representatives and leaders from their improvement teams, and integrating a large body of academic and industry knowledge, BNY Mellon's research provided clear keys to success, and provided methods to overcome many of the difficult obstacles in the path of improvement success. BNY Mellon's experience underscores how important it was and still remains, to have engaged and talented people involved. Talent really does matter.



The research team: Mark Pinkster, Louise Veling, Anna Browne, Laura McQuillan, Mattias Craig

"In my experience as the program leader for our capability excellence efforts, I have consistently seen the difference that engaged, passionate, and talented leaders and individuals can make in the success of our efforts to improve the organization," said Craig. "Everyone has expertise and experience, which when shared with others and embedded into improved organizational practice, can make a great positive difference for a significant number of people."

Two members of BNY Mellon's research team offered their candid perspectives demonstrating how diverse global team members can, and do, contribute to BNY Mellon's success with IT-CMF.

Mark Pinkster's Story	The IVI Perspective – Anna Browne and team																
<p><i>It was late 2014, IT in the bank was changing. IT-CMF (IT Capability Maturity Framework) was one of the buzzwords circulating around CTS, being the framework that Suresh had selected to measure IT practice maturity and improve the business value we deliver.</i></p> <p><i>But what did it mean to me, a technology employee in Ireland, far away from the bright lights of New York and Pittsburgh? So when Matt Craig, Head of Performance and Value Management, approached me about a research project looking at IT-CMF-related capability improvement, I considered saying either...</i></p> <ul style="list-style-type: none">• “No thanks.” - it looked like too much hard work and I have enough on my plate, or• “Sure, why not?” - this looked like a good opportunity for me to get involved. <p><i>I said yes and what followed was 18 months of recurring meetings, workshops, planning and off site get-togethers.</i></p> <p><i>So was it worth it? Absolutely!</i></p> <p><i>Why? I felt part of something that can make a difference and we created a pretty good improvement model to boot. I was able to work with the research team to pilot the tools we created, to address the challenges we were having in EMEA, and get the teams involved in influencing improvement.</i></p> <p><i>We worked on developing a concept to measure the maturity locally, and provided improvement tools that the teams here could use. Now we have empowered engineers that volunteered to participate in, and even lead, improvement teams, and we are harnessing this energy. Those teams are cross regional, so we can see many opportunities for fruitful collaboration.</i></p> <p><i>We are all busy, but we need to take time out of our daily grind and do something different. I highly recommend looking for an opportunity to get involved in something that inspires, excites or challenges you. It can keep work fresh and doesn't harm your PMP reviews either!</i></p>	<p><i>Our research project took an engaged research approach, and working with Mark, Matt and others throughout BNY Mellon demonstrated the power of that engagement to deliver solutions relevant to the local team, to BNY Mellon globally, and to other members of the IVI community.</i></p> <p><i>Everyone that we approached was willing to engage and be open with us, so we were able to gather rich and insightful data. That data told us of the absolute centrality of people to the process of improving capability:</i></p> <ol style="list-style-type: none">1. That buy-in is essential to the success of any change2. That good communication can facilitate change3. That embedding an organizational culture of support for improvement is essential to sustaining progress and support4. That the role of the executive level is crucial to creating this culture of improvement. <p><i>While these things are easily said, they can be difficult to implement. So the model and tools that we created on the basis of that data, and on our analysis of the existing academic publications in that area, put concrete activities in place that make it possible to empower all participants in a capability improvement team.</i></p> <p><i>We then worked closely with Mark and his team to flesh out the model and add supporting tools as their need was identified in real life.</i></p> <div><p>Practice Improvement Model (PIM)</p><p>...empowering people to improve</p><table><thead><tr><th>Stage 1</th><th>Stage 2</th><th>Stage 3</th><th>Stage 4</th></tr></thead><tbody><tr><td>Vision & Engage</td><td>Measure & Focus</td><td>Collaborate & Improve</td><td>Measure & Learn</td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td>1. Create vision and objective 2. Craft vision for each stakeholder 3. Engage stakeholders</td><td>4. Identify RMC scope 5. Run online RMC survey 6. Agree improvement focus</td><td>7. Improvement workshop(s) 8. Build roadmap & benefit maps 9. Iteratively improve</td><td>10. Follow-up online survey 11. Retrospective workshop 12. Update roadmap & benefit maps</td></tr></tbody></table><p>© Innovation Value Institute 2016</p><p>PIM</p></div> <p><i>Seeing those tools being used in real life to address the challenges in EMEA and lay the path for the teams to be involved in influencing improvement validated the work that we did.</i></p> <p><i>We don't see this engaging relationship stopping here. Having built an understanding of BNY Mellon's culture, challenges, and successes, we can no doubt find other areas of worthwhile collaboration in the future.</i></p>	Stage 1	Stage 2	Stage 3	Stage 4	Vision & Engage	Measure & Focus	Collaborate & Improve	Measure & Learn					1. Create vision and objective 2. Craft vision for each stakeholder 3. Engage stakeholders	4. Identify RMC scope 5. Run online RMC survey 6. Agree improvement focus	7. Improvement workshop(s) 8. Build roadmap & benefit maps 9. Iteratively improve	10. Follow-up online survey 11. Retrospective workshop 12. Update roadmap & benefit maps
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