

# Transformation Director



## Directorate: Strategy & Transformation

### Organisational overview

Nest is a great government delivery success story. Established in 2010, Nest has been a critical pillar of the government's automatic enrolment programme, with a public service obligation (PSO) to accept any employer wishing to use the scheme to discharge their automatic enrolment duties.

From a standing start, we have delivered a high quality, low cost pension scheme, open to all, which has not only delivered on its mission, but helped to drive up standards and best practice across the industry. Now with over 12 million members, Nest is playing a critical role in helping people save for their retirement many of them low to moderate earners who may be saving for the first time and moving jobs frequently.

Nest now occupies a place in the market as a major Master Trust, a sector that has grown following the introduction of automatic enrolment and that we believe has great potential for delivering pensions to mass market consumers for many years to come, leveraging scale to offer low cost, modernised services in the context of strong Trustee governance.

To best serve our diverse customer base, it's important that Nest has an equally diverse workforce and promotes an inclusive culture. This is in line with the organisation's values and ensures that Nest is a corporation fit for the future.

### Directorate overview

Nest has a bold new purpose and an ambitious corporate strategy. Delivering against this strategy will require transformational thinking and action right across the organisation. The Transformation Director will build an enterprise capability which partners with delivery teams across Nest, makes sure we are bringing our strategy – and future strategies – to life.

This role is a critical leadership role in our new Strategy & Transformation function. This is a globally-aware, forward-looking team of professionals who push ahead, define and embed Nest's strategy and its transformational agenda. We are multi-disciplinary. We identify and resolve strategic questions which will shape the future of Nest in fundamental ways, including questions about Nest's operating model, our relationship with Government, and our role in the UK pension market.

We also own, maintain and embed a compelling, commercially successful strategy for Nest and ensure that the organisation is aligned with its goals both in terms of intent and – crucially – delivery.

We are a team which sees the big picture, asks stretching questions, challenges and collaborates, and demonstrates the confidence, curiosity and leadership to ensure Nest's purpose, vision and direction are traced into all aspects of delivery at all levels.

We also recognise that strategy isn't formulated and delivered in a vacuum. We understand and shape our external environment and bring this insight to bear on future strategy development.

## The role

This role is a new leadership role within the forming Strategy and Transformation function, and provides an opportunity to shape and mature Nest's enterprise-wide approach to transformation.

Working with Directors and leaders across the organisation, they will spearhead the translation of our vision and strategy into bold, ambitious, well-shaped and well-communicated delivery plans. They will primarily do this by establishing a transformation capability within Nest which partners with delivery teams in order to ensure that:

- We understand how our delivery plans may need to evolve; what the pipeline of future strategic delivery could/will be
- We are adapting and re-prioritising, in order to best meet the needs of our strategy

Working with the Director of Strategy, Performance and Planning, they will also make sure that we are consistently delivering in order to optimise our performance and adjust quickly in response to challenges and opportunities.

## Scope and deliverables

Key areas	Role deliverables
<b>Accountability</b>	<ul style="list-style-type: none"> <li>Accountable for ensuring our strategy (which is set by Nest's Board and maintained and delivered by its Executive) is translated into coherent, complete and well-shaped strategic delivery plans across the organisation</li> <li>Accountable for establishing a transformation capability within Nest; working within the CSTO's function and with functional leadership across the organisation to make sure that we are set up to deliver at pace, and can adapt in response to strategic change, opportunities and challenges</li> <li>Accountable for making sure transformation becomes established practice at Nest; that it is understood not as a programme, but as a set of disciplines which ensure clear and resolute focus on our strategy and equip us to solve problems when they arise</li> <li>Accountable for making sure strategic delivery plans and priorities are clear and understood by key stakeholders internally and, where required, externally</li> <li>Accountable for shaping the governance and reporting of our strategic delivery portfolio to Nest's Executive and Board</li> <li>Accountable for ensuring that Nest is able to prioritise, adjust and amend delivery plans in response to risks, issues &amp; benefits tracking</li> <li>Providing leadership across the organisation, shaping our approach to enabling strategic transformation</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Design and build of a transformation capability and function within Nest, which meets our business need</li> <li>Embedding a network of transformation skill and capability across Nest, working with stakeholders across the organisation to ensure that the right conversations are happening, that priorities are clear, and that ways of working are conducive to change</li> <li>Design &amp; challenge of the organisation's strategic delivery portfolio, including:</li> </ul>

	<ul style="list-style-type: none"><li>○ Construction and maintenance of a well-shaped, coherent portfolio and supporting plans</li><li>○ Expert risk and issue management</li><li>○ Embedding of responsive, strategic approaches to driving benefits realisation, prioritisation and trade-off management across the organisation</li><li>○ Robust strategic reporting to Executive and Board level</li><li>• Effective approaches for internal prioritisation of delivery focus and problem solving</li></ul>
<b>Relationships and autonomy</b>	<ul style="list-style-type: none"><li>• Reports to Chief Strategy and Transformation Officer (CSTO)</li><li>• Works closely with the Strategy and Transformation leadership team, plus the wider leadership community</li><li>• Is a key part of Nest's leadership community; leading by example in terms of the behaviours and ways of working which will enable transformation at Nest</li><li>• Builds an effective community with wider change colleagues; including those in change management, project management and programme management roles and functions</li><li>• Advocates for our strategy &amp; transformation internally and externally</li><li>• Builds a small, focussed, skilled team of transformation professionals who can bring the approach above to life and play a wider role in leading change at Nest</li></ul>

## Role requirements

### Experience and technical skills

The employee will be able to demonstrate the following experience and technical skills:

- › Experience of the realities of portfolio planning within an ever-shifting business environment with conflicting priorities
- › Leadership experience in a commercial, enterprise-wide context
- › Experience of leading complex delivery in cross-functional internal and external environments
- › Experience of building teams (either directly or indirectly, through matrix management)
- › Strategy skills; including designing strategic frameworks, benefits realisation approaches, and actively managing strategies as they develop and mature
- › Financial services experience would be an advantage, but not essential

### Personal attributes required

The role will require someone with the following personal attributes:

Collaboration will be key to the success of this role, we're looking for someone who can bring people together on a journey and lead through influence. This role will suit someone who:

- › Wants to be part of a changing organisation, and is able to coach and lead others through change
- › Is resilient and adaptable
- › Is creative, proactive and comfortable taking new approaches in an organisation; can lead the way & break new ground
- › Enjoys zooming in and out; can see and communicate the big picture, but has the attention to detail to see when things are going off-track, to drive actions and to adjust and adapt reporting

- › Can build communities of practice, both internally and externally and seeks opportunities to learn from other environments and apply that in new contexts
- › Unphased by obstacles and is a natural builder of the networks and relationships required to solve problems at an enterprise-wide level

Education, qualification and professional membership requirements

- › Experience and aptitude are more important than professional qualifications