

# Being future-ready: the challenge changing to new ways of working

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# Annabelle Simmons Juritz

## Head of Leadership & Management Capability – Enterprise Leadership



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### Delivering results

- Annabelle Simmons Juritz is an organisation development and design consultant currently based in HMRC and working in London.
- She specialises in systemic leadership development for executive teams, and is an experienced facilitator who has worked on many aspects of change programmes including at extremely senior (Head of the Civil Service and the Top 200), on the Whitehall innovation agenda.
- A civil servant for 27 years, Annabelle came to HMRC in 2018 to lead on DG executive team development, and the MIT Korn Ferry Enterprise Leadership Programme.
- Annabelle has undertaken whole system level development work across Whitehall in her capacity as Associate Consultant for the Cross Government Organisation Development and Design Expert Service.

### Expertise

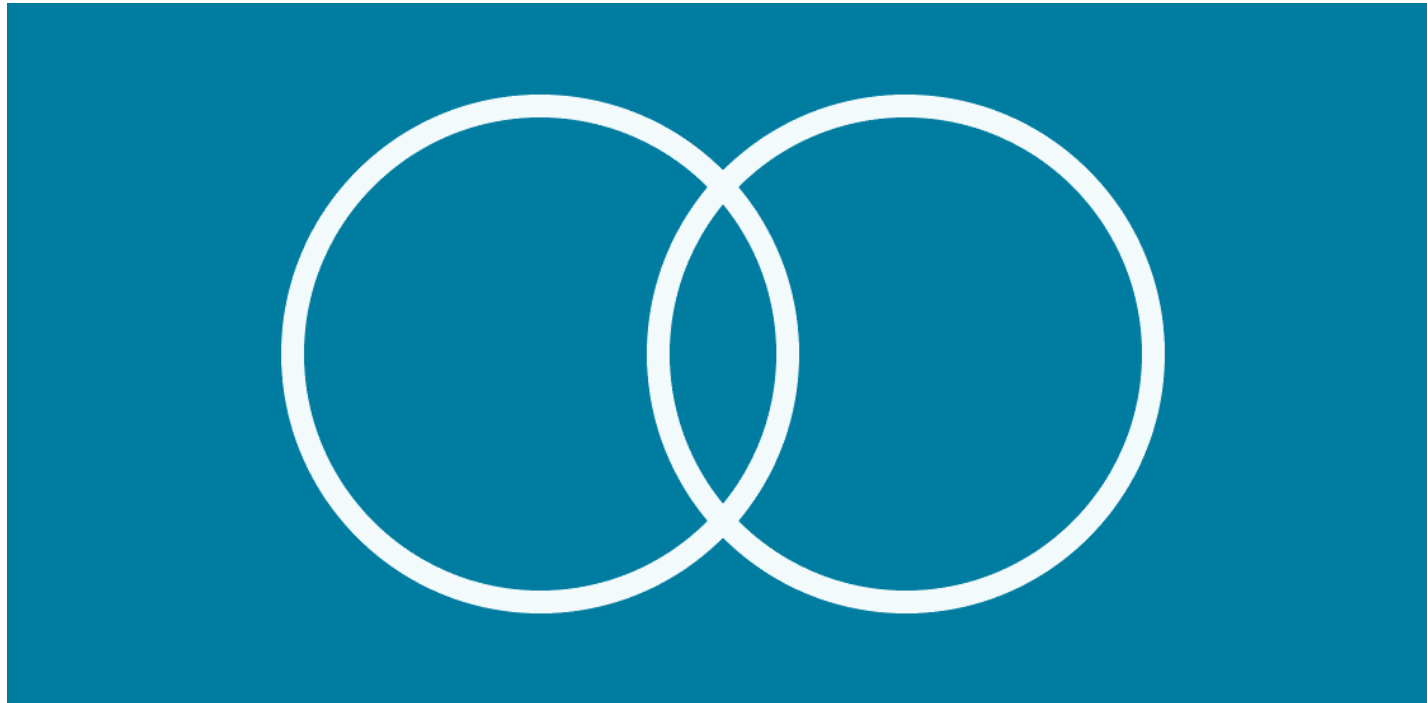
- Annabelle is interested in creating the conditions where people can build relationships that lead to successful ideas generation both within and across teams with the aim of creating better policy design and service delivery.
- She began her civil service career as a government communications professional, and has extensive experience in customer insight, user-based design, and public sector innovation.
- Most recently she has been Design Lead for HMRC's flagship SCS systems leadership programme, Leadership Within the Enterprise.
- Annabelle is a keen amateur musician and plays in a number of orchestras. She is currently studying for the MA in Creative Writing at the University of Plymouth.

### Academic and Professional background

Annabelle holds an MPhil in Social Anthropology from the University of Cambridge, together with PGCEs in Advanced Organisational Development, & Poetics of Imagination, from the University of Middlesex & Dartington College of Arts respectively. She is trained in Systemic Team Coaching and group facilitation, and a qualified MBTI and Lumina Spark psychometric practitioner. She is trained in systemic embodied coaching to advanced level.

# HMRC's Challenge

- To integrate two organisational cultures following the merger of revenue and customs.



# HMRC Legacy Structure & Culture



Vertical structure – organised in Lines of Business



Hierarchical – leadership through command and control



Siloed – little innovation.



# Being data led




## Respect at Work Review

In 2018 HMRC commissioned Laura Whyte, former HR Director at John Lewis, to conduct an independent review of what it is like to work in HMRC.



The purpose of the report was to help HMRC become a values driven and inclusive employer.



Since then work has been underway to transform organisational culture through leadership & management processes, learning, and capability building.

$$EX = CX$$



# Creating a Great Place to Work





# One core offer for managers: The Management Development Programme



In 2021 HMRC developed a new Management Development Programme, offering one comprehensive management development offer for all managers (some 10,000) across HMRC.



Since its launch, the Management Development Programme the Management Development Programme (MDP) has supported over 7,500 HMRC managers in building the confidence, skills, and capability to lead effectively



The programme focuses on the fundamentals of management practice, with a particular emphasis on leading people and change.

# Enterprise Leadership – a systems approach from 2018



A strategic and systems approach to leadership



Worked with MIT and Korn Ferry – global experts in systems leadership



Focused on building networks to mitigate the impact of vertical silo working and a compressed hierarchy.

# HMRC's Strategic Priorities 2025



Close the tax gap



Improve day-to-day performance and the overall customer experience



Reform and modernisation of tax and customs administration



Build a high-performing organisation with a skilled and engaged workforce



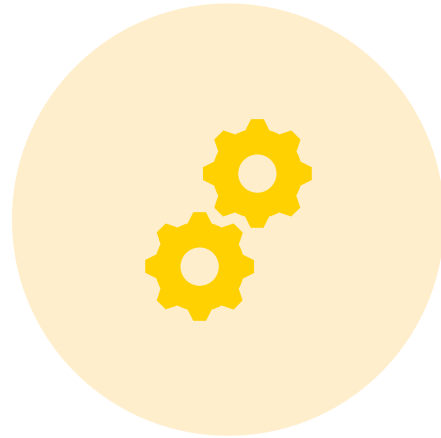
Support wider government economic aims through HMRC's work

# Moving to agile ways of working



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Putting the customer at the heart of all we do



AGILE PROCESSES



DESIGN THINKING  
PROCESSES



# Questions