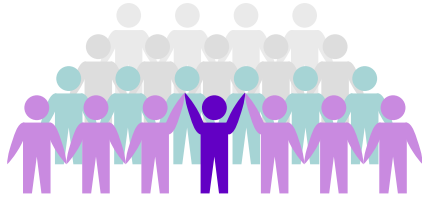


Two men met in a Costa in Alderley Edge; one asked the other if he would take on the Transformation Leader role in a large, local company. The other man, a seasoned Transformation Leader, had prepared for this question with 9 of his own, which he then asked. On hearing the answers (not all of which were 'yes'), he accepted the offer. Below are his questions.

Is there commitment at the top?



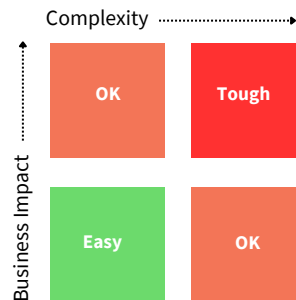
This question comes first for a very good reason - without it, nothing else really matters. Transforming an organisation takes strong, visible, committed and passionate leadership.

However tough the journey, it is this leadership that keeps the ship on course.

1

Have we the capability?

This question is aimed at assessing the difficulty of the transformation against the experience and capability of the team. If it's a tough transformation, can they handle it? If not, what is the plan?



2

Is the end-state agreed?

Defining the end-state, the way the business will work after the transformation, is absolutely necessary. It may be achieved in a few steps and it may wobble about a bit as the journey progresses, but it needs to be understood and managed.



All good journeys need a clear and agreed start, middle (transition steps) and end.

3

Can we deliver in stages?

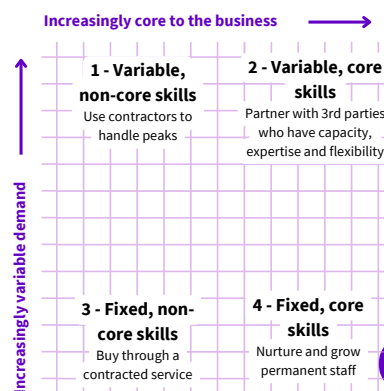
There are some transformations where it is a case of all or nothing. But in the majority of cases it is not only possible, but very sensible, to divide the work into stages, implementing in phases that allow the organisation to learn from this phase, and prepare for the next one. Beware the 'big-bang'.



4

Have we the capacity?

Often the capacity is not there, but the organisation has a clear strategy for acquiring or growing what it needs.



5

Can we show early success?



Identifying and delivering quick wins (i) helps the business case, (ii) helps to deliver in bits, not a big-bang, (iii) gives the team and stakeholders confidence, (iv) helps everyone learn more about the journey. Well worth the effort if possible.

6

Is there a compelling story?

People really relate to understanding the change journey, but especially the rationale that is behind it and the end-state that you're aiming for.



The narrative behind the transformation needn't involve princesses and fairies, it should be clear, motivating and compelling. Something for people to get behind.

7

Do we understand the risks?

All change carries risks and the first step is understanding what they are. Once understood they can be assessed, prioritised, owned and mitigation plans developed and put in place.

It's not a matter of whether there are risks, but more about whether the organisation understands what they are and is prepared.



8

Do we have the tools and process?

There is no question that we need processes and tools to help us in delivering transformation.



A mistake often made is assuming that once we have the processes, we just follow them. We might, but there are many examples of people following the process and not getting the right result.

Experience, and good answers to the other 8 questions is the basic for success. Processes and tools are necessary, but on their own, not sufficient.

9