

Transformational Change – do you have the Winning Conditions?

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Before embarking on your transformational journey, the first step is to assess whether your organization has the winning conditions to successfully transform. If you don't have these in place, don't start your journey.

Instead, invest in driving these conditions into your environment.

What are the winning conditions for transformational change?

It starts with **Committed Leadership**. Ensure the change is sponsored by the person who has recognized authority over those affected by the change.



All of the executive leadership whose organization is impacted by the change should have a defined role in the change; they should be measured and rewarded for their role in delivering on the transformational mandate.

Next a clear **Vision, Strategy and Defined Outcomes** are required.

The vision creates a beacon for the organization to aspire to, and to communicate to stakeholders what the organization will look like when the transformation is complete. It will tell a compelling story about reshaping the business, and will define clear business outcomes.

A **Comprehensive Business Case** anchors the program to the initial and continuing business justification. It captures the business reasons for change, documents the expected products, outcomes and benefits. It is a dynamic document which should be updated during each stage of the transformation or perhaps more frequently depending upon internal and external conditions, to ensure that the case for change is still valid.

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Effective Governance shouldn't be overburdening; instead it should focus on achieving the benefits and value for money. Governance should be viewed as a means to make decisions, discuss problems, and seek support.

The remaining winning conditions require **commitment** for their implementation as they won't all be put in place immediately.

Right People, Skills and Partnerships
An integrated team is required, led by the business and filled with the right skills for the change. It should be the top talent to help transform, dedicated to the task and not trying to complete the task on the side of the desk.



David Allum is a senior business transformation architect with more than 30 years of experience and a successful track record leading and architecting business change strategies and programs enabled by technology.

Invest in Cultural and Organizational Change Management

Don't underestimate the cultural shift required. Proactively plan the people change strategy and communicate early and often. Make sure people understand "what's in it for them" and why change is required.

Rigorous Project Management

Most organizations underestimate the effort that effective project management and planning requires. Time and effort spent in planning pays for itself tenfold during execution. Many large scale failures would have been avoided by investing more in this capability.

Effective Measurement and Rewards

Influence desired behaviours, performance and engagement of individuals and stakeholders through effective measurement of progress against the desired outcomes, and appropriate recognition and rewards aligned to these outcomes.

Work with your leadership team to invest in these winning conditions for transformational change. Focus your time and effort on putting these in place. In the experience of many, without them, you will be stalled in your transformation.

Chris Brennan is a highly-experienced executive with more than 35 years of experience in business and IT transformations. He has helped a broad range of organizations develop, deploy, and operate new capabilities that have a measurable transformational impact.