

Business transformation model in practice

People are key in every transformation

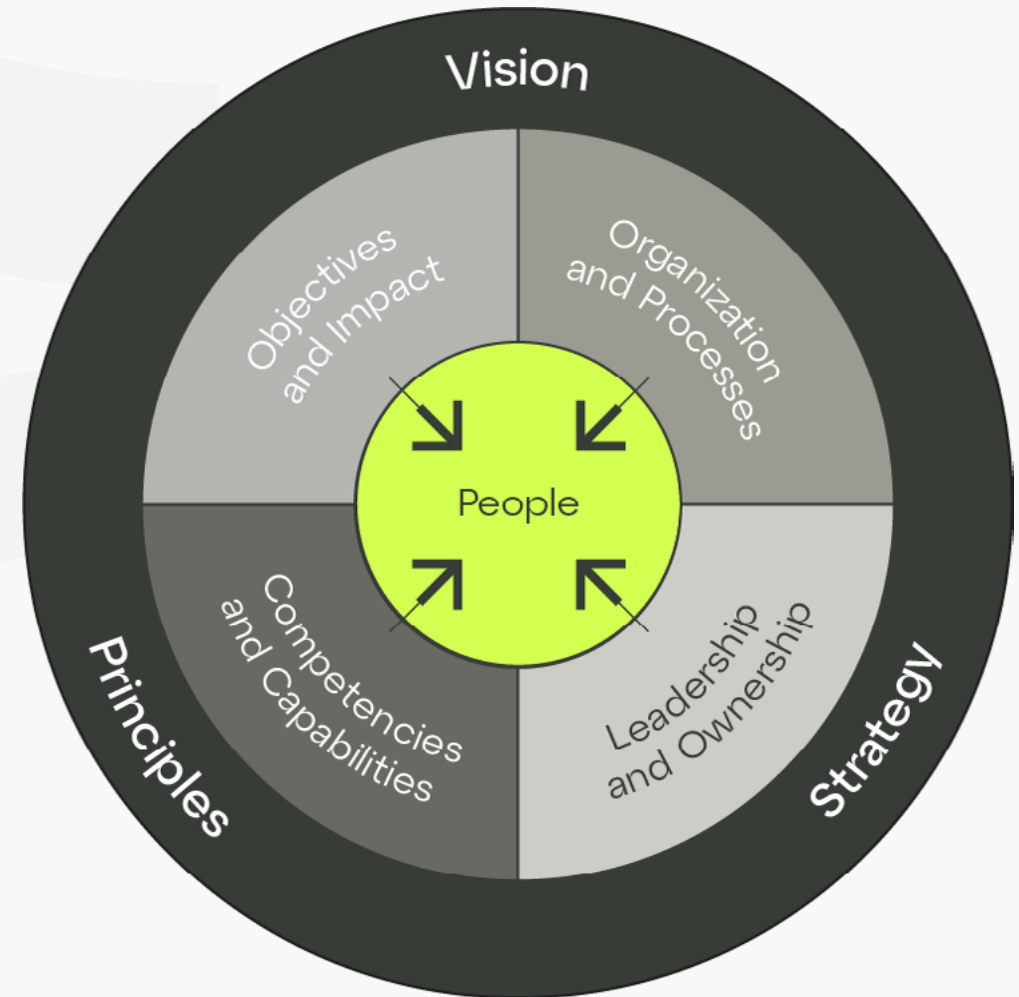
experience expertise

A framework to lead transformation

It is all about people

Our business transformation model focus on people as the key to enable successful change and lasting impact. The model provides a structured and holistic approach that covers 5 key aspects of the transformation:

- 1) Objectives and Impact
- 2) Leadership and Ownership
- 3) Organization and Processes
- 4) Competencies and Capabilities
- 5) People



Often, we tend to only focus on those key aspects and underestimate the central role of people in achieving the transformation objectives. Our approach ensures the 360 view as well as motivating and involving people in the transformation process.

The vision and strategy set the long-term direction for the transformation, however, you need to translate the vision and strategy into meaningful actions and tangible results at all levels in the organization – you need firm prioritization, dedicated resources and empowerment to secure truly commitment and engagement.

What will it take to ensure a successful transformation: We have identified 5 key success factors:

- 1) Lead with intent on the long-term, but have a short-term plan.
- 2) Establish a dedicated team to drive transformation – both leadership and management roles.
- 3) High involvement across the organization – feedback loop horizontal and vertical.
- 4) Be clear on the target operating model and the gap (To be and As Is).
- 5) Communication and storytelling are part of the leadership role – be curious and foster a learning environment.

Impact and outcome



Realization of long-lasting benefits



Highly motivated people



Fast transition to operation

Strategic recommendations to lead a transformation



Goals and impact

1. A transformation is iterative and progressive. It must be guided by an overarching vision rather than a detailed plan.
2. Define measurable and realistic benefits that support fast delivery. This establishes meaning and direction, and reduces risks.
3. The business strategy must guide the transformation. New technology should be seen as enabling effective business processes.



Leadership and ownership

7. Transformations require that management at all levels understand the target operating model and the core business.
8. Transformations require an effective “decision engine”. Develop an accountability structure that makes it easy to make quick decisions and includes effective feedback loops.
9. Transformations require clear and loyal leadership with everyone at the same level. Make a virtue of having managerial discussions where you agree on goals and direction.



Organization and processes

4. Define your target operating model and define ambitions that match your capabilities.
5. Map your current operating model to better understand the scope of the change.
6. Assess the new technology in terms of both technical AND organizational implementation.



Competencies and capabilities

10. Build trust-based partnerships to support the change.
11. Transformation require new competencies and a change in mindset – supplement training with mentoring, coaching and train-the-trainer principles.
12. Create a culture that develop new (often digital) skills by working iteratively and capture learnings.



Want to know more?

Get in touch

Info@emagine.org
www.emagine.org