

Starting an Organization Transformation?

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Abstract

I am a global transformation practitioner who helps organizations systematically optimize and link people, process and technology together, so they may achieve their ambitious goals. In many transformation programs, I notice the first mis-step organizations make is usually the one before it all begins. Whether this is due to lack of planning, unclear strategy, insufficient budget or skills gap, getting that first step right can be a challenging and common pitfall.

In an effort to make transformations more structured, repeatable and systemic, this paper presents several key facets of transformation programs that must be identified, controlled and understood. These include roles, team structure, phase activities and timeline, integration awareness, transformation types, focus areas and some templates I have applied in the past to get you underway.

Introduction

It's all about the journey. Done well, organization design is the outcome of shaping and aligning all the components to achieve its objectives. Transformation is fundamentally about creating something significantly different in the future. A marked change that shifts and elevates an organization into a position that can better meet market demand, customer needs and service delivery. Design is typically driven by business strategy and an aspiration of a new and exciting operating paradigm. Crucial to realizing these leadership aspirations is in the what, how, who and when of planning.

Fundamentals

1. People support what they have a hand in creating, so engage them early and often.
2. The positive flow of your transformation will depend on stakeholder ability to absorb change. This means you must understand and categorize key people according to this factor. A good Power versus Interest quadrant is one tool that can work here.
3. One voice will not be enough to ensure your transformation is completed successfully and more importantly, is sustained. Build a coalition early of people who can infect other with their enthusiasm and to spread the good message throughout the organization.
4. Frame your future state in several different ways. It is said that you need to communicate your message in at least seven different ways to get it to your people. This may include emails, visual marketing (posters on walls), verbal updates, text and instant messages, social media campaigns, digital ads, branded stationary and regular leadership updates to name a few.
5. Move with the times. Regular check-points are needed to ensure the transformation remains in line with business strategy and objectives. If they change, so must your transformation plan.
6. Future-proof your transformation outcomes. Constant change while progressing your plan can hurt progress and reduce stakeholder confidence.
7. Map your interfaces. Organizational transformation are big deals and touch many human and non-human resources. Takes a systems approach and develop detailed interface maps showing items such as technology, people, process, equipment, structures, objectives, risk, company policies, statutory/regulatory mandates and performance objective tolerances.
8. Enable people. There is a presupposition in Neuro Linguistic Programming (NLP) that states '*people have all the resources they need to succeed*'. Make sure they do or this may evolve into excuses latter on work not delivered.

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Roles and Responsibilities

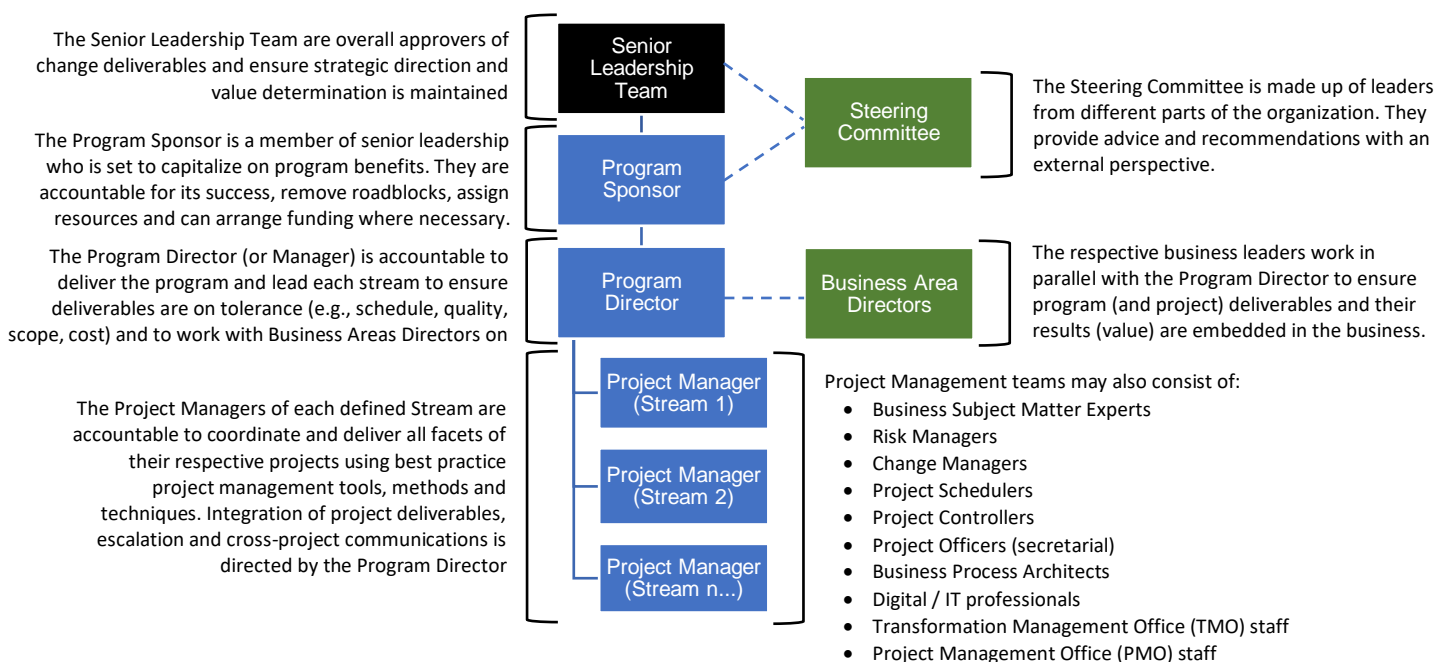
It is important that the different levels of organizational hierarchy understand their roles and responsibilities throughout the change and alert to when they need to change. Note that the roles below are business area roles and not part of the core Transformation Program Team.

	Goal Determination	Target State Baseline	Solution Design	Solution Implementation
C-level and above	Aligned on vision and mission	Sponsor to change	Proactive in coaching leaders	Publish and model new expectations
Directors and Managers	Advocate for goals	Seen as change leaders	Engage in training staff	Ensure adoption of the change
Heads and Team leaders	Clear on what to achieve	Share the value of the new state	Workshop with team on new state	Hold Q&A and advocate new state
Frontline staff	Capable and ready	Aware on the case for change	Buy into the target state	Demonstrate new behavior
Support staff	Understand needs	Prepare support systems	Execute enabling procedures	Report and track progress

Transformation Management Office (TMO)

A dedicated team must be confirmed in Phase 0 and resemble a similar structure shown below. Depending on the size of the transformation, this group of individuals can sometimes be referred to as a Transformation Management Office (TMO), where dedicate staff, governance, tools, measures and delivery techniques are developed and honed. The team should be suitability qualified, understand program scope and its benefits and processes the right technical, behavioral and leadership competencies to achieving planned program outcomes.

Although formalizing a TMO cannot guarantee success, without one (specifically for large integrated programs of work) it is unlikely to achieve it.



Legend:

- Senior leadership
- External bodies
- Core Transformation Program Team (or TMO)

Transformation Types

When the decision to transform an organization has been made, it is typically not due to gain some incremental gains. It is to vastly change the way business is done. This can be driven by actual or a foresight of crisis or *'burning platform'* from serious to threatened existence.

While in general the approach to business transformation may be common, a different type of focus is needed to ensure aspired business objectives remain at the forefront of attention. While not an exhaustive list, the following types of transformation exist and are explored below.

1. People

This is about transforming or right-sizing the organization through revolution of its organizational chart. This type of change can be the hurt personal to staff, given that potentially it is their jobs under consideration. Done well, dramatic changes in the organizational structure can lead to great gains in not only productivity and workflow but also in reinvigorating staff with new challenges, career opportunities, training options and advancement.

Type integrated with Strategic, Cost-Efficiency, Merger and Acquisition.

2. Digital

Digital Transformation includes significant change to the organizational technology value proposition. It is not adding a few digital products or services but a complete revamp of how the organization does business virtually. In the current and post-Covid19 pandemic era, more and more organizations are transitioning their products and services to digital platforms. Increased focus on user digital experience (DX) is prevalent on Artificial Intelligence (AI), automation, Multiverse, cloud, Applications and Application Programming Interface (APIs), mobile resources and operating model digital twins.

Type integrated with Strategic, Business Process, Cost-Efficiency, Domain.

3. Strategic

Transforming businesses strategically typically comes about when it has been realized that the organization has fallen behind industry pace and is not geared to meet strategic objectives, whether they be for private, government or shareholder benefit. Strategy usually includes making a considerable effort in shifting key dependencies such as current culture, leadership, values, behaviors and in-house capability. Strategic transformation typically includes a similar approach as for *People Transformation*.

Type integrated with People, Cost-Efficiency, Merger and Acquisition.

4. Business Process

Transforming business processes or the interconnected operating model or management system comes from aspirations to improve process efficiency and effectiveness. The transformation may include a complete overhaul of the business process management methodology or simply be scaled down to include select processes only (the latter is considered change, not transformation). As a prerequisite, it is important to have the capability in place to be able to identify and model gaps, map enabling and dependent interfaces, determinate inputs and outputs, set performance objective criteria at key steps and assign accountability in assessing maturity, analyzing and measuring throughput, optimizing and automate business outcomes.

Type integrated with People, Cost-Efficiency, Legal, Domain.

5. Cost efficiency

Almost all transformation can yield efficiencies in cost, whether they be the core focus or a result of other transformation types. Focus on breaking down product and service costs can lead to potential efficiencies in back-office processes, more lean workflows, informed decisions on insources and outsources of services, effect distribution and a streamlined supply chain. The business decision business must be clear on scope, whether that be on specific product and price sensitivity or a desire for increased or new market share, or both.

Type integrated with People, Business Process, Domain.

6. Merger and Acquisition (M&A)

As business grow through acquisition, they must first look at their inherent performance to be attractive to the market and attain their highest value determination. To enable sale or merger of companies, rigorous analysis is required and can include deep-dive financial assessment into accounts payables and receivables, customer trends, industry-specific risk and compliance audits, regulatory and statutory valuations, performance history and corporate governance practices.

Type integrated with Cost Efficiency, Business Process, People, Legal.

7. Legal Governance

Closely tied to M&A transformation, organizations that seek ways to overhaul their legal and business governance policies want more effective and efficient decision-making, to better meet and track legal compliance mandates and demonstrate adherence to country regulations and statutory laws. Top-level policies on delegation of authority, corporate governance models, process mapping and association accountability are typically interrogated for accuracy, completeness and operational integrity.

Type integrated with Strategic, Merger and Acquisition, Business Process.

8. Product / Service Domain

Sometimes not considered under the transformation banner yet critical to bring up as a type. Domain Transformation is a way for businesses to select a department, platform, product or service that is impacting the whole organization in a negative way. Focus is not inward on one area, but outward as an input to quality deemed unacceptable by the organization. When taking a systems-approach in end-to-end user or customer experience (UX or CX), bottlenecks can be identified, assessed and treated appropriately potentially streamlining the entire experience. Domain transformation is also less resource and cost heavy on the business and if the methodology is followed corrected, it may be repeated several times on reducing and removing issues with under-performing areas of business.

Type integrated with Digital, Business Process, People.

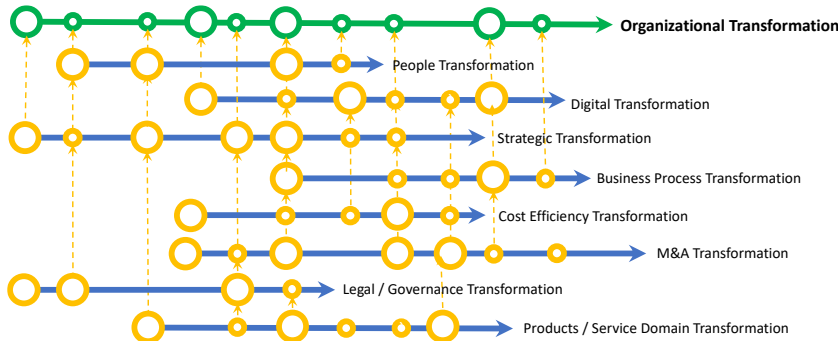
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The final type of transformation is not strictly a 'type', but a mix of the above eight and based on senior leadership aspirations. These can be enormous in magnitude and are require to engage all areas of the organization to be successful.

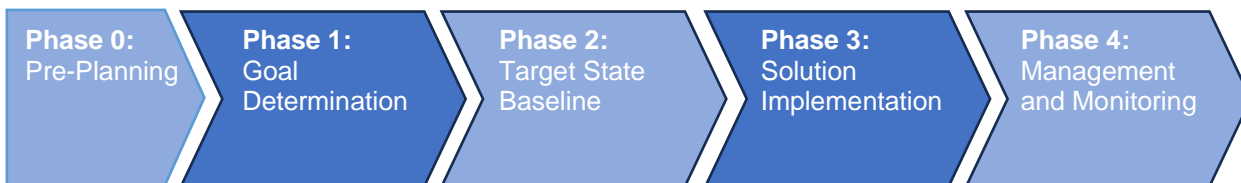


To reach all moving parts, value must be driven top-down with clear and consistent leadership messaging for all levels to ensure interconnectivity of the inchstones and milestones across multiple tracks of delivery. (see Illustration left).

Overlapping Transformation Program Phases

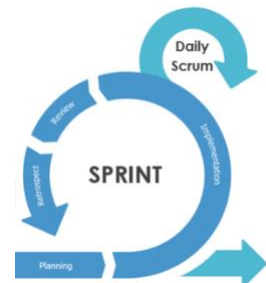
To properly design a sustainable transformation, a minimum of three journeys should be considered. In addition to these, keep in mind the underlying journeys of stakeholders impacted by the change, relevant existing consulting contracts, leasing contracts, Service Level Agreements that may be impacted and even effected equipment life and refresh cycle.

At a broad level, transformation utilizes five phases of work. The first two have a strong focus on strategic planning to understand and unify on the intent. Then a baseline is set so it is clear to all stakeholders where we are going to grow from. This point also represents the data baseline. The program then moves into execution of the work before ongoing management and monitoring.



In parallel of these phases are change management phases. There are various methodologies available. I have found that the Proci ADKAR phases, Kotter 8-step Change Model and my own bespoke change method to identified, manage, nurture and implement change can all be effective.

The third journey is the projects that implement the changes. The PMI PMBoK lifecycle is a widely used and effective waterfall model. However, depending on the nature of the project, the Agile method may be more appropriate. Project cycles are multiple and repeating throughout the transformation timeline, with their quantity and magnitude depending on program complexity. It is critically important to align project deliverable releases with change management activities to ensure they are embedded properly within the business.



The expected result is progressive and realized throughout transformation program stages. Typically, milestones range from rumor to unpredictable results to partial effect to an organizational-wide transformative effect. The final realization is at the end of Phase 4 where the new state has been realized and ongoing plans and activities are in place to ensure it is sustained.

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Transformation Phases Explained

Phase 0: Pre-planning

Pre-planning is critical to define the right time for changes the organization prepared to ensure a smooth transition. The pre-planning begins with:

Headline Action	Tools and Techniques	Deliverables
Define the problem and program goals	<ul style="list-style-type: none"> Conduct leadership workshops to define high-level intent and guiding strategic direction. Conduct research with internal and external customers to define the Voice of the Customer (VOC) Integrate inspiring stories of success to support the change Use mind maps for brainstorming without restriction to encourage open thinking (no 'devil's advocate') Document an end-to-end journey map to ensure stakeholders are aware of expectations and when changes will occur 	<ul style="list-style-type: none"> High-level markers summarizing aspirational and expected behaviors needed to shape the desired culture. A problem statement that is clear and concise. The Fishbone/Ishikawa 'cause and effect' diagram may be used here to define the root cause that may be forcing the need to transform the business as well as potential solutions. Alignment across the leadership team on strategic intent and matching objectives. Clarity on senior leadership roles that may include executive sponsorship, program leadership and decision-making authority. Highest-level approval to proceed with budget (i.e. Board of Directors, CEO)
Define the Transformation Team (or TMO)	<ul style="list-style-type: none"> Discover which Function, Department or group are best set to receive advantages from the program outcomes. Assess stakeholder interest versus power. This classification can be done through a magic quadrant. Ensure team members are provided ample discretionary time to complete transformation work as assigned. 	<ul style="list-style-type: none"> Transformation Team or TMO Charter (see appendix A) Team members identified Identified change champions A resourced-level team plan
Establish a Change Management Office (CMO)	A CMO is a group of cross-functional staff experienced in leading and executing change management tools, techniques and methodologies. They collectively nurture and manage change throughout transformation timeline.	<ul style="list-style-type: none"> CMO Charter CMO team Change management procedures
Identify key enablers	Utilize 'what-if' scenarios to assess required future technology requirements. Consider the future state in terms of a support IT <i>platform</i> rather than random unlinked applications.	<ul style="list-style-type: none"> An IT infrastructure plan is in place and targeted to be ready to support new systems, goals and requirements Incentives are ready to go that can compel transformational behavior
Develop a high-level program charter	As a final step in this phase, aggregate data learned from the action above into a summary level document (ideally in one page) that can be shared with Boards, stakeholders and staff. It may take the form of a company memo, digital or linear marketing, visual posters around the office.	A high-level transformation charter similar to that in Appendix B herein

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Phase 1: Goal Determination

Here is where aspirational and strategic goals are documented in a detailed transformation plan. Actions from previous phase 0 are refined and developed. It is in this phase where final preparation to execute is set, the objectives of the program is known for all and leadership are aligned in the shared vision for the life of the program.

Headline Action	Tools and Techniques	Deliverables
Kick-off the Transformation Team or TMO	Utilize user stories and awareness sessions to ensure the business is clear on who the team are and how to access them as needed.	A visible team in place with a clear scope and are accessible by all stakeholders for Q&A.
Conduct an environmental assessment	Strengths (internal), Weaknesses (internal), Opportunities (external), Threats (external) (SWOT) analysis	A SWOT analysis helps define what the business does well that can be leveraged for success and what needs corrective action (see Appendix C)
Assess risk, issues and opportunities	<ul style="list-style-type: none"> • Risk, issue and opportunity matrix • Severity heatmaps • Assess current risk management tools, practices and methods 	A risk management plan incorporating: <ul style="list-style-type: none"> • Categorization • Detailed descriptions using proper language that infer 'may' and 'might' occur • Triggers • Mitigation actions • Risk, issue and opportunity maps
Establish performance targets and measures	<ul style="list-style-type: none"> • Utilize the Specific, Measurable, Achievable, Relevant and Time-bound (SMART) to ensure your KPI meets your desired criteria. • Business process assessment • Define what is Critical To Quality (CTQ) and what stepping points are needed to achieve it 	<ul style="list-style-type: none"> • Key Result Areas (KRAs) are higher level targets that qualitatively measure goal results (e.g. improved customer service) • Key Performance Indicators (KPIs) that quantify and track progress towards a defined goal within KRAs (e.g. number of issues resolved each day)
Develop a detailed Program Management Plan (PMP)	Several tools and techniques apply to develop each section of the PMP. They include (but not limited to): <ul style="list-style-type: none"> • Strategic impact diagrams • Magic Quadrant (Gartner) • Stakeholder matrix for identification, classification and engagement • Budget / cost plan (e.g. Return On Investment (ROI), Earned Value Management (EVM)) • Communication and messaging plan • Gantt Charts • Waterfall and agile schedules • Risk, issue and opportunity management plan 	Built on the program charter, develop a high-level transformation plan to include with minimum headings show in Appendix D.

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Phase 2: Target State Baseline

Now enablers are documented and known, the target state baseline should be established. By understanding where the organization is today, can help determine where it could be tomorrow.

Headline Action	Tools and Techniques	Deliverables
Assess current state	<p>Deep analysis of the current operating model or management system that includes as a minimum:</p> <ul style="list-style-type: none"> Organizational chart effectiveness Technology capability Organizational maturity Strategic plans in place (or not) Organizational culture Industry assessment <p>To develop this assessment, utilize:</p> <ul style="list-style-type: none"> OrgVue (or similar organizational design software application) Personnel assessments to determine behavioral types and competency (e.g. Personality Inventory (HPI), Predictive Index, Myers-Briggs Type Indicator (MBTI), DISC) Conduct cross-function interviews Review APQC global benchmarks Activity workflow workshops with front-line staff Use cases on hand Maturity assessment based on program-relevant CTQ criteria Six Sigma tools such as Leader Standard Work and SIPOC Lean tools such as Value Stream Mapping on process workflows 	<ul style="list-style-type: none"> Current state assessment report Organizational maturity assessment Staff surveys (see appendix E) Interview results report (see appendix F) Maturity Level Assessment Report (see Appendix G) Personnel assessments Industry benchmarking report
Develop target state	<p>Target state is typically defined through a new operating model or management system that includes at least:</p> <ul style="list-style-type: none"> A new organizational chart Corresponding governance model (e.g. business processes, authority determination and decision-making) Aspirational workforce plan to ensure new functions are properly staffed. 	<ul style="list-style-type: none"> Top three-level target state org chart Business process assessment report Board of Directors charter Management commitment framework Operational workforce (manpower) plan (see below)
Develop a workforce (manpower) plan	<p>Using the target state organizational chart developed above, conduct:</p> <ul style="list-style-type: none"> <i>Supply analysis</i> on impacted departments that incorporates their operational plans, strategies, staff numbers (permanent and contractor), functional statements and efficiency <i>Demand analysis</i> on workload (workforce) drivers. For example, the number of projects to be closed or duration for tasks to be completed for each department 	<ul style="list-style-type: none"> Phased two-year workforce staff plan showing current and required staffing numbers tagged for immediate change, first-year change and second-year change. A post two-year extrapolation can also provide longer-term strategic planning opportunities. Consideration should be made regarding: <ul style="list-style-type: none"> Operation scale Number of brands managed Roles and responsibilities Staff efficiency and competency

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	<ul style="list-style-type: none">• <i>Future strategic and aspirational analysis</i> (that fall within two years) to ensure needed staffing numbers are in place to facilitate the plans (e.g. an increase from 50 projects in one year to 100 projects in the next would require a staff increase. The opposite applies with planned work reductions.• American Productivity & Quality Center (APQC) benchmark in comparison to industry to target state staffing numbers, organizational performance data and best practices• <i>Document country statutory and regulatory guidelines (if any) and assumptions</i> to account for variables that may occur throughout the transformation program	<ul style="list-style-type: none">• Feasibility study on the success rate to achieve target state• Determination of business disruption (by product, technology or service)• Benchmarked data against APQC international guidelines specifically for business support services• Compliance report demonstrating adherence to any statutory and/or regulatory requirements and country guidelines (e.g. HRA in the UAE) <p>See Appendix H.</p>
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Phase 3: Solution Implementation

In this phase the designed solution is implemented. Stakeholders should be aware of what is coming, staff champions, leading and management teams are supporting the change. It is the phase where the greatest differences will be realized by stakeholders.

Headline Action	Tools and Techniques	Deliverables
Implement the new operating model	<ul style="list-style-type: none"> Plan, Do, Check, Act (PDCA) cycle to ensure the change is functional and works as expected Business Process Management to ensure processes are modeled, optimized to use and have appropriate ownership Activity decision-making matrix that describes the delegation of authority for operation tasks include definition on who initiates, authorizes, executes and approves tactical work and also integrates into highly level governance mandates 	<ul style="list-style-type: none"> Operating Model framework incorporating: <ul style="list-style-type: none"> Target state organizational chart Governance (decision-making authority matrix) model (see appendix J) Integrated documentation such as policies, processes and procedures Workforce (manpower) plan Employee mapping to new state Performance metrics (KPIs, KRAs)
Map employees to the new target state	<ul style="list-style-type: none"> Personality assessments such as Hogan Personality Indicator (HPI), 15FQ+ and Myers-Briggs Type indicator (MBTI) Technical competency-based assessments through specific online tests, live observation and line manager and peer feedback. Competency can be based on four to five predefined minimum levels across organizational hierarchy Training, development, education and upskilling journeys to assist key staff in reaching minimum levels of competency in either modified or newly created roles 	<ul style="list-style-type: none"> Competency framework based on the desired target state, Job Descriptions, functional statements (planned) and performance expectations. Job Descriptions for each new and impacted role A nomination report of two to three staff for each new role in the target state. Nominations can be based on: <ul style="list-style-type: none"> Personality assessments Behavioral suitability Performance appraisal history Educational qualifications On-the-job training completed External related accomplishments Teamwork abilities Task competency Professional drive Tenure in the company
Define change champions	<ul style="list-style-type: none"> Performance assessments Peer and line manager feedback Volunteer drives and roadshows 	<ul style="list-style-type: none"> Change Champion Job Profile that sets out specific categories with associated behavioral traits and expected actions depending on level in the organization. See Appendix I.
Program Management Plan (PMP) tracking	<ul style="list-style-type: none"> Execute the Stakeholder matrix and associated communications plan Budget tracking against the schedule using Earned Value Management Schedule tracking against baseline using Critical Path Method (CPM) Risk, issue and opportunity plans 	<ul style="list-style-type: none"> Periodic surveys Transformation program status reports Communication and messaging plan Risk mitigation tracking Project timeline administration, Continued awareness workshops Milestone achievement celebrations

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Phase 4: Management and Monitoring

The final phase of this transformation method is designed to ensure the scoped changes are embedded in business systems and organizational culture. It is critical to maintain a visual awareness of the change for the sake of its sustainability.

Headline Action	Tools and Techniques	Deliverables
Post-implementation workshop	<ul style="list-style-type: none"> Live or online workshop to review the transformation program by phase from 0 to 4. The program timeline can be an effective way to remind people of progress and any issues that were faced throughout the program life. This report may take multiple sessions to complete. 	<ul style="list-style-type: none"> Post-implementation report that represents all facets of what, how, when and by whom the transformation program was executed. It would typically include: <ul style="list-style-type: none"> Statement of achievement of goals (or otherwise if not realized) Oversight assessments to ensure goals were achieved Ongoing and future continuous improvement plans Post-implementation benefits tracking and realization markers Future program metric tracking (qualitative and quantitative) Close of other tactical deliverables such as the risk plan, schedule and status reporting
Lessons learned meetings	<ul style="list-style-type: none"> Live or online workshop to review the transformation program by phase from 0 to 4. This workshop may be conducted together with the post-implementation workshop however given its specific focus, separate sessions are preferred. The deliverable may take multiple sessions to complete. For longer programs it is recommended to conduct lessons learned at the successful completion of each program or project phase as deemed appropriate. 	<ul style="list-style-type: none"> Lessons learned report separated by program or project phase (as deemed appropriate) that represent the transformation across predetermined focus areas. See Appendix K.
Incentive roll-out and celebrations	<p>Awards can be given out by company and/or transformation program leadership at gatherings such as:</p> <ul style="list-style-type: none"> All staff meetings Post-implementation workshop On or off-site celebrations 	<ul style="list-style-type: none"> Internal company team awards Role recognition (cash or non-cash) New incentive scheme for staff built into the Performance Appraisal cycle Beginnings of the cultural shift that was defined in pre-planning (phase 0)
Handover deliverables to the business	<ul style="list-style-type: none"> Conduct formal hand-over meetings between stakeholders Obtain sign-off on completion certificates for deliverables 	<ul style="list-style-type: none"> Milestone Acceptance Certificate Program Handover Report showing deliverables complete. The document should be signed by both parties in acceptance of formal handover.
Archive program documentation	Utilize documentation management software auto-archive tools (e.g. SAP)	Archived documentation that may be referenced for future initiatives

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Transformation Specific Focus Areas (SFAs)

If we look across the several different types of transformation focus areas, commonalities can be determined. These shape a potential model for planning, assessing and executing generic transformation program. Some of these areas are shown below.

Digital	Strategic	People	Governance	Process	M&A	Performance	Domain	Shared
Blind spots	New markets	Process maturity	Mgmt System	Mgmt System	Assess legal	Process refresh	Baselines	Benchmark
DX	Org goals	Workforce plan	Processes	Process	Finance state	Market value	Metrics	Define Baseline
IT capability	Level 5 leaders:	Current state	Regulations	BPM	Assess budget	Service optimal	Small change	Current state
APIs, apps	1. High capability	Future state	Legal req.	Goals	Assess risk	Finance state	Service driver	Future state
BC/DR	2. Contributing	Assess capability	DOA tiers	Assess maturity	Compliance	Procurement	Function driver	Define Goals
Vulnerability	3. Competent	Benchmarking	Boards	Analysis	Requirements	Procedures	New tech	Interviews
Strategy	4. Effective	Staff interviews	Committees	Baselines	Assess skills	KPIs	Current state	Workforce plan
In/out source	5. Executive	Desk research	Decision making	metrics	Multi-culture	Benchmark	Future state	Conduct surveys
Automation	Work flow	APQC data	Leadership	Op. model	Goals	Goals	Workflow	Op. Model
Tec Platform	Current state	Assess skills	Current state	KPIs	Current state	Current state	KPIs	Procedures
Products	Future state	Assess behaviors	Future state	Current state	Future state	Future state		Align Leadership
Services	Strategic goals	Assess 360	Exec Sponsor	Future state	DOA	Assess maturity		Define KRAs
Disruption	KRAs	Skills hierarchy	Strategic goals	Inputs, outputs	Board goals	Work flow		Define KPIs
Assets	Long-term plan	Workforce plan	Assess maturity	Interfaces	Workforce plan	Mgmt System		Assess 360
Big data	Exec Sponsor	Exec Sponsor			Exec Sponsor			Measure maturity
Work flow		Assess maturity			System sync			Assess Workflow
Cloud		Operating model			Operating model			Mgmt System
System sync								

Key Analysis Tools

The following tools and techniques can provide key insights throughout transformation programs. They can enable the planning, analysis, execution, solution design, implementation and tracking of changes.

- Six Sigma (SIPOC, VOC, CTQ)
- Lean (Value Stream Mapping)
- Process mapping
- OrgVue (software application)
- Business Process Management (BPM)
- Project and Program management
- Mind mapping / impact diagrams
- Maturity level assessments
- Neuro-Linguistic Programming (NLP)
- Personality Indicators (e.g. HPI, MBTI)
- Schedule Critical Path Method (CPM)
- Magic Quadrants (Gartner)
- Org Culture Inventory (OCI)
- Earned Value Management (EVM)
- Fishbone (cause and effect) diagrams
- Plan-Do-Check-Act (PDCA) cycle
- Kotter change management
- Surveys (digital)
- Interviews (live and online)
- Digital collaboration apps (e.g. Miro)
- Journey mapping
- Scenario planning
- Use case
- Financial ratios (FV, CV, CPI, ROI)

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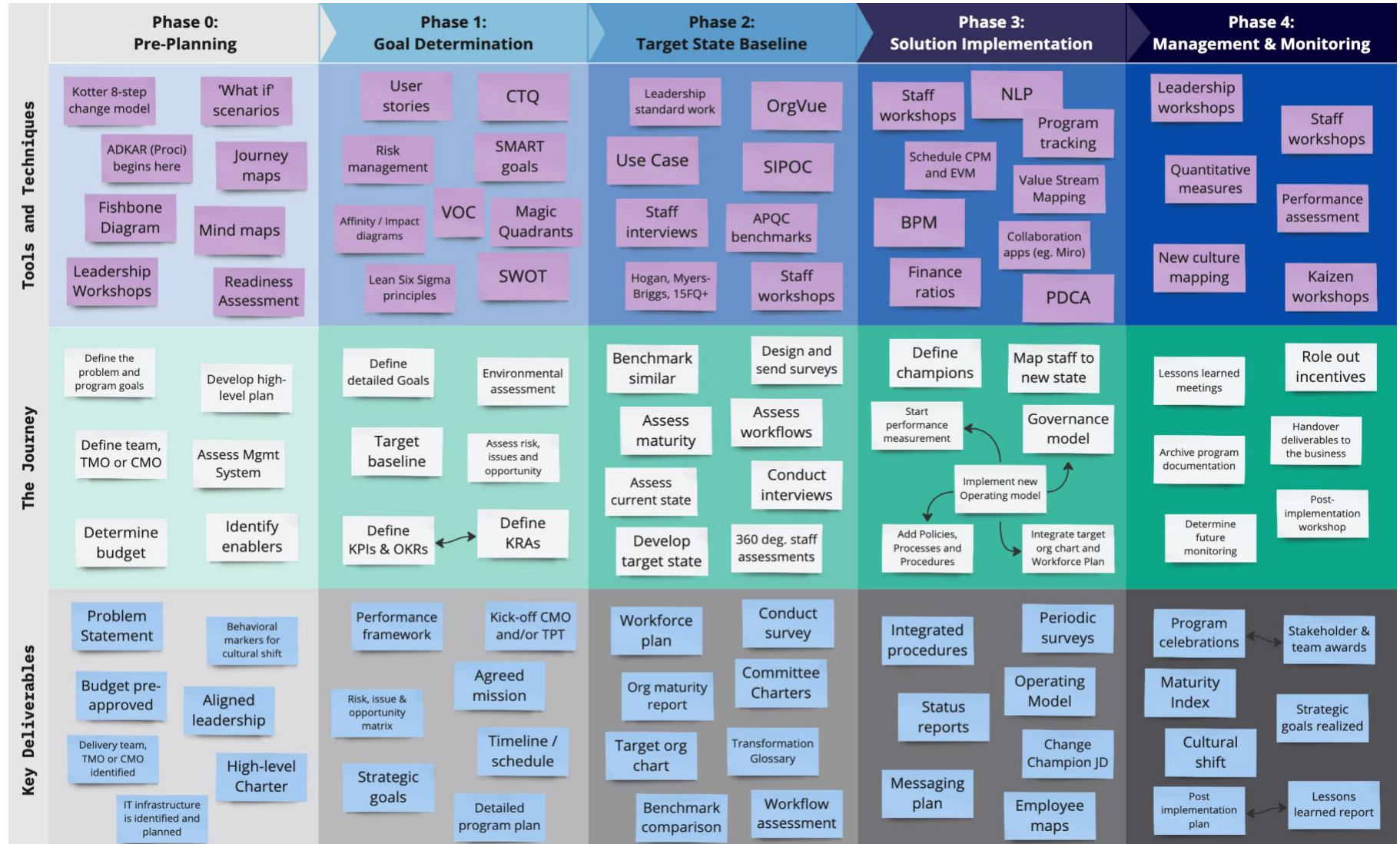
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Generic Transformation Workflow

Based on the shared SFA, below is a journey map together with recommended tools, techniques and deliverables (non-exhaustive).



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Final Thoughts

I have heard a few times throughout my career that not everything can be planned but the gap is made of agility, experience and aptitude. This is somewhat true however it is incumbent on us as transformation leaders to do our best to put methods and controls in place to mitigate all possible chances of failure. This also assumes your organization has the capability to cover the gaps.

One of Abraham Lincoln's less famous (but accurate) quotes was "If you have five minutes to cut down a tree, spend the first three on sharpening the axe." This reinforcing the needs for meticulous planning and assessment. Several other factors remain critical to the success of business transformation programs but headliners that must be adhered to are the consistent alignment of the leadership team, proper resourcing, the quality of the transformation plan and the preparedness of the existing organizational culture to accept and embrace change for the better.

Regardless of the type of transformation, the common goal is to significantly shift the way of doing business to higher levels of performance for the long term must embody the aspirations of the leadership team for the stakeholders around you. In many cases, undertaking a transformation program may be the only option to stay competitive and survive in the evolving business environment.

From leaders through to front-line staff, people must be able to see the value in the expenditure and embrace it. Staying on plan, the journey can yield impressive results that can disrupt in a positive way the method of doing business forever. It takes expertise, constant care, nurturing, adjustment, negotiation, flexibility, adaptability and drive to implement and sustain its value. As you may have gathered, the size of the change or transformation, can dictate the amount of government and complexity to be employed and managed. Transformation is not a quick win project, it is a whole-of-business endeavor and without it, success will continue to be a challenge.

From the author:

I hope this white paper has provided you some insight into methods for practitioners and business leaders to structure, plan, assess, implement and measure your own transformation programs.

I operating under my own management consulting brand in core areas in strategy, advisory, leadership and delivery, with specific focus on:

- Designing and building operating models / management systems*
- Designing and executing business transformation programs*
- Driving value-driven change*
- Rapid objective delivery*

As always, I remain open to constructive feedback and further consultation on the topics presented herein and look forward to hearing more about the business venture in front of you.

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Appendix A: Transformation Team or TMO Charter template

A charter (or Terms of Reference) defines the purpose of the group and their scope. Typical headings of this short document would contain:

1. Purpose
2. Objectives
3. Applicability
4. Roles and responsibilities (or RACI Matrix)
5. Inputs
6. Outputs
7. Meetings
 - a. Standing agenda
 - b. Meeting actions
 - c. Meeting duration
 - d. Meeting location
 - e. Quorum members
 - f. All team names
8. Out of scope items
9. Record keeping
10. Minutes of Meeting template
11. References

Appendix B: Transformation Program Charter template

The project charter is a shorter document than the Project Management Plan (PMP) and is a chronological representation what the project is scoped to do. It is typically used to ensure investors, leadership and executing stakeholders are on the same page. Typical headings would include:

1. Project Title and Overview
2. Scope Statement
3. Program Justification
4. Objectives
5. Benefits Strategy
6. Program Governance
7. Assumptions and Constraints
8. Program team and stakeholders
9. Indicative milestone timeline
10. Planned deliverables
11. Budget allocated
12. Risks, issues and opportunities
13. Governance structure
14. Program performance indicators
15. Program Success Criteria
16. Approval Authority

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Appendix C: Sample SWOT Template

Use the template below to document the current state of the organization. Strengths and weaknesses are considered internal. Opportunities and Threats are considered external.

Strengths <ul style="list-style-type: none">•••	Weaknesses <ul style="list-style-type: none">•••
Opportunities <ul style="list-style-type: none">•••	Threats <ul style="list-style-type: none">•••

A further optional step in this analysis is adding strategies to exploit strengths and opportunities and mitigate weaknesses threats. This is normally done to define actions in the future state.

Appendix D: Program Management Plan (PMP) Template

Program Management Plans set out in detail all facets of the Transformation Program. For larger programs, it represents an overview with sub-plans in place to deal with specific areas. Headings would typically include:

Smaller Transformation Program Plans

- Program Overview
- Program Scope
- Program Objectives
- Program Deliverables
- Program Team and Program Stakeholders
- Roles and Responsibilities (team, committees and steering groups)
- Detailed Schedule and gateway management
- Human and other Resources
- Program Risks
- Communication and messaging plan
- Program Performance Monitoring
- Status reporting intent
- Program Budget
- Risk management and mitigation definitions
- Change Management roadmap
- Success Quality Acceptance Criteria
- Program close and post-implementation review
- Benefits Realization markers

Larger (tiered) Transformation Program Plans

- Scope Management Plan
- Schedule Management Plan
- Stakeholder Management Plan
- Communications Management Plan
- Governance Plan
- Financial Management Plan
- Quality Management Plan
- Resource Management Plan
- Risk and Issue Management Plan
- Schedule Management Plan
- Benefits Realization Plan

NOTE: This plan may also include key sections of the smaller transformation plan (e.g. Overview, scope, etc.)

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Appendix E: Surveys

Surveys can be an effective way to gather anonymous data about specific business areas. The sample questions below are focused broadly on the organization as well as its people. Respondents are typically given multiple choice answers such as:

- Strongly disagree
- Disagree
- Somewhat disagree
- Somewhat agree
- Agree
- Strongly agree

Leadership - communication

Usually I know what my executive team wants to accomplish with organizational change initiatives;
Most change initiatives do not end up with positive results;
Change initiatives within this organization usually make sense;
I know what the consequences of change initiatives are for my work;
I am satisfied with the way change is managed within this organization;
Management takes interests of employees into consideration when implementing change initiatives;
Management provides enough time and resources to implement change initiatives; and
I get enough opportunities to be involved in change initiatives.
Management decisions are made in a transparent way
Work changes or work conditions that were promised by management don't happen
I have a clear understanding of my organization's strategic priorities

Resources - equipment and technology

I often have to perform without adequate technical resources
I rarely work with faulty equipment
I routinely work in an unsuitable environment
I often perform work without adequate support
We do not have the proper equipment that is needed to do our job properly
We are required to do tasks for which we have not properly been trained
We are expected to work with unreliable equipment and technology

Happiness - Self

In general, I like working for ADMC
All in all I am satisfied with my job
In general, I don't like my job
Rate your level of satisfaction with your current role
Rate the level of morale in your department
Rate your level of enthusiasm towards your current job

Burnout

I often feel at the end of my rope with my work (agreement)
I often dread waking up to another day of my work
I wonder how long I can keep going at my work
After a typical work period I have little energy left
I usually feel exhausted when I get home from work

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Employee advocacy - job control/trust

We are encouraged to show initiative

We are treated as responsible people

We are trusted to do our work

My supervisor/manager provides the help and support I need

If I had a complaint at work I know it would be taken seriously

The rules and guidelines are applied equally to all individuals

I would recommend ADMC as a place to work to my family and friends

Happiness - View of organization

Overall, people in this organization strive to perform to the best of their ability

People in this organization are enthusiastic about their work

People here really try to do a good job for the organization

People here are fully involved in their work

People here are willing to do their best to achieve the best possible outcomes for the organization

Resources - people

I often have too much work to do

I routinely need to work extra hard to get something done

I have to work very fast to get all my tasks done

I mostly do work at my own speed

I often have too little work

I routinely have to deal with a backlog in my work

We do not have enough people to achieve the allocated tasks on time

We are required to rush tasks to meet job requirements

Recognition for high performance

I know exactly what my immediate superior thinks of my performance?

Underperformance is not dealt with effectively?

We have to cover for underperforming colleagues?

Inexperienced staff are promoted too quickly into supervisory/management roles?

People are recognized fairly for good performance?

I have an equal opportunity to be recognized for high performance as anyone else in ADMC?

Organizational commitment

I would like to transfer out of my current department/team (yes or no)

I think about quitting my job often? (yes or no)

I have considered leaving my job for advancement opportunities not available here? (yes or no)

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Appendix F: Interview question sample

Interview questions are typically tailored around the intent of the project. The follow examples are generic and focused on organizational chart effectiveness.

1. Please confirm your name, title and department and where does it reside in the organization?
2. Tell me about what your department does.
3. Does the current org chart support you in meeting your business goals? How or how not? (e.g. Support systems, such as data protection, project delivery support, procurement, IT, supply chain, training, etc.)
4. Are you empowered to make decisions in your business area? If not how are escalations managed?
5. Does the current organizational structure enable cross-company communications and feedback?
6. Does the current organizational structure have an enabling or disabling effect on your department's efficiency and effectiveness?
7. Does the current organizational structure allow for adaptation to any changing market and user experience trends?
8. Can you achieve your business area objectives under the current organizational structure?
9. Do you find that the current organizational chart is effective in managing issues, challenges, conflict and cross-functional team coordination and communication?
10. Do you find reporting relationships clear across teams? E.g. Do staff understand their individual accountability?

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Appendix G: Organizational Maturity Assessment sample

Another way to look at current state is through an organizational maturity taxonomy. Through interviews, employee feedback and data research, key competencies can be subjectively assessed using sample criteria described below.

	L1. Basic	L2. Developing	L3. Established	L4. Advanced	L5. Leading
A. Strategy Execution	No approved strategy in place	Strategy is developed but not approved	Strategy is approved, reviewed annually and in implementation	Approved strategy and objectives are in place but progress measurement is ad hoc	Approved strategy and objectives are in place, progress is measured and reported regularly
B. People Accountability	Role accountability is not defined	Role accountability is defined but not accurate	Accountability is documented, signed-off and accurate as per actual role activities	Accountable staff act proactively as per their mandate within their function	Accountable staff are empowered to deliver work across functions
C. Change Management	Change is unknown and uncontrolled	Change is identified but there are no control plan in place	Change management is known and understood throughout the business	Change management plans are progressing, but are not tracked	Change is rapidly adopted and proactively managed and tracked with metrics
D. Process and Performance	No documented processes or standards identified	Process results are sporadic and cannot be quantified	Process and performance standards are known and delivering ad hoc results	Processes and performance standards are defined and delivering outcomes	Process and performance standards are fully integrated, reported on and continually improved
E. Technology Effectiveness	IT does not support business activities	IT is partially supportive but cannot use data metrics to its advantage	Corporate IT is fully functional and supporting company objectives	Corporate IT is advanced and integrated with other systems and platforms	IT is using cutting-edge practices, data and tools leading market innovation

In addition to these factors (A to E), other customized areas can be assess such as:

- Risk Management maturity
- Project Management Effectiveness
- External Stakeholder Management
- Financial Management
- Procurement and Supply Chain

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Appendix H: Sample Workforce (manpower) plan template

Manpower or workforce planning is based on the current and future demand and supply of the organization, future strategic intent, business investment and anticipated growth of the business. The template below is an example of a Finance division in a company with 1800 employees.

Department	Section	Level	Current FTE		Proposed FTE				Key Driver	APQC Benchmark*			
			2023	Proposed Change	2023	2024	2025	2026		25th Percentile	50th Percentile	75th Percentile	
Finance	Accounting	N-3	2	-1	1	1	1	1	Number of business entity employees per Finance FTE	28.6	49.8	77.5	
		N-4	10	+1	11	11	11	11					
		N-4	2	0	2	2	2	2	2	Treasury FTE as % of Finance FTE	1.8%	3%	3.7%
										Budgeting and Reporting FTE as % of Finance FTE	3.2%	4.8%	6.3%

It is also important to provide justification of conclusions reached and recommendations. For example,

1. Based on APQC benchmarks, at 50 percent percentile, for company X with 1800 employees, headcount of Finance Department to be 36 out of which 3% to be dedicated for Treasury and 4.8% for Budgeting and Reporting. A thorough workload analysis needs to be conducted at N-4 and below to confirm the FTE.
2. Based on the new organization structure design and how the headcount is managed at N-4 and below we recommend 1 Section Manager.

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Appendix I: Sample Change Champion Job Profile template

Surveys, observation, performance appraisals, management feedback and peer opinion are all data points to determine change makers or high-performing staff in the organization. Below are two example templates that can be used to document a minimum business requirements.

1
Understanding
and
acceptance
of emotions

Brief:

Change will always bring about new emotions, however we should not dwell on those, we should work to balance them and maintain perspective.

Ideal Focus:

Section Head and below	Manager and above (in addition to Section Head criteria)
Passionate about the change and inspires others to be the same	Directs the change, removing roadblocks where needed
Able to control own emotions that may be in contrast to the change	Supports staff directly by an 'open-door' policy or 'safe-space' dialogue
Can identify other struggling with their emotions and can guide them forward	Shows skills in deep listening and reserving judgement
Can frame the change to peers and other staff in a positive way	Empowers staff to take ownership of the change and contribute ideas

Key behavioral traits:

Compassion	Self-control	Emotional consciousness	Personal restraint	Resilience
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2
Supportive to
New Ideas

Brief:

A change champion is open to change and willing to embrace it. They see the potential in new ideas can model them effectively and be ready to support them.

Ideal Focus:

Section Head and below	Manager and above (in addition to Section Head criteria)
Can describe the new target state to peers and other staff in a positive way	Encourage staff on add in their ideas to enhance buy-in of the change
Understands and can shows adaptability in changing from current state to target stage	Able to build a positive consensus in favor of the change even if at first the majority of staff oppose it
Are flexible and shows that to others	Open to listening and support innovative change ideas, 'outside the box'
Initiates team work in developing new ideas to address change issues	Can 'sell' a passion for new and innovate change to peers and staff

Key behavioral traits:

Daring	Adaptability	Progressiveness	Experiential learning	Conformity
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Other categories that may be added to the change-maker job profile to include:

- Visionary
- Resilience
- Collaborative
- Adaptable
- Innovative
- Accountable
- Passionate

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Appendix J: Sample Decision-making authority matrix template

Defining operational authority across the organization can help clear up tactical confusion on who are the decision-makers in the business. The example below references an HR division one department with an overarching corporate policy and controls some activities and operational procedures that define others. This template may be used to simply how work is done in the business.

No.	Activity/Event	Initiate	Review	Endorse	Approve	Comments
Human Resources (HR)					Responsible:	
1. Organizational Development and Design					Verified: Yes / No	
1.1	Preparation & modification of the Organizational Structure	Approval requirement for this activity can be referred to the Delegation of Authority Policy Item 12 (p.22) .				
1.2	Manpower & Emiratization planning	Approval requirement for this activity can be referred to the Human Resources Delegation of Authority Policy Item 63 (p.64) .				
1.3	Salary scale, benefits, & grades	Approval requirement for this activity can be referred to the Human Resources Delegation of Authority Policy Item 64 (p.64) .				
1.4	Development & amendments of Job Descriptions	Recruitment Team	Recruitment Section Head	Relevant business unit	HR Director	
2. Recruitment and Separation						
2.1	Request for employee hiring	Relevant business unit	Recruitment Section Head	Finance Team	N-1 level / Head of control functions: Board and/ or relevant Board committees	

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Appendix K: Lessons learned report template

Lessons learned reports are important to ensure records are made to remember how work was done. This is helpful in building an operational experience database and future learning. It is suggested to break up the focus into areas that suit the business. For example, (i) workflow, (ii) deliverables, (iii) Risks and Issues, (iv) Schedule (EV, CPI, SPI, ETC) and (v) budget performance.

A typical lessons learned template would contain similar heading to the sample below:

1. Introduction

A short description of the project or project phase

2. Key Stakeholders

Staff accountable for executing actions with the project or project phase

3. Findings

Within the selected areas, standard questions are asked on what worked well (to keep), areas for improvement (to change) and better practice (to share), as the per template below

What Worked Well (to keep)	Areas for Improvement (to change)	Better Practice (to share)
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••

4. Actions

A brief on wrap-up actions, post-implementation effort and other work not yet complete.

5. Recommendations

A final statement or conclusion on the project or project phase, with recommendations for next steps, the implementation of any corrective actions and other learning options.