



# Business Transformation, Reimagined

Sustainably remove inefficiency from your organisation to fund your next move. Fast. And feel good about it.

Whether your business is looking to take that next step, or feeling the ongoing pressure on its business model, ensuring that your operational performance is as optimal as possible can be crucial to give you the space to breathe.

## Introduction

How many organisations are fully optimal? In all honesty, probably none. The failure to deliver maximum value as effectively as it can be means that opportunity is being lost by all businesses. The difficult truth is that the less optimal the business, the greater the chance for the competition to catch up or surpass.

In an increasingly frenetic, connected and complicated commercial world, business transformation or turnaround is becoming an essential 'business as usual' activity. But many organisations are still relying on traditional delivery routes to achieve the desired results. This is both unsustainable and unsuitable; employees suffer from burnout from the conflict of continual 'day job' and 'change job' and often the initial ambitions and timescales are surpassed by another crisis.

Traditional business transformation and business change needs to adapt its focus away from product and output delivery to instead focus on ensuring the entire organisation is pulling together. To win in these competitive times organisations need to eliminate wasted effort. To do this they must operate as a single system, focus their KPIs towards providing real-time failure insight, consistently tackle root-cause of variation and waste, and ensure learning and improvement is at the heart of every employee's motivation. All this whilst feeling positive about the change.

This paper will outline typical client issues and questions before describing the author's 4D approach to resolve.

## Client Issues

All companies (should) want to improve performance. However, there are typically four drivers for why:

1. Linkage of performance to cost is unclear
2. There is a desire to grow faster than before
3. Increasing competitive pressure is on the horizon
4. Changing regulatory landscape requires a response

Uncomfortably, these four drivers are becoming increasingly overlapped and frequent.

Businesses need an approach which balances thoroughness with sustainable delivery of results and maintaining (or improving) engagement of employees during periods of turbulence. The desired outcome is to ensure that as much effort and cost is aligned to delivering customers exactly what they want, precisely when they need it, as possible.

## Uncomfortable Questions

There are typically 6 critical questions to which the ease and consistency (or not) of answering by the senior leadership team and staff will indicate the extent of the opportunity:

- How good is your current performance?
- Where do you want performance to be?
- What essential areas require focus?
- What impacts operational performance?
- Where will performance be improved?
- How coordinated is the business as a whole?

## The Approach

If the priority is to achieve a sustainable step-change in performance, it is essential to have a 'Guide' to signpost, course-correct, own and maintain the plan. Planning well to act fast balances the delivery of results with ensuring a successful return of investment. This author has developed and follows the 4D model when acting as Guide:

1. **Discover:** Gain a thorough understanding of the business, consider and present it as a single operating system, and seek acceptance of this depiction.
2. **Develop:** Identify a vision, confirm the field of play, and agree a shared ambition and message. Make this a strategic imperative.
3. **Design:** Build an achievable plan that people actively understand, buy into, and want to deliver. Allocate the best people to work with the 'Guide'.
4. **Deliver:** Put the plan into action and communicate progress widely and constantly. Leadership provide visible actions of support.

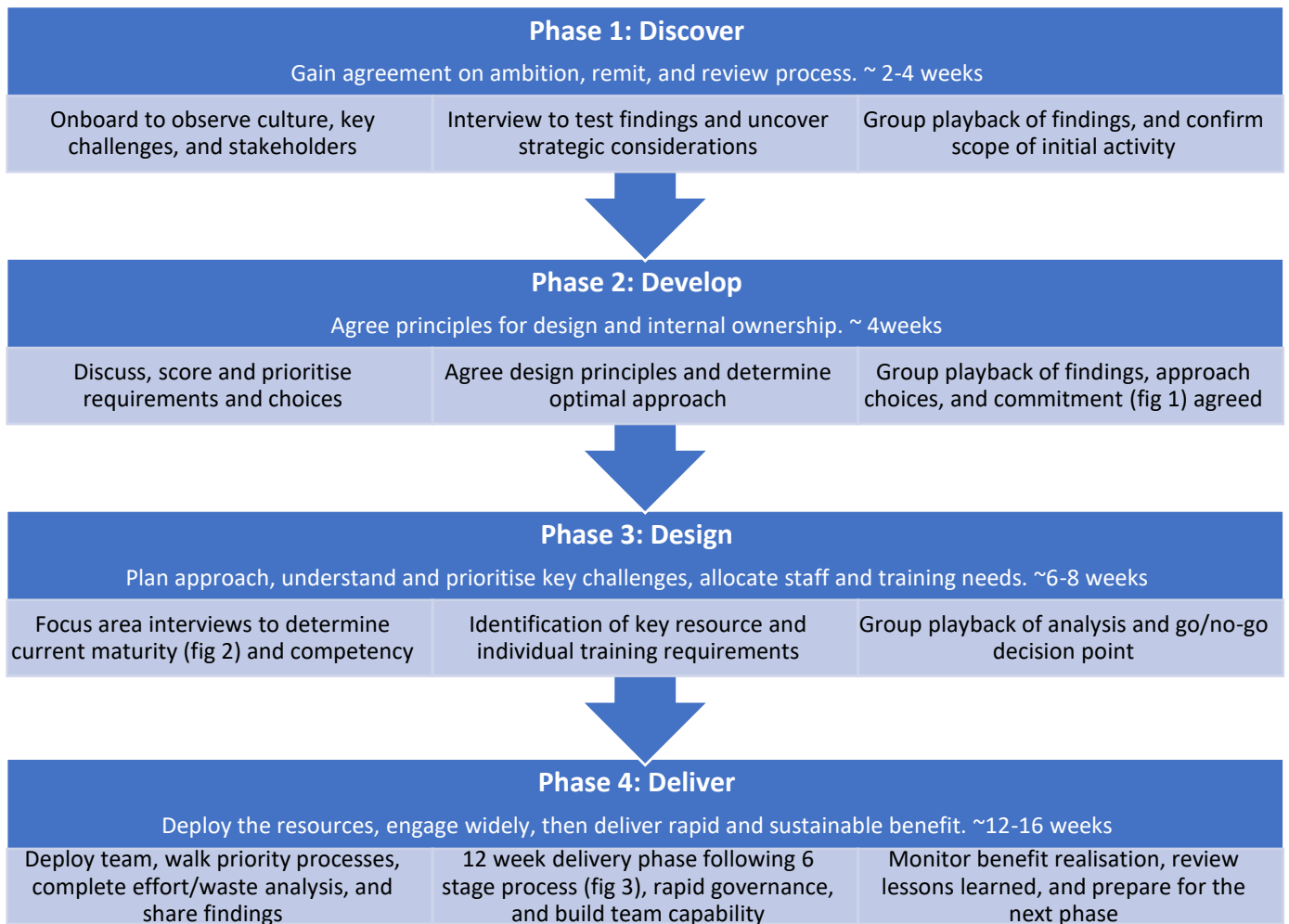
## Ways of working

An experienced 'Guide' should lead you and your senior teams throughout the 4D approach. All staff involved must be entrusted and accountable for:

- Maintaining absolute focus on the primary goal, and ensuring all benefits are fully auditable
- Collaborating seamlessly across the organisation and ensuring deep engagement in the approach
- Recognising their position as trusted advisors to the leadership team, and always working in a candid, simple and objective way.

At times, tension will likely emerge. This is to be expected and encouraged; this is part of the required change journey.

## The 4D Approach



### Example Artefacts:

Deployment Criteria
 <p><b>Vision</b> Burning platform &amp; breakthrough profit potential</p>
 <p><b>Committed Leadership</b> Talking the talk and walking the walk</p>
 <p><b>Engaged People</b> Involve everyone, managers accountable, skills used</p>
 <p><b>Systematic use of tools</b> Standardised approach, widely available</p>
 <p><b>Support Infrastructure</b> Manage the implementation &amp; demonstrate results</p>
 <p><b>Time and Benefits</b> Transparent ROI</p>

Fig1: Phase 2 Commitment Choices

Maturity Assessment	
Identify Customer Value	Define value from a deep understanding of the customer's perspective
Map the value stream	Understand all of the steps that bring a product or service to the customer, and identify the associated critical KPIs
Establish Flow	Maintain an environment with an established and continuous flow throughout the end-to-end process
Implement Pull	Work in a way that 'actual' demand from downstream pulls production/service through the process
Work to Perfection	Build an environment where waste is identified and addressed so all activities continually create further value for the customer

Fig2: Phase 3: Initial Maturity Assessment



Fig3: Phase 4: 6 Stage Delivery Process

## Critical Success Factors



## 10 signs of an effective organisation

- Leadership provides unambiguous leadership from the top, and models the expected behaviours
- An empowered and visible 'Architect' is accountable to determine what, how and when action needs to be taken
- 'Coaches' across the business ensure that the process sticks, and variation is minimised
- Improvement and quick wins are considered part of everyone's job and are a key part of engagement
- Individuals who frustrate the process or act singularly are removed quickly and without exception
- Deadlines and demanding targets are set, with time and effort provided as required to areas or individuals that are struggling
- Rather than disconnected initiatives, an integrated programme of improvements is in place with required tools easily available
- A definitive world class body of knowledge on the business system exists, and is trusted and used by all
- Employees, suppliers and customers all have a place to see the system working in its entirety
- Commitment to continuous improvement is a non-negotiable part of the culture

## About the author



Alex has over a decade of experience in helping clients find and remove inefficiency and cost from their business whilst simultaneously improving employee engagement. The approach used delivers transformative results predominately by changing what people and teams do, how they do it, and ensuring that this becomes the new way of working. This is achieved by ensuring that focus is entirely aligned to delivering to customers exactly what they want, precisely when they need it. In the last 4 years, Alex ensured improved operational performance and £400m of cost efficiencies for a FTSE 30 business and provided +1,000 people with the skills to continue.

Alex's 4D approach enables successful business transformation in 4 clear stages: discover the opportunity, develop the vision, design the approach, deliver the results.

Acting as an interim 'Guide' to the senior leadership team, Alex builds a core team of highly motivated people and focusses them towards a common goal and agreed benefits case, relentlessly ensuring that all benefits can truly be seen in the company's key performance measures and customer satisfaction scores.

The three customer benefits that differentiates the approach Alex uses are:

1. Commitment to deliver sustainable transformational results predominantly with existing employees, but with the ability to supplement with seasoned associates as required.
2. A simple but effective governance approach ensuring all results are clearly demonstrable within the financials and/or the primary outcome metric.
3. A proven delivery record at all transformational stages, expertise and insight from big consulting firms (former management consultant for both Accenture and EY), and senior operational experience (direct report of COO of FTSE 30 organisation) brought into your business through one main point of contact.

For more information please contact Alex on +44785 2314673