

Manifesto for Business Transformation

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Foreword

This Manifesto for Business Transformation (MBT) has been produced in collaboration with practitioners with skills in Transformation, Change, Project and Program Management, across a range of core domains befitting to the agendas for organisations in the era of Digital (Web 4.0), Data Utility, Operational Modernisation and Artificial Intelligence that challenge the status quo in all Enterprises at this time.

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1 Purpose

This Manifesto for Business Transformation (MBT) provides the principles and foundational values for business transformation initiatives. This MBT is not designed to be a prescriptive document to business transformation and should be read in the context of a Guide, addressing the 'why' and the 'what' questions of business transformation. It is homogenous, irrespective of industry sector or organisation size. This MBT sits above other frameworks and standards (e.g. ACMP's Change Management Standard, PRINCE2®, Agile-Safe Program and Project Management).

The intent of this MBT is to strike an appropriate balance to recognise that organisations are different, regardless of the same industry sector. It is designed to accommodate and enable a sufficient and meaningful degree of comparability across organisations.

2 Foundational Values of the Transformation

We set out the key foundational values of transformation, which are designed to be scalable to any transformation. These include having:

1. A **Transformation 'Strategic Roadmap'** that focuses on visualising the journey to the aspirational future state of the new organisation, its people, customers, services, functions, structure, and practices. This should include statements of intent, key features and linkages to key transformation outcomes and organisational strategies.
2. **Purposeful Leadership** that focuses on getting Leadership consensus on a Charter that describes the 'Why' in the transformational change. The lean agile alignment of leadership is seen as a critical differentiator for organisations coping with the rigors of recent political and market dynamics.
3. **Human-Centred Design** that focuses on understanding, and engaging individuals, in ways that are useful, pragmatic and culturally appreciative. This has strong foundations in the practice of dialoguing, influencing and storytelling and provides the opportunity to create iterative and cost-effective personalised employee interactions. This should be incorporated as part of an integrated delivery release chain.
4. An **Organisational culture** that focuses on the organisation's values that guide the behaviours, interactions and future expectations of blended workforces. Organisational culture drives the need to focus on proactive human centred engagement to deliver and exist in future state organisational business models. These future state outcomes, including the impacts on organisational culture, should be measured as part of a benefits realisation framework.
5. **People Engagement** that focuses on understanding the meaning and purpose of the change and the fit between people's values that are impacted by the change, including the organisation's values. Focus is also required on developing an 'appreciative' organisational culture that recognises and appreciates both employees, customers, and service providers in the new operating environment, and embeds a set of meaningful behaviours that positively reinforce the change, including learning the new ways of working.
6. **Operational Excellence** that focuses on efficiency, integration, automation, appropriate levels of centralisation, standardisation, modularity and the use of business practices enabled by technology to drive sustainability and continuous improvement through predictive analytics and data cultures.

7. **Product Management** that focuses on maximising innovation, speed to market, improving customer interactions and satisfaction, increasing creativity, ensuring the product remains relevant and increasing tolerances for failure towards increased organizational agility.
8. **Data-Driven Impact** that focuses on technology to monitor, measure and analyse data through advanced analytics, better data access, the introduction of data analytical operations roles, capabilities, data servicing robotics, and machine learning to inform on decision making, risk management and measure improvements.
9. **Customer Experience** that focuses on the delivery of memorable experiences, supported by researched customer and employee journeys, modernised technology, data driven platforms and services, customer-focused cultures, and improved experiences in the flow and measurement of events data, beyond transactional activity.
10. **Coordination of Transformation Initiatives** that focuses on managing different target groups in delivering a program of transformation in an organisation. This work needs to be performed by a cross functional team that engages each target group to ensure continuous alignment in organisational value flow when embedding transformation initiatives, and makes decisions on integrating complex new systems and processes, including pivoting culture to align with the new ways of thinking and working.

3 Key Principles of Leading People through the Transformation

The guiding Principles' for successfully leading people through a transformation raises the likelihood of achieving a successful and effective transformation.

Vision-led activations, supported by strong communication, strong engagement models and transparent and understood performance metrics, will encourage participation and the delivery of inclusive outcomes. In the ever deeper digital era these engaging mechanisms are more critical than ever before to retain IP, develop new capabilities and attract the level of talent to extend capability.

1. **Change Strategy and Roadmap** provides the 'Why,' and communicates the sense of purpose, direction, and alignment to ensure that value is generated from the change. This outlines the journey to the future state and manages the gap between current state and the journey to the planned future state.
2. **Refine the Capabilities** to deliver the transformation, including the vision: the strategic objectives. Streamline decision making to make informed and timely decisions, and to clarify approval of governance. Identify new processes and ways of working required to achieve the goals. Consider how technology and machine learning can be enabled and incorporated to drive continuous improvement. Ensure the transformational approach is being integrated both cross-functionally and by discipline. Ensure services, structure and operating model are being re-designed, and obtain early feedback and engage the right talent to ensure the people with the right experience, skills and capabilities are available.
3. **Managing People through Transformation** that focuses on building a strong fit between people's personal values and the organisation's corporate values where employees feel valued and celebrated for their work. Build processes that positively reinforce the adoption of the new ways of working, new job roles and reporting lines. Deploy training and knowledge sharing to enable staff to buy into the value and benefits of new methods of working, underpinned by digital technologies.
4. **Adaptive Leaders** to define and communicate the unique enterprise benefits, competitive advantage, and prioritisations, on the journey to deliver the transformation. Explain how

the jigsaw fits together and do not allow key stakeholders to lose sight of the purpose and benefits of the 'big' picture.

5. **Communicate the Strategy and the Roadmap** to ensure everyone is aware of their role and purpose in contributing to the creation and delivery of value.
6. **Be Operationally Agile** to network with thought-leaders, learn and adapt continuously, and have a growth mindset of the transformation journey. Be prepared to pivot the transformation journey based on unpredictable occurrences, new risks, issues, or opportunities that arise, real-time insights and innovations to ensure quick wins are achieved on the way to realising breakthrough value. Be prepared to design the business to be able to operate in a 'shifting' future state.
7. **Deliver Incremental Changes** to reduce the impact of change on people, reduce disruption to productivity and efficiency, and reduce the risk of delivering a transformative program of work.
8. **Generate Insightful and Meaningful Discussions** and receive feedback to drive on-going enhancements.
9. **Data Analytics** to understand the value created, and how to manage dependencies and trade-offs to achieve the intended transformation value.
10. **Manage Risks** during the transformation and as an investment in delivering a more risk aware and risk appetite driven approach to ensure a smoother implementation that is aware of potential failure points, promotes better understanding, clarity and agility, and informs leaders to make better decisions.