

# How to overcome obstacles to transformation

All transformation is change, but not all change is transformational



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## What is needed for a successful transformation?

Pressure for change

Clear and shared vision

Capacity for change

Actionable first steps

## How to tackle obstacles (moles) to transformation



### Lack of urgency, apathy

- Leadership alignment on drivers!
- Tell the story of why transformation today, rather than tomorrow.



### Low engagement

- What's in it for the individuals! What will the outcomes lead to in 3/5/10 years?
- Be realistic and aspirational.



### Frustration and burnout

- Master schedules to manage resource
- Budget for external expertise
- Clear prioritisation



### False starts, loss of momentum

- Communicate constantly
- Quick wins
- Leaders need to role model



### 'Magpie mole'

Not finishing before moving onto the next thing

- Avoid 'fix everything solutions'
- Finish what you started
- Scope new projects carefully

## Set up and stages for a successful transformation

- 1 Engage leadership:** Senior level commitment. Don't have to agree on a vision yet, just the drivers for transformation.
- 2 Agree vision and design your destination state:** Business objective, strategy, process, information & analytics, capability, and location
- 3 Organisation health check and gap analysis:** This is where we are, this is where we want to be, and this is how we get there
- 4 Plan and align your transformation using a master schedule:** Include anything of strategic importance or cross directorate
- 5 Execute your plan and embed a continuous improvement culture:** Set up an in-house team of Lean experts for a sustainable transformation

Key		On schedule	Behind schedule	Ahead of schedule
Strat. Init	Item	Resp	Activity	
Strat. Init	Accident Reduction	SB	Develop safety	Agree
			Align all members	Audit
				Audit

