

# Protect Your Transformation

Envision • Strategize • Achieve

Everyone has a horror story of a rough implementation or an operating model that did not stick. The good news is that you can take steps to prevent your transformation from becoming another horror story. This prevention starts with establishing Leadership, Governance, and Accountability to protect the critical success factors of the transformation.

MSS Business Transformation Advisory (MSSBTA) takes accountability and helps you with the transformation, implementation preparation, and execution by utilizing our Transformation Governance Framework. This framework is comprised of the following concepts: Envision, Strategize, and Achieve.

## ENVISION

## STRATEGIZE

## ACHIEVE

### What Needs to be Done

Develop foundational components (includes **goals**, objectives and **business outcomes**)

Define the key stakeholders, decision makers and subject matter experts (SME)

Define requirements and unique **use cases** to the appropriate level of detail

Define the **high-level budget** to achieve the transformation vision

To develop a roadmap with defined ownership and detailed plan for the initial phase

Prioritize portfolio of initiatives based off business impacts and available resources

Identify core internal team members and external roles to be fulfilled

Active management of resources in alignment with the executable roadmap

Prepare impacted stakeholders for the transformational changes

Finalize partner contracts to meet all required roles for the transformation

Hold internal and external team members accountable to defined roles and responsibilities

### Causes of Failure

#### Lack of Vision

- **Cause:** Implementation based on current needs without a holistic view
- **Impact:** This could lead to competitive disadvantage

#### Lack of Clear Purpose

- **Cause:** Understanding the why and impact to business
- **Impact:** Leaders are headed in different directions

#### Lack of Scope

- **Cause:** Executing on too many initiatives at once
- **Impact:** Unable to deliver initiatives; misused resources

#### Lack of Flexibility

- **Cause:** Unable to adjust quickly in a changing environment
- **Impact:** Too rigid of a plan/roadmap to be effectively met

#### Lack of Control

- **Cause:** Absent executive oversight of transformation
- **Impact:** Wasted time, money, resources

#### Lack of Orchestration

- **Cause:** Siloed delivery process leads to defined requirements not being implemented
- **Impact:** Potential redundancy, wasted resources

### Critical Success Factors

**Knowledge and experience** to successfully establish foundational concepts

**Established/Aligned** transformation foundational concepts (goals, objectives and **business outcomes**)

Consistent representation from all impacted stakeholder groups and **buy-in**

**Knowledge and experience** to successfully establish a transformational roadmap

A **clear** but flexible mindset to **established** directional roadmap

Established and **clearly** understood roles and responsibilities for all team members

Leadership commitment to **provide** dedicated resources focused on the delivering the desired outcomes

Commitment from leadership to **empower** the delivery team

**Engaged** and committed **leadership** involvement

Knowledge and experience to successfully provide **oversight, accountability, change management** and **execution** on the transformational roadmap against the defined business outcomes

A **comprehensive** set of transformation partners (beyond software and implementation teams)

### What Success Looks Like

Clearly understood current state and well-defined vision before the start of transformation

Alignment and understanding across all key stakeholders of intended future state

Established a **high-level budget** to include all roles

Gaps between current and future state clearly identified

Established **initial** roadmap to the defined future state with prioritized initiatives

Understood detailed RACI Matrix for both internal and external roles

Team members understand what the expectations and responsibilities are

Measurable goals with transparent accountability, governance, and sustainable outcomes

The organization is confident in moving forward with the success of the transformation

The impacted stakeholders are prepared for day 1 of the new system/processes