Continuous Transformation Improvement
Getting Good, Staying Good

CARL ENGEL, CEO, ELYON ENTERPRISE STRATEGIES
“Good is it to repeat and review what is good.”

– PLATO

There are no secrets to success. It is the result of preparation, hard work, and learning from failure.

– Collin Powell
“There is never time to do it right, but there is always time to do it over”

(Jack Bergman)
Continuous Transformation Improvement
Setting up the Lifecycle
How we do business today may not necessarily be the way we will do business tomorrow.”
Neal Lohmann, Vice President, 2009 Enterprise Business Architecture, MetLife

“How an Enterprise effects Transformation has become a Strategic Strength or a Strategic Weakness, where massive business opportunities are gained or massive business problems result.”
Kevin Lee Smith, CEO. 2015 Pragmatic EC Ltd
Continuous Transformation Improvement
Keys to “Getting Good”
Keys to Getting Good at Transformation*

*... the playbook
# 1 Answer Important Questions*

*Important to the business and transformation*
# 2 Know the Key Stakeholders & Answer Questions Most Important to Them*

*Only gather the relevant data - initially*
# 3 Answers are Good*

Gather the data to:

- Understand the context of the questions
- Determine risks associated with the topic
- Model options and solutions
- Gain approval of a preferred transformation
- Plan and Execute the transformation

*Mature capabilities are Better*

Incrementally improve:

**Methods:** Strategy Formulation, Road mapping, Reporting, Communications

**Artifacts:** Standard reports, models, frameworks

**Culture:** Relationships, Trust, Governance

**Environment:** Knowledge Base, Dash boards, Tools
Let's talk about results.

Strategy Formulation
Enterprise Governance
Road Mapping
Education

Vendor Relations
Communications
Risk Management
Portfolio Creation

# 4 Embed Yourself into Existing Processes*

*Create New Ones to Increase Your Impact
Continuous Transformation Improvement
Keys to “Staying Good”
# 1 Create a Shared Vision of Transformation*

*Shared by Senior Management and Key Stakeholders*
Transformation Related Programs
- Strategy Formulation
- Enterprise Architecture
- Enterprise Portfolio Management
- Organizational Change Management
Project Team

- Finance
- IT
- HR
- Operations
- Management
- Vendors
- Logistics
- Security
- Legal
- Procurement
- Contracts
- Customer
- Facilities
- Engineering
# 2 Develop an Transformation Roadmap*

*With Every Portfolio*
Transformation Roadmap

What is it?
- 12 – 18 month sliding picture of Transformation Efforts
- Transformation improvements and Transformation Projects
- Continually revisited/updated

Why? Why this way?
- Keep the focus on vision and deliverables
- Ensure durability and success of the transformation program
- Increase realized business value
- Align/schedule initiatives based on Transformation Maturity
- Measure KPI’s and identify areas of improvement
• Initially deliver business value at every step
• Incrementally connect all initiatives, projects and portfolios
• Increasingly support key stakeholder needs over time
• Internally plan improvement to transformation capabilities
• Intentionally expand planning horizon as transformation capabilities mature
# 2 Partner with Stakeholders for Project Success*

*And make it easy for them*
• Hide the complexity from stakeholders

• Make transformation a service and a collaboration

• Build in data stewardship processes

• Include governance processes from the start
#4 MEASURE SUCCESS*

*and market it too
## KPI: Analysis Value resulting from Transformation

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Cost Reduction**  | ▪ Labor costs  
▪ Transformation costs  
▪ Operations costs  
▪ Number of projects completed on time, on budget, and producing value |
| **Risk Mitigation** | ▪ Increasing business continuity, operational excellence  
▪ Disaster recovery plans  
▪ Project / Vision Alignment  
▪ Lifecycle & contract management |
| **Agility Improvement** | ▪ Time to market  
▪ Reusing existing solutions  
▪ Timely introduction of new technologies |
| **Compliance**      | ▪ Identification of external compliance issues and resolution  
▪ Supporting of compliance reviews  
▪ Ensuring regulatory requirements (e.g. ICS, GxP, SOX) |
## KPI: Maturity Value of Transformation Capabilities

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Quality</td>
<td>• Coverage of Institutional Knowledge base</td>
</tr>
<tr>
<td></td>
<td>• Grade of current, complete and correct data</td>
</tr>
<tr>
<td></td>
<td>• Breadth of the enterprise understood</td>
</tr>
<tr>
<td>Team Skills</td>
<td>• Strategy Formulation</td>
</tr>
<tr>
<td></td>
<td>• Road Mapping</td>
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<tr>
<td></td>
<td>• Enterprise Governance</td>
</tr>
<tr>
<td></td>
<td>• Communication and Education</td>
</tr>
<tr>
<td></td>
<td>• Analysis, Modeling, Business Intelligence</td>
</tr>
<tr>
<td>Organizational Maturity</td>
<td>• Level of consumption of analysis through stakeholders and governance teams</td>
</tr>
<tr>
<td></td>
<td>• Balance between transformation and operational spend</td>
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<td></td>
<td>• Management of Enterprise Debt™</td>
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<tr>
<td></td>
<td>• Improved Return on Investment</td>
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<td></td>
<td>• Increased Total Value of Investment</td>
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<tr>
<td>Marketing</td>
<td>• Number of internal and external communications regarding transformation</td>
</tr>
<tr>
<td></td>
<td>• Feedback from community (i.e. Executives, Stakeholders, Customers)</td>
</tr>
</tbody>
</table>
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Keys to “Getting Good”

① Answer Important Questions (important to the business, not just Transformation)

② Determine Key Stakeholders & Answer Questions Important to Them (and only get that data initially)

③ Answers are Good (capabilities are better)

④ Embed Yourself into Existing Processes (and create new ones to increase your impact)
Continuous Transformation Improvement

Keys to “Staying Good”

① Create a Shared Vision of Transformation
  • Get Sponsorship and Gain Buy In
  • Show What Finish Looks Like

② Develop an EPM Success Roadmap (with every portfolio)
  • Determine Key Stakeholders & Answer Questions Important to Them (and only get that data initially)
  • Manage Transformation Like a Product, Implement it like a service

③ Partner with Stakeholders for Project Success (and make it easy for them)
  • Answer Important Questions (important to the business, not just Transformation)
  • Answers are Good (capabilities are better)
  • Embed Yourself into Existing Processes (and create new ones to increase your impact)

④ Measure Success (and market it too)
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