Business Transformation 2.0

Are you ready for the future – because it is here!

The Discipline of Business Transformation

Has your company been involved with large scale change or Business Transformation? If it has not, it will soon.

Change and disruption continue to accelerate. Innovations in digital solutions, new product experiences, shifting economies, emerging demographic opportunities, and rapid changes in customer values are driving a need to adapt. However, adaptation is not a single event. It is rather a need for flexible change capabilities as organizations build the capacity to constantly evolve.

Business Transformation provides a path to equip your organization with the ability to adapt and evolve in both the short and longer term so that it can better compete and lead in the market. To be successful in the long run, your organization must move from surviving to thriving. We believe a key part of this change is dependent on your managers and staff and their ability to attain the training, skills and experience needed to transform the organization.

To ensure that leaders and their organization are equipped with the most relevant change competencies, we built a team of industry experts and business executives to define how to design, plan and implement successful Business Transformation.

Welcome to the 'New Normal'. A world where change is a strategic asset and organizations that can most quickly adapt will not only survive but thrive.

Why Should You Read this eBook?

Business and Digital Transformation are becoming ubiquitous in the business world. Companies of all sizes and in growing numbers have been engaged in at least trying to transform for the past 20 years. While the results are understandably mixed, statistics and discussions point to approximately a 70% failure rate – defined as failing to deliver expected results, on time and in budget.

The authors have led Business Transformation practices at many of the largest international consulting firms – starting practices, growing them, and then moving on to do it again. With experience of over 100 business improvement and

MYCAREER
TRANSFORMATION

transformation projects in multiple industries, the authors and their teams have been able experiment and create new approaches and techniques that have delivered consistent success.

In an effort to share this knowledge, they have co-written 5 books, and over 70 articles for PEX, TechTarget and others. They have also spoken internationally at over 45 conferences and they have hosted webinars for Process Excellence Professionals (PEX) and Association of Business Process Management Professionals (ABPMP).

The culmination of this professional journey is the creation of a new approach to Business Transformation called "Business Transformation 2.0." This approach is outlined in this eBook. Please let us know what you think.

Business Transformation

Business Transformation is defined differently by many ... however regardless of how it is defined in your company, few transformation projects are successful in delivering expected results or being completed on time or on budget. Yes, there are books, and more books written by the experts who think about Business Transformation, but too often have little hands-on experience with these complex projects. In fact, 70% is the standard figure quoted for change and transformation efforts that fail to meet expectations.

From practical experience, we can trace a major part of this failure rate to the one-dimensional view of transformation that is often taken. Specifically, leaders pursue an agenda of digital or cultural or operational or leadership transformation. Each represents a single and limited approach to transformation, based on their individual discipline bias which ultimately fails to achieve the desired results and frustrates the Boards of Directors, leadership, employees, and customers who are invariably affected by these failed implementations.

Our team of industry leaders and business executives have walked in your shoes. They have lived through change and transformation projects and have learned what works and have collaborated in the creation of a methodology (the

MY CAREER
TRANSFORMATION

concepts) and the tools (the content) that dramatically improve organizational success.

From projects of all sizes in multiple industries and 30 years of business improvement and transformation projects, we created a methodology called AADDI (Align, Architect, Design, Deploy and Improve) which provides a foundation which ensure that leadership is aligned around an agreed to strategic direction. With this alignment a team of architects / deploys / designs and transforms the future state of the organization with a plan that leadership is 110% behind. This approach is designed to be tailored for any change or transformation effort, regardless of the size or complexity, based on the unique needs of an organization. It provides consistency among teams and control over the complexities of these large projects.

We also have a book of hints on how to excel at Business Transformation "The Business Transformation Field Guide". Our goal is to transfer the knowledge and skills developed over decades of improving and transforming organizations as business executives and practice leaders for the largest consulting firms in the world.

This experience is derived from the collaboration of several business disciplines and offered to enable successful design, planning and implementation of your transformation agenda. It is through this collaboration of perspective that our teams delivered consistent success. The approach discussed in this paper is built to consider both external and internal factors. For example, external factors including industry innovation, competition, technology change, and disruption must be used as a foundation for innovation in your company. Internal factors include manager and staff ability and expertise, automation capabilities, building the capacity to leverage change as a strategic asset, and investing in capabilities that position your organization to lead in the current and next business paradigm. When these perspectives are combined, they are used as the foundation for looking at "what is possible" and reimagining the market in a way that organization will become a leader in their market space and thrive.

The Discipline of Business Transformation

Factors Driving Transformation

After three decades and over a hundred change and transformation projects, we recognize that true Business Transformation is a strategic response to change, and it provides the opportunity to leapfrog your competition. But to do this, there are several critical facts that we all need to recognize as change and disruption continue to accelerate all around us:

- All organizations must transform, it is simply a matter of when. Those who do not will become irrelevant as they get caught in an endless cycle of cost management and incremental growth. Transformation re-imagines and rethinks your organization to create a degree of differentiation that is hard to replicate.

- Most organizations are involved in some degree of cutting costs, upgrading legacy technology, or solving small issues through continuous improvement. Today we are seeing even more focus on this as companies struggle to realign their cost and revenue models and focus on just surviving.

- For an organization to truly evolve, it must constantly adapt its strategy recognizing external threats, innovation, shifts in customer values, change and disruption brought on by outside events as well as the ability to determine what capabilities will serve the organization as change continues. This is the essence of instilling both practical business change and transformation capabilities, as well as 'adaptability and resilience' into leadership, and teams across the organization.

- As a result, to develop the ongoing need for different skills, organizations need access to learning programs, and updated change and transformation ideas and concepts, to equip leaders and change-designers with the practical frameworks, tools, and practices to increase their success - not just surviving but thriving.

- The challenge is to find learning programs that provide a balance of the conceptual, along with the practical, to adapt to and implement shifts in the face of change and disruption. Along with this challenge, however, is

MY CAREER TRANSFORMATION

the need to find learning programs that beat the statistical 75% loss of knowledge and skill retention within the first week following training.

- Ultimately, successful organizations recognize the critical and necessary investment in intentional, controlled business and digital transformation *by design, not by default.*

Transformation Builds Organizational Capacity to Constantly Adapt and Evolve

Let us step back and understand the intention of Business Transformation. First and foremost, Business Transformation seeks to redefine the foundations of the organization so it can dramatically grow and capture market share. This includes rethinking your strategy, the business operations, the enabling digital environment and finally, how you organize and leverage your people. The ultimate goal of the transformed organization is to dramatically improve its ability to compete and lead differentiation in the market. This is a journey, but it is a strategic journey that requires that you have the ability and commitment to do it.

Once management has determined the changes needed to better compete, they need a strategic framework that all change must support. The focus will then shift to operational optimization by rethinking of how the operation itself should transform and the type of capabilities that digital services need to provide. This rethinking drives the definition of operational transformation requirements for both the business and digital solutions.

That means that companies cannot carry the legacy operation or technology anchor around with them - let alone respond to change and disruption with a strategy that is no longer relevant to the market or your customers. Forward thinkers have been talking about the need to be nimble and able to make decisions, take calculated risk and respond to opportunities fast – very-fast. For most, this is an impossibility today. But that is a real promise of transformation. However, it requires long-term commitment and breaking out of the cost reduction and improvement mindsets that companies tend to get stuck in.

MYCAREER TRANSFORMATION

The Discipline of Business Transformation

But few companies are ready to do this. The old technology methodologies won't do it, outdated business processes chain you to the past, incremental shifts in how you create differentiation are easily replicated, and a reluctance to invest in digital capabilities due to past expensive failures hold you hostage to 'what if'. In addition, old business project methodologies that focus on the return of investment on dollars, not customer value, are beginning to have a negative effect. Business Transformation is different than investments of the past. This is where training-based creativity and proven approaches come in. It is also more than an investment in the company's future. It is a stake in the sand that declares the company's intent to excel and not just get along with some cost reduction.

By its nature, transformation results in multiple simultaneous changes with radical and integrated shifts occurring in systems, processes, people, and technology across the entire enterprise. Acknowledging, understanding, and orchestrating these shifts is vital to your success. And finally, a significant difference over incremental improvement efforts like cost management, continuous improvement and even re-engineering, is that transformation simultaneously addresses all aspects of a business to produce a new integrated operation that delivers unique and difficult to duplicate differentiation to customers.

Transformation Success Killers

Unfortunately, some companies do not have a well distributed or clearly understood strategy for their organization. Where we find this situation, managers pull in different directions – often based on delivering conflicting opinions of strategy and strategy execution. This creates an environment where Business Transformation is in trouble from the moment the effort starts. If the leadership team, at all levels, is not aligned around the detail level strategic objectives, they will not be able to coordinate properly among themselves and individual responsibility for transformation related activity cannot be part of a governance program. This is the foundation of achieving commitment - the company as a whole and each member of the team must be committed to

working hard to maximize both their individual performance and that of their team.

We know that in any large critical project the end goals will change a little over time, as well as what actions will be necessary to deliver a successful transformation. That is why efforts from each manager to achieve maximum operating flexibility in their operations, while delivering changing objectives, is critical to any transformation.

Transformation efforts must infuse all aspects of the business operation. If leaders only look at what is in front of them with little regard (or concern) for the rest of the organization the transformation will fail. They lack holistic thinking, and actively seek to operate within their own 'swim lane' to ensure they perform better than their peers may be OK in normal operating times, but it is not helpful when organizations transform.

The fact that many leaders have grown up within a single business function and lack of depth in knowledge of the wider organization reinforce this and as a result are blind beyond the walls of what they are managing. Many have been incented to deliver their goals and are very inwardly focused. For the larger picture, this often results in constant sub-optimization as each group within the organization is managed without a clear view of the overall organizations objectives.

Where this mobilization and alignment around a common set of core goals is not in place, we see that resource investment in projects that do not contribute to business transformation objectives, we see effort diverted to individual agendas.

These are significant contributing factors in the 70% transformation project failure rate in meeting expectations that continues to plague organizations. But they can be easily avoided if the project sponsor understands what to look for and has the authority to resolve the problems.

Transformation 2.0 – The Move to Continuous Transformation

Traditional Business Transformation considers transformation as a string of infrequent one-time events. That was largely accurate during the 1970s, 80s and

The Discipline of Business Transformation

90s. However, the explosion of technology, innovation, emerging markets, and globalization of business have changed that model.

In the past transformation created a future state model based on looking forward and creatively leveraging new technology along with company knowledge and skill assets to define, design and build a new business model with the new technology integrated into the legacy IT infrastructure. Although this process took years to complete, it was considered to be single project – a one-time event. But the issue is that faces us today is that any project that will take over six months may never be completed as originally envisioned – too much will change in six months to allow any mid-, let alone long-term target to remain relevant.

Today, many Business Transformation professionals recognize that transformation is an ongoing evolution that is designed to be constructed in phases. This allows the transformation to reflect the changing nature of modern strategy and the reality of innovation. This itself is a response to market evolution, technology, your competition, and changes in global markets and buying preferences. This iterative approach to strategy in turn drives business operating, digital, and organizational change. The end state has literally become a constantly moving target. This has two responses – the shot gun or the ability to adjust your end state design target – as an integration between strategy, operating processes, digital, and organizational.

Given this need for end state recalibration of large-scale change projects – transformation becomes both flexible and continuous. This requires that the comprehensive end state redesign model and the construction/deployment evolution plans must periodically review the envisioned operating model and adjust the end state design as well as the evolution and what is produced in each phase of the evolution. When this is put in place; transformation, which requires that all parts of the business be considered as a single entity, moves from a periodic series of independent one-time events to a continuous, but controlled evolution.

This approach also increased the flexibility of the transformation from timing, delivery, and financial investment perspectives, tying all together in a formal

investment plan that changes and adapts as the financial realities of the organization themselves change.

Successful Business Transformation

Business Transformation is a business action that leads to fundamental change and the evolution of your organization. It is holistic in that the entire organization is part of the future design. It includes everything from your strategy and how you create and deliver differentiation to the market, to how your values consider societal shifts, e.g. global warming, sustainability, and equity. In many ways it determines the products and services you create, the processes you use to deliver value, how you organize and engage your people, how your business is both informed and leverages 'all things' digital, and even the experience you create for your customers, employees and external partners.

Business Transformation envisions a new future that has not been imagined before so that you can redefine your organization's role in the market to leap frog your competition with innovations from the transformation. It enables the activities needed to make this envisioned business operation become a reality.

Successful Business Transformation in the future is thus likely to be a direct result of an integrated approach leveraging the creativity and experience of management and staff. However, experience has shown that you cannot treat transformation as past projects. You must consider a new approach if you would like to avoid the tremendous disruption that has plagued many of the past Business Transformation projects.

Designing Transformative Change

The issue that has faced Business Transformation professionals for the past 15 years as technology and global pandemics have changed the playing field has been "*how to beat the huge failure rate and deliver consistent success*". Unfortunately, too many have become locked into the dogma of legacy approaches and concepts that have not delivered. To us, this needed to change.

MY**CAREER**
TRANSFORMATION

The Discipline of Business Transformation

In our approach we meld the lessons of the past with the needs of a rapidly changing and disruptive new. We have eliminated that which is no longer relevant and replaced it with the new concepts presented in this eBook.

As Business Transformation professionals, we applied our techniques to the discipline of Business Transformation – realizing relationships and issues that are often the real cause of issues. Correcting these approach problems, we created a unique methodology and multiple techniques which adapt to the unique needs of different organizations. This new approach has and continues to be used in the only place that really matters – the trenches of projects.

The sections throughout this eBook help you determine your vision and goals as you move through the different conceptual business paradigms of change. We begin with change and disruption, and how to equip your organization to view these as strategic assets, that when leveraged will position you ahead of the competition. We then look at the four dimensions or perspectives of transformation that combine to provide a very different approach transformation. We will then look at the architects of change which explores the six disciplines that are needed to design and implement the different aspects of a new design. We also challenge the transformation delivery approach and move transformation to an ongoing activity with change being delivered in a defined and controlled series of evolution events.

Overview – Approach Components.

In the MCT Business Transformation 2.0 approach there four components that together define your change and transformation agenda, and ultimately your organization's success:

1. Business Disruption
2. Defining your Business Paradigm
3. The Four Dimensions of Transformation
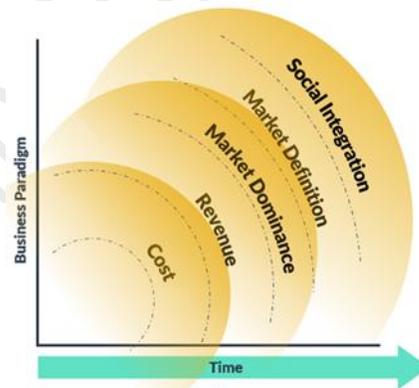4. Architects of Change and Transformation

MY**CAREER**
TRANSFORMATION

The Discipline of Business Transformation

Each of these approach components will be discussed throughout this eBook.

Business Disruption is constant, but large-scale disruption results in havoc for most organizations. To combat this reality, management needs to recognize that internal and external conditions are subject to constant change and at times, massive disruption which must be dealt with quickly and Effectively. In order to thrive, organizations, must develop the capacity to leverage change and disruption as an asset, not a liability. This requires a type of response planning, similar to business continuity and disaster recovery planning based on potential events and an immediate response by the organization.

Business Paradigms define the strategic business vision that describes the operating focus your organization aspires to and will be building in the near future. Each operating paradigm requires a specific set of capabilities, which build additively from paradigm to paradigm. All of the capabilities built in any paradigm level are needed to thrive and dominate in that Business Paradigm. Beyond this list of core capabilities, the list becomes somewhat dependent on the industry and new/emerging technology. This adjustment should be considered as senior management chooses the target paradigm the company will move to. The bigger the company the more a strategic group needs to be assembled and empowered to create a solid alignment of thought and knowledge about the company, the business paradigm and the capabilities needed to ensure success. Consider checking the paradigm you are operating in and capabilities that are needed. If you are missing any of the defined capabilities it may be worthwhile to consider investing in building them.

MYCAREER TRANSFORMATION

The Discipline of Business Transformation

The Four Dimensions of Transformation combine to ensure transformation projects consider the perspectives needed to understand the business operation. From this understanding on how the perspectives of each dimension combine to collectively guide change, the operation can evolve with minimal, but planned disruption. These four dimensions of transformation are strategy, operational, digital, and organizational transformation.

Together they represent all aspects of an organization and ensure that each perspective is leveraged holistically to optimize change.

The Architects of Change represent the different disciplines needed in transformation projects. These include transformation itself, business (strategy), process,

technology, organization, and experience architects. By leveraging each discipline, the project morphs into a collaborative effort where the right approaches and techniques can be used as needed. It is essential that leaders recognize that the larger and more complex the business operation, the more a strategic working group needs to be assembled and empowered to:

- create a solid, consistent alignment of thought and knowledge about the company
- define the current and next business paradigm to ensure that the strategy accounts for the larger paradigm shifts and the capabilities necessary to thrive within the new paradigm
- identify the capabilities needed to ensure success and who will build them

This strategy group is an extension of the executive leadership team and works hand-in-hand with the Architect group who plan, design, and implement the

change or transformation necessary. This forms a governance structure which ensures continued alignment and focus on the investments that directly contribute to your strategy, without which you will be struggling constantly to sell the changes to others, with each leader having their perspective on what projects should be invested in.

The Four Components of Change – a Deeper Dive

Together, these four aspects of transformation encourage collaboration, provide complete coverage of the different perspectives that are needed to help assure success, and set the course for the future of the company. Now, lets take this discussion one step further and look at each of these aspects and how they create an integrated approach to Business Transformation.

Transformation 2.0 in Action

Some type of fundamental disruption or disruptive events will change the playing field. These are becoming common occurrences today. Some are natural, some are man-made, some are due to mistakes and some are due to technological advancements. But regardless of origin, all through the organization and its people into some level of chaos. In other cases, the company may fall behind its competition, lose its competitive advantage, and be forced to transform or become irrelevant. Regardless of the reason, the organization must fundamentally change its strategy, and the operations and technology that supports it. In doing so, the objective is to deal with these disruptions quickly and effectively with a limited operationally disruptive impact.

Delivering this ability is the reason that we originally looked for the control and comprehensive view of the business afforded by this approach.

Any inability to efficiently, effectively, and quickly deal with a disruptive event points to a big hole in the organization's flexibility and a need to consider how the organization should evolve. If this evolution affects multiple areas, the improvement need reaches the transformation level. At this point, leadership

should consider a possible move to a new and more advanced business operating paradigm and new long-term targets. The transformation architect now works with senior management to establish the project and prepares for execution. The questions for the strategy team are "*should the company adopt a new and more advanced business paradigm*?" or "*should it stay with the current business paradigm?*" In either case the question becomes, *"what strategic operating capabilities are needed to support the business?"* This looks at creating initial business, technology, and organization change requirements.

These requirements along with strategic marketplace or customer interaction capability changes define the need that will be viewed collectively by experts in the four dimensions – strategy, operations, technology, and organization. The results of this review by these experts is a baseline of the business as it exists today with recommendations for improvement. The "Architects of Change" - Transformation Architecture, Strategy (Business) Architect, Business Process Architect, User Experience (UX) Architect, Enterprise (Technology) Architect and Organizational Architect – now analyze this information and create a new target business operating model, short term immediate improvements, digital transformation needs, organization change requirements, and a new future end state operating design with a customized evolution plan aligned to an investment plan and project timeline.

The four perspectives of transformation

1. Business Disruption
2. Defining Your Business Paradigm
3. The Four Dimensions of Transformation
4. Architects of Change and Transformation

These discussions are as follows.

1. Business Disruption

The first of the Four Components of Business Transformation is Business Disruption which is defined as:

MY**CAREER**
TRANSFORMATION

The Discipline of Business Transformation

a) *An environment of constant change. For decades, disruptions have been occurring, but too often they were assumed to be a one-time event. Looking at organizations over the last 20 years, we recognize that like change, disruptions are constant and are accelerating. This fact is driving a move to accept a constantly changing operating model with a fluid 'new normal' business operation and in some cases, a new society.*

b) *A hurried response to an internal or external factor that throws part or all of your organization into chaos.*

c) *A shift in mindset that requires a rethinking of any or all aspects of your organization.*

d) *An innovation that compels leadership to leverage all things digital and recognize that digital solutions are a strategic asset rather than a necessary cost.*

The missing piece is a "response capability" that will reduce the impact that change and disruption have on organizations. Typically, management invests in business interruption insurance and IT disaster recovery planning. But it does not have a set of disruption event plans beyond the technology footprint that aligns to event scenarios and allows an immediate shift to a scenario that matches the event beyond simply keeping technology platforms functioning.

Having a "Disruption Response Playbook" with the capabilities needed to fall back on is critical, so that your organization can respond without losing precious time and creating business risk. Business Transformation MUST take into consideration building the capabilities necessary to anticipate and respond to disruption:

- Adaptive leaders and people.

- Scenario planning which include WHAT /IF.

- Flexible organizational structures and operating models.

- Agile and nimble processes.

- Recognize that disruption is a competitive advantage.

MYCAREER
TRANSFORMATION

The Discipline of Business Transformation

- Alignment to the company technology Disaster Recovery plan to the Business Continuity plan. However, the disruption plan includes transfer work to remote environment, pandemic operation environment, natural disaster response and loss of a building or campus due to civil unrest.

We explore disruption and the implications to transformation in separate Business Transformation framework. It outlines the specific characteristics of business disruption and how to build the capabilities to plan and respond based on the implications of disruption to an organization.
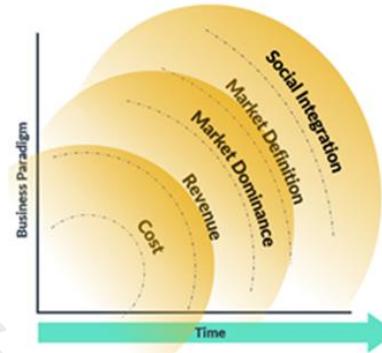
2. Business Paradigms

The next component of Business Transformation is Business Paradigms. Understanding and applying these shifts in business models ensures that organizations can target an operating environment by anticipated capability and outcome and prepare for shifts that allow the company to outperform their peers in the market. Business Paradigms help to recognize that:

- Companies will have different strategies and goals AND, as a result, will choose different operating paradigms.

- Each Business Paradigm builds on the last, requiring unique and specific capabilities for an organization to move forward, survive and thrive within the specific paradigm.

  - The Cost Paradigm seeks to optimize cost, while driving efficiency and effectiveness to outpace the competition.

  - The Revenue Paradigm can best be described as a relentless pursuit of profitable revenue growth.

  - The Market Dominance Paradigm is a mantra of dominating a market space by delivering a product / service that is unique in the market while creating barriers for the competition.

  - The Market Definition Paradigm is defined by new business and operating models that are emerging at an increasingly rapid pace and define an entire new market space.

MYCAREER TRANSFORMATION

The Discipline of Business Transformation

- The Social Integration Paradigm is very much a futurist view. In effect, envisioning a world that does not resemble our current one.

- Leaders must determine how to achieve excellence in their current business paradigm and at the same time how to prepare for the next shift before their competition does.

Pause for a moment and consider your organization's history and how you have navigated through these paradigm shifts. In which paradigm are you currently operating? Which should you be moving to? Where is your competition? What are the risks to your future if you do not act in a timely manner? Companies will eventually journey through these paradigms as they evolve. However, there is no one right paradigm and no time schedule for moving through them. There is also nothing wrong with stopping for a time or permanently in any paradigm, or even redefining the paradigm to better reflect your market and industry. However, every stop, temporary or permanent, has implications on the operation, sales, growth and much more.

As your organization evolves and shifts through Business Paradigms, we recognize that these changes can be as a result of an external disruption that acts as a forcing function, e.g., a competitor innovates requiring you to re-think your business model or an internal disruption which becomes an intentional evolution or transition of your business model. Disruption and Business Paradigms by their nature can be chaotic; however, it is in this moment of uncertainty that an organization can redefine itself and emerge better positioned to dominate in their market.

Building the capacity to thrive in the face of change and disruption, as well as understanding and recognizing Business Paradigm shifts is at the heart of our Business Transformation methodology. Of course, in any Business Transformation, the selection of a target Business Paradigm will have a large

impact on the Business Transformation design and the accompanying Digital Transformation requirements that it drives.

3. Four Dimensions of Business Transformation

Now that we have explored and recognize that by leveraging Disruption and Business Paradigms, organizations are better equipped to thrive both today and tomorrow, it is also time to pivot and explore Business Transformation and how to define an agenda that will ensure your organization's future success.

We define Business Transformation across Four Dimensions that create an integrated and holistic view of your future state. The Four Dimensions include strategic, operational, digital, and organizational views of transformation. In fact, we have built our transformation discipline around the integration of these four dimensions.

- First is **Strategic Transformation** which explores where you are going and how you will get there. This transformation should support business paradigm decisions. The business capabilities that are needed to support both current and future strategic execution are also determined in this perspective. Here we begin with a strategy which translates into strategic goals and a bold yet realistic transformation agenda. Consider:

    – What capabilities are core to your success?

    – Where does competitive differentiation matter and how will it be delivered?

    – How will digital solutions enhance and define aspects of your strategy?

- Second is **Operational Transformation** which describes WHAT you must do. In effect, the business processes needed to deliver on the customer promise. Here it is important to define what your target operating model looks like and how it will be delivered. It is also important to build maximum flexibility into your operational design – both with human-based

MY**CAREER**
TRANSFORMATION

activity and automated support. A key aspect is how to integrate Operational Excellence into all aspects of your organization to improve the outcomes of all processes. By prioritizing the outcomes and the experience that processes deliver to customers, employees, and business partners you are able to prioritize the Operational Transformation agenda more effectively.

- Third**, Digital Transformation** is defined by the business strategy it must support. Transformation considerations here include the technical infrastructure redesign and technology updating, along with the potential for a complete technology operating modernization. Like business transformation, digital transformation should be viewed as an evolution to a specific model over time. This transformation determines how technology and emerging digital solutions will enable the strategic agenda, while delivering high quality / low cost solutions as part of the customer experience. Adding digital transformation moves Business Transformation a step further to enable Operational Excellence.

Lead with technology modernization and innovation based on the new technical capabilities to build the discipline needed to keep pace with differentiation. At the heart of Digital Transformation is recognizing that technology has shifted from offering 'new tools' making the organization more efficient and effective, to becoming a strategic differentiator that provides capabilities that redefine the strategy and even a Business Paradigm. Consider how gamification, AI and other digital capabilities are fundamentally redefining organizational strategies, the solutions they offer and the customer experience they provide.

- Fourth, **Organizational Transformation** describes how leadership and people work together in the new transformed business operation. This includes building a performance-based and values-based culture, ensuring that talent is placed into the best roles ... in an adaptive structure and that everyone's role is aligned to your strategic goals. By investing in agility and flexibility, the organization and your people are better equipped to embrace new ways of delivering value, while constantly ensuring the ability

MY**CAREER**
TRANSFORMATION

to thrive in the face of change which is imbedded across the organization. Organizational Transformation enables strategic, operational, and digital agendas to be developed and redefines how people work together to achieve the shared objectives of your organization.

We have often seen failed transformation efforts that result from the organization focusing on only one or two of these dimensions without considering all four. Even if your transformation does not result in significant change in each of the dimensions, it is still essential that planning and design include each, so that critical aspects are not missed.

We also explore each of the Four Dimensions of Transformation in the Business Transformation as part of the overall Transformation framework. In it we outline the specific attributes of each dimension and look at strategies to excel within a given dimension. This builds an integrated transformation agenda leveraging all Four Dimensions of Transformation.

Ultimately, any effective transformation effort is based on an integrated implementation plan that incorporates change across each of the four dimensions, so that a balanced and intentional approach to transformation is taken.

4. Architects of Change and Transformation

There are six Types of Architects who need to collaborate in the implementation of a Business Transformation.

- Transformation Architects create and manage the master plan and roadmaps to execute transformation of the organization.

- Business (Strategy) Architects translate strategy to business outcomes.

- Process Architects design and monitor business processes.

The Discipline of Business Transformation

- Enterprise (Technology) Architects design and implement technology change.

- Organization Architects ensure that people are prepared and equipped to implement change.

- Experience Architects design and implement employee experience and the customer journey as well as all interactions with your business partners.

Each of these architects represents a specialty discipline and the approaches, concepts, skills, and techniques the discipline proposes. This gives projects a multi-faceted look at the business and how it can change. Key aspects of the architect's participation include:

- Recognizing that designing, planning, and executing a portfolio of projects is challenging.

- Collaboration of the architects who design and implement transformation to ensure that issues are surfaced and addressed across the team rather than by a single discipline.

- Ensuring that the architects work as an integrated team so that potential conflicting messages and expectations from different members of leadership can be recognized and addressed.

- Closing gaps by investing in learning programs that focus on an integrated methodology, provide the tools / guides to accelerate and ensure success, and demonstrate how disciplines work together to lead to your success.

- Helping to ensure that little to nothing is overlooked and ideas on improvement are reviewed from multiple perspectives.

- Vetting a solution that is designed by experts across multiple architectural disciplines to provide the best solution possible.

Together these architects of change plan, design and implement an integrated approach to change and both Business and Digital Transformation. Each of the six architects thus play a unique role in the design and development of the new business operation.

MYCAREER
TRANSFORMATION

The Discipline of Business Transformation

The specific attributes and role of each are discussed as well as the strategies to leverage each of these unique

disciplines. This mixing of skills and techniques also provides the governance necessary to guide how each type of architect collaborates in the creation of your transformation agenda.

Creating a Learning Edge

To date, many organizations have planned, designed, and attempted a Business Transformation effort with a narrow focus on a single dimension of transformation. Often without sufficiently accounting for the shifts in Business Paradigms, how external change, and disruption effect the organizations desired future state or how to leverage the architectural disciplines required for success.

There just have not been enough successful transformation in the thousands of attempts to have built up a cadre of professionals who have the hands-on expense to tackle and successfully implement transformation, let alone position an organization for the next transformation that is ahead of them.

As a result there is a need for to formalize the Business Transformation discipline with both the conceptual frameworks and practical tools, templates, and accelerators to make a larger impact across the global landscape.

Creating a Business Transformation Community of Interest

This eBook is written to invite all Business Transformation practitioners into a dialogue about the discipline and how together we can affect a much higher level of success across all organizations. Consider this an invitation to evolve the discipline of Business Transformation by contributing your perspective and

MY CAREER
TRANSFORMATION

experience to making organizations more resilient and successful by reaching out the authors and becoming part of the dialogue.

About the Led Authors

Both Keith and Dan have been focused on finding ways to help businesses streamline operations while gaining a competitive advantage for most of the careers. Having led projects of all sizes and complexity over this period, they have learned what works and what does not. They have found a lot of pitfalls and found how to either avoid them or eliminate them. They have had a luxury that few have – they have been encouraged to find ways around the problems that have plagued both improvement and transformation projects as they drove for consistent success. The approach that is discussed here is the result of these experiences and the ability to create new approaches, tools and techniques that have been battle tested on numerous projects.

Because of these projects Dan and Keith have challenges long-held beliefs that produce needed immediate improvement but combine to cause long term harm. The challenge for you is to think about what you read here. Parts will challenge you to be open minded and to think about how the approaches in Business Transformation can solve problems you have encountered.

Dan and Keith have recently started an all online training firm that is focused on ensuring business improvement and transformation professional develop the skills needed to help companies go beyond the traditional cost reduction goal and help companies grow and increase their market share. This company is My Career Transformation. Check out the company website and take one of the complimentary courses.

The Discipline of Business Transformation

About the Authors

Keith Leust

CBA, Six Sigma
Black Belt, MBA

Keith Leust is a results-driven business leader with over 30 years of hands-on experience. His career has been split between leadership roles in companies and an executive consultant to Fortune 500 leadership teams. Keith held senior leadership roles including VP Transformation, Chief Human Resources Officer, Senior Director of Business Architect, Head of Motorola University, and other executive positions at Prudential, American Express, Motorola, Oracle, and other global organizations. His consulting work includes business strategy and execution, transformation, technology optimization, revenue growth and cost optimization.

Keith is a former board member of Business Architecture Association (BAA), now the Business Architecture Guild. He co-authored the first Business Architecture certification exam and career competency model for the Business Architecture Association, and "The Business Transformation Field Guide" to improve transformation outcomes.

KeithLeust@MyCareerTransformation.com

Dan Morris

CBL, CBPP, CBA

Dan Morris has over 30 years of experience in business and technology operation transformation and management. Dan is a member of the PEX Global Advisory Board and has served as the former US Practice Director for Business Transformation at Infosys, Capco, TCS and ZS Associates.

Dan has also served as an Executive Consultant with IBM (the highest-level consultant role at that time in Global Services), and as a member of the Forrester Research International BPM Council, board member of the Business Architect Association and the International Association of Business Process Management Professionals.

Dan is an international speaker at over 40 conferences. He is the author of five books on Business Transformation and over 70 papers and articles. He is also a columnist for Tech Target and with PEX.

Dan is also one of the co-authors of one the first Business Architect certification test for the Business Architect Association and has served as a key member of the Association of Business Process Management Professionals certification test teams.

DanMorris@MyCareerTransformation.com

MYCAREER
TRANSFORMATION