Building a Better Transformation

These nine data-based practices can elevate any business transformation.

1. An owner should be responsible for three initiatives.
   - Initiative owners typically hit optimal results when they are responsible for three initiatives.
   - An owner should be able to effectively handle initiatives that require approximately 45 days from planning to implementation.
   - Ownership requires clear responsibilities, authority, and coaching of initiative owners, sponsors typically have the bandwidth to effectively oversee up to 14 initiatives.

2. Sponsors should oversee three owners.
   - When sponsors have implemented sufficient oversight, initiatives with a single owner underperform.
   - Initiatives with an owner as a part of the core team perform 10% better.
   - Initiatives with an owner as the primary driver perform 20% better.

3. Male finance part of an initiative’s core team.
   - Male sponsors’ intervention improves performance by 30%.
   - Initiatives with highly detailed work plans underperform.
   - Work plans should have no more than 10 milestones.

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   - Initiatives with an owner as part of the core team perform 10% better.
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   - More frequent status updates improve visibility and heighten accountability, improving initiative performance.

5. Plan and mobilize in fewer than 42 days.
   - Roadblocks can bring an initiative to a standstill.
   - Intervention improves performance, so it’s important to justify taking actions that run counter to them.
   - Moving quickly is too much focus on engineering the process.
   - Interventions by type of initiative owner.

   - Weekly reports update teams on deliverables, incorporate feedback, and create accountability.

7. Empower teams to adopt a “red is good” mindset—honestly identifying, transparently communicating, and being accountable focusing on their greatest challenges.
   - Team members who do not believe that success is achievable do not perform as well.

8. Clear roadblocks in fewer than 7 days.
   - Roadblocks can bring an initiative to a standstill.
   - Before and after transformation.

9. Identify and focus on your star initiative owners.
   - Common success metrics are number of activities, number of milestones, and days to clear roadblocks.

- Finance partner
- Star owner (top 25%)
- Other

- Intervention (Before)
- No intervention

Before

After

Report status weekly.

Weekly reports update teams on deliverables, incorporate feedback, and create accountability.

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Interventions by type of initiative owner.

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- Star owner (top 25%)
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