

THE ART OF TRANSFORMATIONAL **CHANGE**

A HANDBOOK FOR MANAGERS AND LEADERS

KETAN VARIA

BOOK SAMPLE



The Art of Transformational Change
A Handbook For Managers and Leaders
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To my grandmother Santaben Mansang Varia, whose blessings have made my life unfold in a positive way. Having lived in three continents, she has developed traits that have given her life a solid foundation. Santaben has always adapted herself to any given situation, demonstrated intense willpower based on faith and developed a high awareness of the power of relationships. Above all, she has always been tolerant to all, by understanding their points of view and accepting difference.

And to all people who are always open to new ideas and ways of thinking.

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FOREWORD

To the casual observer, every organisation, from for-profit to non-profit, from public to private, from manufacturing to city government, is unique. Each with its own vision, strategy, and operating policies, both formal and informal. Each with its own customers and suppliers, as well as management hierarchy. Yet, upon closer examination, there are patterns at work, guided by the “theories-in-use” of everyone in an organisation, that allow for categories to appear and similarities to emerge. Gradually, organisations that may well have started small, perhaps in a garage, with enormous fanfare and success, become siloed and slow, if not resistant to change. In a simple model, I place them in the category of “Organisations as Usual”. Instead of managing interdependence, they manage the parts “taken separately”, to borrow from Dr Russell Ackoff. Instead of thriving, they struggle to survive, ever in reaction to emerging problems, as well as a changing marketplace. Along the way, problems persist; fragmentation increases, teamwork decreases, and old customers depart. If fortunate, new customers replace the departed, yet the cycle continues.

In my experience in studying organisations for the past 25 years, “Usual” organisations favour results

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over process. That is, there is generally little interest in “by what method?” to quote W. Edwards Deming. Yet, without a method, how would “Organisations as Usual” transform to “Organisations as Unusual”? Chapter by chapter in this book Ketan Varia presents a well-established collection of techniques and strategies to counteract these forces of decay, enabling “Organisations as Usual” to change course and continuously transform into “Organisations as Unusual”.

Readers will enjoy Ketan’s steady use of everyday examples to illustrate a foundational set of strategies and techniques, covering topics ranging from innovation to systems thinking and fast learning. Readers will also quickly sense the comfort with which Ketan has led the implementation of these concepts with his clients, concepts he has lived and mastered. With this book, he has crafted a leader’s guide to successful transformational change, designed for beginners and veterans alike. Let the journey begin!

Dr Bill Bellows
Los Angeles, California. USA.
5 May 2015.

INTRODUCTION

Almost fifty-nine percent of corporations fail to meet at least one of their transformational change objectives.¹ While more than one in five organisations go through some kind of transformational programme to improve performance, a study by McKinsey found that only thirty percent of change programmes were deemed successful²; and a study by Moorhouse Consulting found that fifty-three percent of FTSE 250 organisations delivered change programmes late.³

Organisations large and small, public and private, autocratic and democratic, have been consistently unable to apply lessons from the past and achieve success in change programmes. Large corporations may fail to deliver satisfactory benefits even when huge resources are expended and the benefits obvious. In many cases this is because the case studies and methodologies used by guides on change are not universally appropriate or transferable. Methodologies

1 Hans Jorgenson, Lawrence Owen and Andreas Neus, *Making Change Work: Global Study*, (New York: IBM Global Services, 2008).

2 Scott Keller and Carolyn Aiken, *The Inconvenient Truth about Change*, (McKinsey & Company, 2008).

3 Moorhouse Consulting, “Change-ready and agile organisations are more likely to experience growth”, *Barometer of Change*, (Moorhouse Consulting May 2013).

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are not wrong or misguided; they just can't be applied to all organisations.

Organisational cultures differ; change programmes must relate to each individual circumstance. Managers may not know which methods work in their organisation. In many cases, change leaders are unaware of failure until a major evaluation takes place, which can make the situation even worse.

The Art of Transformational Change: A Handbook for Managers and Leaders, is a handbook for managers and leaders involved in, or contemplating, a change or transformation programme. It provides a practical, detailed and informed framework for creating a change process. This handbook distils tried-and-tested techniques from the multitude of solutions available. Through step-by-step instructions and visual illustrations, it guides the user through context-specific techniques that can be uniquely tailored to any organisational change programme.

What is transformational change?

All large organisations are likely to be going through some change including IT systems, new products, new structures, or in some cases, a new vision. Transformational change is when the change impacts more than the day-to-day process of the work, but requires new types of thinking and behaviours as the change itself cannot survive or be sustained without the latter.

What is leadership?

I have written this book for managers and non-managers alike. Anyone who can influence change and lead it, actively engages with others and seeks participation with collaboration is in my mind a leader. Leadership is about working with people as they are, with their expertise, relationships and insight, and a deep sense of wanting to change “together”. This is supported by leadership experts like Scholtes.⁴ It isn’t about the thumping boss, about a winner take all, or about “forcing” change. Leadership skills most in need are ones around coaching and being resourceful. Leaders understand the processes in place in an organisation and the dynamics between them, including interdependencies, i.e. they have a more holistic picture of what happens in an organisation. This is often referred to as systems thinking.

The interventions in each chapter of this book are to be used by a leader together with the people he or she influences to provide that deeper insight during a change programme.

Chapter 1 examines the dimensions of value to ensure customer perceptions are effectively captured. Chapter 2 examines the importance of clear-outs of both materials and information in organisations. Chapter 3 looks at RACI, a tool which helps codify “who does what” in any change programme while in Chapter 4, we look at setting up continuous review in organisations. Chapter 5 looks at the creation and dismantling of high performance teams. In Chapter 6, TRIZ, an innovative

⁴ Scholtes, Peter R. *The Leader's Handbook: Making things happen, getting things done*. New York: McGraw-Hill, 1998.

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way of problem-solving is discussed that offers low cost solutions to issues arising in change programmes. Chapter 7 discusses systems thinking, which allows the understanding of joins in complex transformation: what impacts what, even if the level of impact is ambiguous and finally, Chapter 8 looks at fast failure and fast learning in process design within transformation.

The weaknesses of existing ways of working become obvious when an organisation is seeking large-scale or transformational change. Creative thinking and ingenuity are needed to attain organisational benefits in areas where there are few margins for error; the survival of the whole organisation, rather than a single part, may be at stake. Leaders need to be aware of both the reasons for, and context of, the change in its preparation stage, and also appropriate highly leveraged methods and tools that give the change process direction and ultimately, success. They also need to be aware that, even when the change programme results in short-term success, it is not the end of the story: sustainability must be an integral part of the change.

Change approaches, such as project or resource planning, risk and issue management or performance indicators, are often disconnected. *The Art of Transformational Change: A Handbook for Managers and Leaders* is a powerful book focusing on a proven, holistic approach to implementing, dealing with and adapting to change. All transformation programmes need three elements to succeed: planning for transformation; processes and methods to achieve change; and a plan for sustainability. This book provides techniques that are useful across all three areas.

Introduction

Evaluations can provide powerful analysis after the event, but few are actively used during a transformation programme. The aim of this book is to give change leaders tools and concepts to use during the process, in the “heat of the moment”, to provide assurance and creative thought about the organisation’s transformation.

Of the many techniques available to change leaders, I have chosen the eight that in my experience have been the most effective in providing a “better picture” and shedding light on change programmes. The techniques themselves are not complex, and have been distilled from decades of hands-on experience. They have been proven, through use by many organisations, to be both effective and beneficial.

Transformational excellence in an organisation is the result of outstanding teamwork and skilful adjustments to the programme, rather than top-down command-and-control or bottom-up training and motivation investment approaches.

The Art of Transformational Change: A Handbook for Managers and Leaders offers managers the opportunity to learn important lessons which will help them avoid mistakes, and even more, apply right practice to planning for change in their organisations.

CHAPTER 3

Continuous Review

Many organisations are more like an oil tanker, which is difficult to manoeuvre once set on a course, than an ant, which meanders constantly to find its target.

In most organisations, review is carried out from the top down, driven by a study of external outlook, forecast and previous organisational performance. This informs annual decisions about improving business processes which are cascaded down to all employees.

This approach creates lag between decision-making and actual change or implementation. When reality meets theory, often the change isn't implemented in the way envisaged. There can be several reasons including: staff resistance to change, the basic impracticality of the change envisioned, a lack of capability in the organisation to work in a systematic way to make change happen, or a lack of effective leadership to build the right momentum.

An entire organisation needs to be in a state of review, not just annually but continuously, to enable it to move rapidly while overcoming hurdles. Change can only start

Continuous Review

from awareness and understanding, and a process of continuous review can help create the momentum for change. Continuous review is also the building block that makes an organisation more adaptable and likely to deal with external threats even when they are not anticipated.

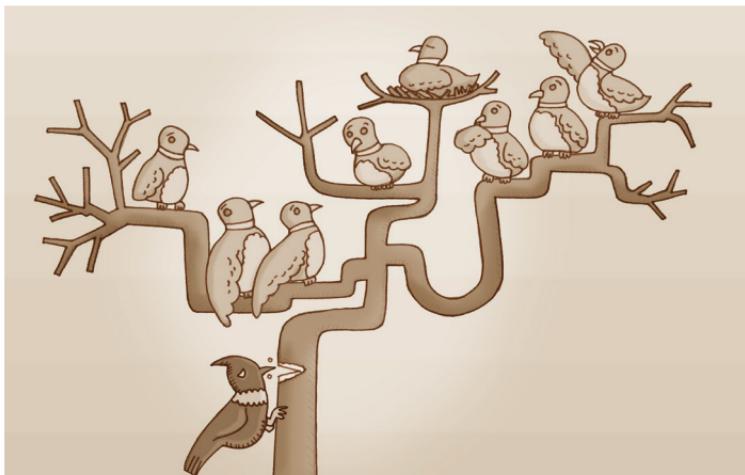


Figure 8: Small cracks may not withstand external shock

Review is difficult for many people: when things appear to be working well, the question is: “If it isn’t broken, why try to fix it?” However, without rigorous review, there will be instances where minor issues are missed resulting in small cracks that cannot withstand external shock as shown in Figure 8. Take, for example, the failure of a large hospital, the Mid Staffordshire Hospital in the UK, which led to a full public enquiry and had to be eventually reconfigured.¹³ There were a host of failures, but the report noted that the impact of failure was partly led by an “assumption that monitoring performance

¹³ Report of Mid Staffordshire NHS Foundation Trust Public Enquiry, chaired by Robert Francis, (London: The Stationery Office, 2013).

management or intervention was the responsibility of someone else". It also noted that standards devised at the hospital were top-down, not bottom-up, and were driven by bureaucracy rather than what mattered to patients.

What we need to understand about reviews

Sometimes continuous improvement initiatives are disbanded due to a lack of momentum once they achieve a particular, often artificial, target based on a one-off project. Continuous review should be more than meeting a goal: it ought to be a constant review of the organisation's current practices, in light of the business's aims and strategy.

There are several stages to continuous review. Each should be carried out on a "drumbeat" basis: daily, weekly, monthly and quarterly.

Daily

So what happens in a daily review? The questions should allow a fast flow of energy. A "stand-up" or open meeting space helps keep things brief. The sessions should be no longer than fifteen minutes, with no more than four questions, focused around issue management and assurance.

Continuous Review



Figure 9: The daily review

The question about unexpected events points to process issues either brought about by a common cause (e.g. a procedure was missed yesterday) or a special cause (e.g. the snow caused us to start work late). All causes need to be acknowledged and suggestions for process improvement and risk management need to be pointed out.

This process of review gives a full bottom-up view of the day's issues which within two hours can be fully escalated through to the very top of the organisation. This process is about solving today's problem today, stopping it from escalating and providing an early warning signal about potential danger ahead.

In some organisations actions are recorded in an email during the review and sent instantly on completion of the meeting. Problems are only escalated if they are beyond the control of the local team and create an obstacle in carrying out that day's work.



Figure 10: Reviews identify a common view of problems

Snapshot of a review

Daily reviews should work across the whole organisation. A large shipbuilding company employing over two thousand people in buildings across disparate sites used the following sequence each morning:

- 07:30 Shop floor review
- 08:00 First line management review
- 08:30 Middle management review
- 09:00 Senior management review

In addition, we can have weekly reviews with questions based around the improvement of the operational processes.

Weekly

Weekly reviews involve more of an overview of the activity. They point out where things can be improved across a process in which a team works:

- What's working well? (Can we do more of this?)
- What can we stop doing that provides no real value?
- What have we learnt this week?

The “what's working well” question is critical, as it uses positive energy and experience to improve or leverage a process or model that works well. In any organisation where I have been brought in to look at process issues, this is an area of questioning I always ask, as the solutions to problems can often emanate from the processes that are already good. Appreciative Inquiry¹⁴ is a concept that uses positivity and working with the “best of what is”.

A hospital trust in the Midlands asked: “What can we stop doing that provides no real value to our patients?” They studied their outpatient X-ray appointments and found that booked appointments created overhead costs in the number of “did not attend” and the administrative process. The system also provided little value to patients: most injuries and illnesses needed swift diagnosis. The patients just wanted to be seen as quickly as possible and were open to new approaches provided they did not have to wait. A walk-in system that was both less costly and provided better value to

¹⁴ Shaked, David. Strength-based lean six sigma: building positive and engaging business improvement. London England: Kogan Page, 2014. Print.

patients was implemented easily once a demand and capacity analysis was carried out. The system proved so successful that it prompted one patient to write to the local newspaper with their positive experience!

Running like clockwork

SIR – Is this a record?

I had an appointment with my GP in Harrold at 9.20am.

He sent me for a chest X-ray. At 10.26am I took the bus to Bedford arriving at 11am.

I immediately transferred to a bus taking me to Bedford hospital where I arrived at 11.20am.

At 11.22am I walked into the X-ray department, 11.23am summoned in to X-ray room, 11.26am all done, 11.35am catch back bus back to bus station. Noon catch bus back to Harrold. Brill!

Please do not slag off the NHS and Stagecoach, both were brilliant.

Edgar W. Stock

Harrold

Figure 11: Letter in local newspaper

Continuous Review

Monthly

The questions here are more based around direction and should typically take no more than two hours.

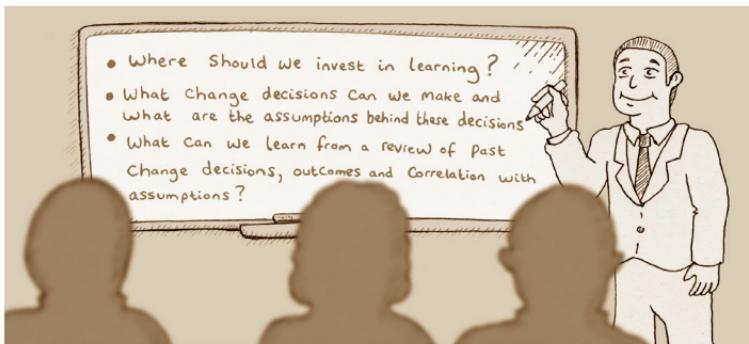


Figure 12: Holding a monthly review

The monthly meeting is a critical meeting as it is here that decisions about change are made. It is time to reflect on areas that need improvement. More important is to note the assumptions behind these decisions. A review of these assumptions will help with assessing the outcome in a robust way.

The element of decisions and assumptions can easily be recorded on a simple matrix; typically each team should have such a log.

Study on assumptions and decisions: Olympics 2012

It was assumed that the Olympics would generate higher volume in retail sales.¹⁵ The original forecast of growth in retail sales being 3.5%.¹⁶

The main assumptions were that there would be more visitors and they would buy goods and services during their visit. In particular, the longer opening hours during the Olympics would have an impact.

In reality retail sales in the UK were lower in August as the popularity of the Olympics hit traffic at stores, a survey has shown.¹⁷ In addition, sales in the London's West End were 4.6% lower during the Olympics period.¹⁸

There were two factors involved: people who congregated around the Olympic village and venues having spent a large sum on tickets, did not have any extra cash to spend; local Britons were absorbed by watching the Olympics on television: ninety percent

15 Karen McCandless, "London 2012 Olympics Impact on Retail," OnWindows, 4 April 2012, <http://www.onwindows.com/Articles/London-2012-Olympics-impact-on-retail/6701/Default.aspx> [accessed 5 June 2015]

16 "Olympic year to drive 3.5% increase in retail sales growth in London's West End," The Retail Bulletin, 16 January 2012, http://www.theretailbulletin.com/news/olympic_year_to_drive_35_increase_in_retail_sales_growth_in_londons_west_end_16-01-12/ [accessed 2 June 2015]

17 "Retail sales 'hurt by Olympics' in August," BBC, 4 September 2012, <http://www.bbc.co.uk/news/business-19468578> [accessed 5 June 2014]

18 "London's West End: Review and Outlook," (Chicago: Jones Lang Lasalle IP Inc., 2013) <http://holtest.web.coop/wp-content/uploads/2013/01/West-End-Tracker-2013.pdf> [accessed 2 June 2015] p.15.

Continuous Review

watched it every day¹⁹ and spent less time outside the home, including shopping. Clearly the assumption turned out to be wrong and the lessons learnt were about the ways in which people make a choice between enjoyment from viewing a special event versus shopping, rather than doing both.

Retail sales fell 0.4% on a like-for-like basis in the month of the Olympics compared to the same month the year before, according to the British Retail Consortium (BRC). Excluding Easter, it was the weakest month since November. “The feel good factor from the Olympics failed to inspire spending”, the BRC said. In particular, online shopping grew 4.8% in August, the lowest increase since the BRC started collecting the data in October 2008. “There’s no evidence here of any Olympic boost to retail sales overall”, said BRC director general, Stephen Robertson. “Hot weather and the Olympics did help sales of party food and drink but that was more than offset by a really weak performance for non-food goods”.

Quarterly

The questions here are about investment.

- What have we achieved?
- How are our long-term initiatives progressing?
- Where do we need to invest in capability and capacity?
- What governance and assurance do we need to improve?

19 “London 2012 Olympics deliver record viewing figures for BBC,” BBC, 13 August 2012, <http://www.bbc.co.uk/mediacentre/latestnews/2012/olympic-viewing-figs.html> [accessed 5 June 2014]

All organisations have yearly reviews. This is a strategic decision based on the external environment and customer needs. Michael E Porter talks of Five Forces²⁰ which create a set of assumptions for the organisation. Strategic changes, such as investing in a new service line or product, or a divestment, are separate activities and not included in a continuous review of ongoing activities.

“Subsidiarity” means performing tasks at the lowest, most local and practical level in large governments. A similar concept should exist in large organisations, so that decisions and knowledge are encouraged down to the lowest possible relevant level. The review process itself creates a sense of ownership of problems and improvement becomes a self-fulfilling, virtuous circle. Senior management often articulate frustration at the lack of decision-making and ownership at lower levels, but it is often the organisational system that thwarts this subsidiarity. They are quick to point to poor decision-making in the organisation after the event, but the real reason lies in the process of decision-making and review that they have failed to create at the right levels. A hierarchical structure is often used to force decision-making down the chain and the excuse of ‘poor execution’ used to protect each layer of management from the failure that occurs “underneath”. This is the most common complaint from people in public sector organisations: they don’t get a chance to be involved in decision-making that impacts. An Ipsos MORI poll found forty-eight percent of people would like to be

20 Michael E. Porter, *Competitive Strategy: Techniques for Analysing Industries and Competitors*, (New York: Free Press, 1980).

Continuous Review

involved in local decision-making for public services delivered locally.²¹

Some organisations talk about “allowing decisions to be made lower down”, but do not have a structure to facilitate this. Without one, it is just wishful thinking. People at the bottom are also afraid of making mistakes: they will be the ones who carry the blame.

In large-scale transformation programmes, continuous review provides a drumbeat for improvement, without creating bureaucratic overhead, making transformative change much easier to put into practice.

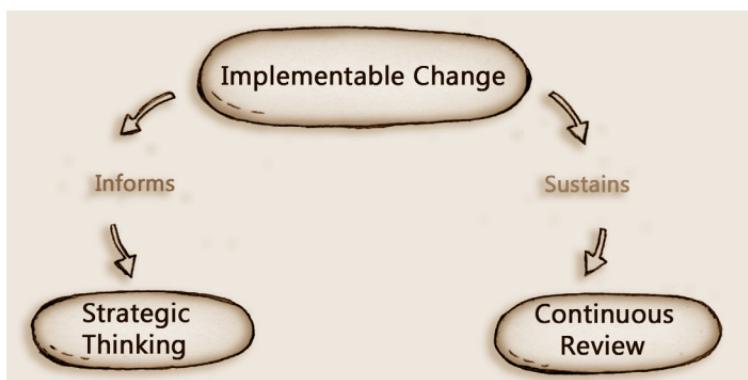


Figure 13: Linking strategy to continuous review

In summary, continuous review becomes the cornerstone for an organisation to be in “flow” in the face of challenges, rather than to “barge through”. When an organisation is going through transformative change, it makes the process of implementation easier.

In many organisations, hierarchical planning and top-down review has taken over from setting up the right

²¹ Ipsos MORI, “What do people want, need, and expect from public services?” (London: 2020 Public Services Trust at the RSA, 2010).

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mechanism of review when implementing large-scale change.

Continuous review differs from continuous improvement. The latter focuses on improvement and action while continuous review concentrates on awareness and a full understanding of the implications of any actions.

CONCLUSION

Throughout this book, I have tried to show techniques that can be used at any point during a large-scale transformation programme to provide deep insight, yet are not overtly difficult to use. All of them take on complex areas of a business and have the ability to show not just the connections and areas that need addressing, but a potential way of moving forward.

All transformation programmes need three elements to succeed: planning for transformation; processes and methods to achieve change; and a plan for sustainability. This book provides techniques that are useful across all three areas. The techniques are standalone but can also be used in conjunction with others.

Which technique to use?

Here is a summary that will help decide which techniques you can use when faced with specific problems or situations. It shows the approach or context of using each technique, how and when to use it and how it might work in combination with another technique(s). Table 12 shows which techniques you can use when faced with specific problems or situations.

Chapter 1 – Using Dimensional Values

How and when to use this technique:

- Use Dimensional Values in a focus group or a questionnaire approach, to understand different aspects of value that customers and/or producers have around products or services.

Context in transformation:

- Use at the onset of transformational change to ensure value perceptions of change to the end customer are documented and discussed.

Combination with other techniques:

- Consider during Continuous Review to ensure that the business processes are delivering value.
- Resolution of conflicts in meeting Dimensional Values for customers can be done using TRIZ.

Chapter 2 – Systematic Clearing Out

How and when to use this technique:

- Systematic Clearing Out of materials and information is important because it allows a focus on critical memory and removes unimportant data that causes an undercurrent of frustration and tension.
- Hands on – everyone in the function is involved.

Context in transformation:

- Helps decide which knowledge and material

must go and which to retain or embed during a transformational programme.

- Helps reduce organisation stress and improve motivation.

Combination with other techniques:

- Works well as a specific activity within Continuous Review.

Chapter 3 – Continuous Review

How and when to use this technique:

- Continuous Review is a building block that makes an organisation more aware at all levels about its current state and helps identify problems early.
- An excellent way of making teams stop to take stock; stops mindless impetus to transformational change.

Context in transformation:

- Helps identify “how things are” in their fullest before undertaking action.
- Allows the possibility of bringing about awareness with no action – stops needless activity.

Combination with other techniques:

- Systems Thinking maps can be used as part of a Continuous Review of processes.
- A regular activity of High Performing Teams is Continuous Review.

Conclusion

- Systematic Clearing Out can be a specific activity as part of Continuous Review.

Chapter 4 – RACI

How and when to use this technique:

- RACI (Responsibility, Accountability, Consultation and Information) is a management tool which is extremely useful as an enabler in deciding “who does what” at different hierarchies of activities.
- A living tool – RACIs change with time and needs frequent revising.

Context in transformation:

- In complex transformational change there are many “players” and clarity is needed about who is doing the work and who is giving advisory information.
- Allows subsidiarity – better decision-making from bottom up.

Combination with other techniques:

- Can work well with Continuous Review in having clarity in who does what.
- Works well with Creating High Performance Teams.

Chapter 5 – Creating and Dismantling High Performance Teams

How and when to use this technique:

- High performing “on-the-ground” teams are essential ingredients for managing the constant change that businesses face today.
- Used by leaders and managers in creating the right team structure.

Context in transformation

- Brings clarity around structure for transformational teams to succeed.
- Enables dismantling of teams and a full review of past success and failure.

Combination with other techniques:

- Using RACI can help ensure teams have got the right roles and are working to their optimum.

Chapter 6 – TRIZ in Transformation

How and when to use this technique:

- TRIZ is a tool that clarifies the contradictions of a problem and leads to innovation.
- Use in a workshop style with strong facilitation.

Context in transformation:

- When there is conflict between transformation work streams and problems seem impossible to solve.

Conclusion

- When costs of solutions are very expensive and cheaper ideas are needed.

Combination with other techniques:

- Works well when using Understanding Dimensional Values to help drive better solutions in new design.

Chapter 7 – Systems Thinking

How and when to use this technique:

- Systems Thinking examines the factors at play during a transformation and tries to discover the connections between them.
- Create highly visual flows mapped on a large whiteboard or ‘brown paper’ wall.

Context in transformation:

- Allows the understanding of joins in complex transformation – what impacts what, even if the level of impact is ambiguous.
- Allows better decision-making about where to apply change.
- Clarifies risk and purpose early.

Combination with other techniques:

- Works well in conjunction with Fast Failure and Fast Learning, and Continuous Review.

Chapter 8 – Fast Failure and Fast Learning

How and when to use this technique:

- Fast Failure and Fast Learning works well when testing end-to-end processes/systems to get a true idea of how processes are impacted by business transformation.
- Use to prove the flow of process at various stages of design.

Context in transformation:

- Quickly identifies gaps in flows of new processes or products, as part of transformation, to see the ‘whole’.
- Changes mindset when looking at a significant operational change.
- Highly flexible and leveraged – testing becomes bigger and better prior to ‘going live’.

Combination with other techniques:

- Can be used by understanding failure or opportunities as part of Systems Thinking.

Conclusion

Technique/ Transformational challenge	Clarity in scope and benefit	Leader- ship & Ownership	Stakeholder engagement	Managing disparate resources	Risk/Con- tingency manage- ment	Inno- vation	Applying best practice
1 Using Dimen- sional Values	X		X		X	X	
2 Systematic Clearing Out	X		X			X	
3 Continuous Review	X	X	X		X		X
4 RACI		X	X	X	X		
5 Creating & Dismantling High Perform- ing Teams		X			X	X	X
6 TRIZ in Transformation			X			X	
7 Systems Thinking	X		X		X	X	X
8 Fast Failure and Fast Learning	X		X		X	X	X

Table 12: Interventions for different transformational challenges

ABOUT THE AUTHOR

Ketan Varia is the founder of Kinetik Solutions and has over 25 years of Management and Consulting experience. He is focused on leading and guiding strategy and improvement programmes within an operational context.

He has led over 30 change assignments, across ten countries, for a variety of FT Global 500 companies at Kinetik and in previous roles at Capgemini and Ernst & Young.

His extensive experience includes development projects with ADP, Abbey National, British Airways, BAE, Blind Veterans UK, EMI Music, Hertz, Office for National Statistics, Land Rover, Motorola, several NHS Trusts, Nations Trust Bank, Network Rail and Xerox.

Ketan is a former non-executive director for The North West London Hospitals Trust, where he sat on their Audit and Governance & Risk Committees. He is also a Chartered Engineer, a Fellow of the Royal Society of Arts and a Fellow of the Institute of Operational Management.

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OrGANISATIONAL change can be a complex process, requiring guidance and support throughout in order to deliver the end product successfully. Unfortunately, 70% of businesses fail to deliver transformational change successfully, repeating familiar mistakes over and over again.

The Art of Transformational Change: A Handbook for Managers and Leaders, provides invaluable step by step advice on how to get it right. With over twenty-five years of management and consulting experience, Ketan Varia has constructed the ultimate guide that businesses need in order to manage the change process successfully to the end. From the multitude of techniques, Varia has crafted eight practical ways of managing change.

Unlike other books on the subject, *The Art of Transformational Change* outlines the steps to successful transformational change in a clear, descriptive, and informative way, using images and real life examples, which can be applied to any business. Varia thoroughly explains the three elements that every change programme needs to succeed.

Dynamic and potent, this book focuses on a proven, holistic approach to implementing, dealing with, and adapting to change. It is the ultimate change management manual for managers and leaders.

"The world is changing. Thus organisations need to change too. Varia's book is essential reading for those leading transformation projects. It provides practical techniques to ensure your transformation is value-focused."

—**Ade McCormack**, Digital strategist, former Financial Times columnist
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