

Transformation Readiness - Helping you “Walk the Talk”

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Before launching any part of our Transformation Management (TM) services with our clients, we invest significant time up-front to understand the organizational readiness based on their experience delivering other major change initiatives. Utilizing a structured assessment tool based on executive and transformation management leadership interviews and other discovery methods, we provide observations and recommendations that help the organization understand what is required to:

- Prepare and equip leadership to drive the transformation
- Engage and empower key resources and the workforce at-large
- Manage the transformation efforts to maximize impact

The following outline summarizes key parts of our Transformation Readiness diagnostic that may be a helpful framework if you are considering a similar enterprise-level effort.

Vision Definition and Alignment

- Are there predictable and proven processes for major initiatives that routinely move from Vision to timely implementation and value realization?
- How was the scope and approach for other major change initiatives routinely and clearly defined throughout the organization?

Desire, Willingness and Resolve

- Is there a routine desire to achieve results, a willingness to accept the impact of doing things differently and the resolve to follow-through to completion?
- Do executive leaders project a clear message that the organization will “follow-through”?
- Is there a history of the organization finishing what it started and coming to closure on issues & decisions in needed timeframes?
- Is there a sentiment in the organization that the transformation initiative under consideration is “the right thing to do?”

Messaging the “Need”

- Has the executive leadership team (and the Board) shared a compelling need to transform the organization to address external forces and other competitive environment challenges or opportunities?
- Does the organization understand what it will not be able to do if the transformation initiative does not proceed?
- Does the organization understand what it will be able to do when the transformation initiative is successful?

Business Case Methodology

- Is a formal business case approach used to create a strong focus for major change initiatives that identifies the benefits that must be achieved thus creating an imperative to succeed?
- Does the business case approach identify concrete benefits (revenue, savings, etc.) that the organization is committed to delivering and clearly / unquestionably point to goals that the organization needs to achieve?

Executive Sponsorship

- Do major initiatives utilize an executive sponsor that “leads from the front”?
- Do these executive sponsors of major initiatives:
 - Have the necessary authority over the people, processes and systems that are critical to the transformation agenda?
 - Actively participate with project teams over the life-cycle of multi-year initiatives?
 - Actively resolve issues and make decisions relating to project schedules, conflict-resolution and resource deployment/prioritization?
 - Build coalitions for major change initiatives and manage resistance from stakeholders?
 - Demonstrate the ability to build awareness of the need for enterprise-level change (why is the change happening)?

Governance

- Does the culture:
 - Encourage and reward participation towards corporate (vs. local or functional) objectives?
 - Foster meaningful vs. symbolic participation in critical management processes?
- Is there a history of being able to successfully manage activities that cross interest areas?
- Are successes in change initiatives celebrated, both in private and in public?
- Do stakeholders in major change initiatives routinely hear a consistent and unified message - from executive management to functional leadership to front-line staff?

Accountability System and Methods

- Are the accountability systems aligned with areas where benefits of success or consequences of failure of major initiatives are felt?
- Targeted results for major initiatives are routinely achieved according to timeline, financial performance and stakeholder objectives?
- “Ownership” for results is managed both horizontally and vertically?
- Is there a reward and recognition program in place that affirms teams and individuals using good change management practices and who reinforce actions aligned with new ways of doing business?

Capacity to Execute

- Does the organization have the proven ability to:
 - Make decisions within tight time constraints typical to large-scale and complex project environments?
 - Deal with on-going program/project management issues and risk management escalation and resolution?
 - Deal with change management issues arising from new processes and systems?
 - Successfully execute and realize value based on prior similar sized and complex initiatives?

Understanding your organizational readiness for major change is a fundamental building block for any successful transformation undertaking. Systematically assessing the preparedness of your leaders, workforce and supporting TM structures will be a major enabler of your Transformation journey.

To learn more about how we help healthcare companies assess their transformation management capabilities and establish the governance and accountability model to ensure success, visit our website at www.sunstonemanagementadvisors.com or send us an inquiry at info@sunstonemanagementadvisors.com