

# Transforming Operations

Striving for success and growth means you need to evolve. Often this means you need to transform the way things are done today, so you're ready for tomorrow. Having supported some of the biggest organisations in the world deliver successful transformations, we've brought together a few things that will make your life easier along the way.

## 1 Strategy

Any Operations transformation should be aligned with clear line of sight, to the organisational strategy. What part of the strategy will this transformation deliver? Why? How?

**TOP TIP:** If you can't answer these questions, STOP!

## 3 Experience

What experience will your new Operations deliver to customers? What will the employee experience be in the new world? Map it out and define all of the people-to-people, system-to-system, and people-to-system interactions. This will be critical in defining your end-point. It'll also go a long way in shaping the journey towards it.

## 5 People

Know what skills you need your people to have in your new world. And decide whether you want to develop the skills or hire them in because people will be impacted by what you're doing either way. Talk to them early because there will be difficult conversations and they'll only be more troublesome if you don't *genuinely* engage them.

**TOP TIP:** Be genuine! Pretty much everyone can see when you're paying lip-service to 'People'. It destroys trust rapidly. And will make a successful transformation even harder!

## 7 Realism

Even the most thought-out and well-planned Transformations hit challenges. From the outset you should be realistic in scale, benefits, costs, and timescales. If this means a difficult conversation with a senior sponsor then pull on your grown-up pants and have the difficult conversation now, before it gets worse!

**TOP TIP:** Be honest, and set expectations regularly. And if something goes wrong, focus on solution, not blame.

## 2 Purpose

In your new world, what's the purpose of the operations you're transforming? Make every effort to clarify operations purpose and connect it to the organisation's strategy alongside the purpose of your people. Creating this clear, purposeful alignment can dramatically improve the buy-in from employees experiencing operations transformation.

## 4 Tools & Processes

Defining the tools and processes you will need to deliver the experience you've defined is an essential up-front activity. It helps avoid conflict across the transformation programme by understanding *all* of the things that need to be developed, procured, and removed.

**TOP TIP:** Get input from existing, front-line employees. They deal with this stuff every day so have insights you, me, and all of the other senior leaders won't. They'll also feel more involved in shaping the future!

## 6 Communication

Tell people about what's coming, with as much clarity as possible, as early as possible.

This helps reduce speculation, rumour, and most importantly stress! Your people have enough going on every day without the added stress of unnecessary uncertainty.

## 8 Get help!

At Apples Performance and Learning, we're experts in this stuff. So why not get in touch and we can help! [tellmemore@aplconsulting.co.uk](mailto:tellmemore@aplconsulting.co.uk)