Seven lenses of transformation

The **VISION** drives clarity around the social outcomes of the transformation whilst defining at a high level how the Department will operate

Good is a critical mass of leaders aligned to a vision created by those representing the breadth of the business

Red flags to watch for include rushing to activity before there is sufficient clarity

The **DESIGN** sets out how the different organisations and their component parts will be configured and integrated to deliver the vision

Good is enough detail to get started with an understanding how we will evolve the design as our thinking matures

Red flags to watch for include getting lost in the detail (or overly simplifying) and the design being incomprehensible

The **PLAN** needs to retain sufficient flexibility to be adapted as the transformation progresses whilst providing confidence of delivery

Good is continually evolving an achievable roadmap to track progress, grip dependencies and hold people to account

Red flags to watch for include insufficient senior ownership of the plan and unnecessary detail & bureaucracy

TRANSFORMATION LEADERSHIP is about motivating a large number of people who you do not directly manage into action

Good is an appropriately disruptive leadership that forms a compelling vision, creates momentum & supports people

Red flags to watch for include leading the way we have always done & not being open to support & coaching

COLLABORATION is key to transformation in a multidimensional environment that cuts across Departmental boundaries

Good is leading beyond formal authority, role modelling collaborative behaviours and having authentic conversations

Red flags to watch for include collaboration being treated as an 'add on' not a core activity

Having clear **ACCOUNTABILITY** for transformation within Departments will drive productivity and decision making

Good is clearly defined transformation roles and structures and good decision making

Red flags to watch for include having lots of people with shared outcomes but no one with ultimate accountability

To transform we will need to engage **PEOPLE**, supporting them to change their ways of working

Good is having the right skills, experience & behaviours in the transformation team and supporting the wider organisation through the change uncertainty

Red flags to watch for include squeezing transformation responsibility into business as usual roles