

Transformation initiative checklist

	Yes	No
1. Appropriate use of methods		
• Have the right project management methods been selected to identify symptoms and risks for transformation failure?	<input type="checkbox"/>	<input type="checkbox"/>
• Are programme/project managers and sponsors committed to using the project management methods properly before and during the transformation?	<input type="checkbox"/>	<input type="checkbox"/>
• Have all hindrances to using the project management methods been properly removed by top management?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the project management methods been properly mastered and adapted in line with the complexity of the transformation?	<input type="checkbox"/>	<input type="checkbox"/>
2. Knowing your processes, products and technologies		
• Has a clear vision been established for the transformation undertaking and have the outcomes been defined in a clear business case and benefits analysis?	<input type="checkbox"/>	<input type="checkbox"/>
• Has a clear target operating model been defined at a high level with regard to processes, products and technology, and has it been adapted in line with the vision for the transformation?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the right vendors and technologies been evaluated and selected to support this vision?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the high-level design requirements been defined and the minimum viable product aligned with key stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>
3. Manage the level of complexity		
• Is the degree of complexity over the project life cycle clear and understood?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the organisational and technological complexity been assessed according to the size, variety and interdependencies of the transformation as well as the contextual elements?	<input type="checkbox"/>	<input type="checkbox"/>
• Have processes and controls been sufficiently defined and formalised, and have they been implemented for the complexity level at hand?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the interdependencies been clearly mapped out and tracked regularly for cause and effect?	<input type="checkbox"/>	<input type="checkbox"/>
4. Manage the level of uncertainty		
• Have the negative consequences of complexity been assessed and the level of uncertainty defined in accordance with the duration of tasks, the cost of deliverables, and any further important dimensions of the transformation that have been identified?	<input type="checkbox"/>	<input type="checkbox"/>
• Have alternatives been formulated and pre-planned as contingencies?	<input type="checkbox"/>	<input type="checkbox"/>
• Have strategies for unk-unks and high uncertainty been defined, e.g. parallel or sequential trials?	<input type="checkbox"/>	<input type="checkbox"/>
• Have sufficient buffers been put in place to deal with unk-unks, both in the budget and in the schedule?	<input type="checkbox"/>	<input type="checkbox"/>
5. Use competent people		
• Has a strong and experienced programme/project leadership been selected to drive the transformation, with a clear focus on emotional intelligence?	<input type="checkbox"/>	<input type="checkbox"/>
• Does the programme/project have the right skill mix and number of people over the whole transformation life cycle?	<input type="checkbox"/>	<input type="checkbox"/>
• Has a clear communication strategy been established from the beginning of the transformation to avoid any competing narratives with regard to the vision and goal of the transformation undertaking?	<input type="checkbox"/>	<input type="checkbox"/>
• Is the motivation of the project members maintained at a sufficiently high level?	<input type="checkbox"/>	<input type="checkbox"/>
• Are all members aware of the objectives and their own roles?	<input type="checkbox"/>	<input type="checkbox"/>

