RPNA

VALUES DRIVEN
PEOPLE FOCUSSED
TECHNOLOGY ENABLED

ORGANISATIONAL READINESS

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HOW DO I DEFINE ORGANISATIONAL READINESS IN THE CONTEXT OF TRANSFORMATION?

The key to successful transformation does not lie within a transformation programme itself, but within the broader environment of the programme or initiative.

Understanding what needs to be true within an organisation or an environment before you begin, then making it so.

Cultivating an environment for innovation and delivery...an environment conducive to innovation, creativity and delivering and sustaining fundamental change.

Most organisations are not designed with this aim in mind, therefore it requires conscious consideration and effort.

WHY IS ORGANISATIONAL READINESS SO CRUCIAL FOR SUSTAINABLE TRANSFORMATION?

It's one thing to architect a major programme of transformation and change...it's another thing to deliver it...and another thing again to have developed an organisation that can not only deliver the change but sustain and build upon it.

Most change programmes fail...It's not uncommon to hear about the 'success' of large transformation programmes at the point of delivery, only to find the organisation has slipped back again in subsequent years. This is often the point at which an organisation starts a new programme.

The measure of successful change and transformation has to be... the ability of the organisation to sustain and build upon it. This means you have to both implement change *AND* develop the organisation that will own and sustain it.

3

HOW DO YOU HELP ORGANISATIONS ASSESS THEIR READINESS AND ASSURE SUCCESS?

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We work with local authorities and purpose driven organisations to design and deliver transformation with two concurrent areas of focus:

The collection of initiatives that deliver the required change and transformation.

Things that must be true when success is measured against the ability of the organisation to not only deliver major change but also sustain it.

We use a proven methodology to deliver a rapid review of organisational readiness for transformation including critical areas such as leadership, vision, engagement, resourcing, & PMO.

We then provide a series of prioritised recommendations and roadmap to implement them.

4

HOW DOES RPNA HELP ORGANISATIONS GET "MATCH FIT" FOR TRANSFORMATION?

Align short term priorities with the long term ambition, ensuring that the urgent does not diverge from the important.

Develop awareness of what is required for success, benchmark the organisation against it, and then develop a plan to close any gap.

Reassure all involved that the challenges of operating within a broken system are recognised and that change is necessary because of the system, not because of them.

Build community with our other customers and contacts. Remind people "You are not alone".

Chunk down. Find small reasons to believe. Celebrate progress.

5

THIS SOUNDS LIKE EXTRA WORK...WHAT'S IN IT FOR ME?

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Don't be a zero - be a hero
McKinsey say 69% of change effort fails. Bain claim only 12% succeed, whilst 75% have mediocre results. Preparing to deliver the programme itself is a small part of delivering sustainable change.

Connections trump opinions
Small groups, loosely connected, with common purpose, drive transformational change. Preparing the organisation for change and building community in support of the programme increases the probability of success.

The pull of transformation versus the push of change
Trying to push the organisation up a mountain it doesn't wish to climb is hard work. Preparing the organisation to pull you up the mountain and support the transformation climb is much easier.

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We instigate change, harness disruption and build highly productive environments fuelled by compassionate accountability, psychological safety and thriving wellbeing.

Change can be beautiful

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