

# TRANSFORMATION DRIVER MAP

From the forces driving change to measurable outcomes

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A practical map of 14 external and internal Transformation Drivers

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# A Driver is not a solution - it is a force behind change

The map helps distinguish the trigger, the organisational WHY, the strategic objective and the programme.

| 1. DRIVER         | 2. REQUIRED CHANGE          | 3. WHY              | 4. STRATEGIC OBJECTIVE   | 5. PROGRAMME                               | 6. BENEFIT                  |
|-------------------|-----------------------------|---------------------|--------------------------|--------------------------------------------|-----------------------------|
| What has changed? | What must work differently? | Why does it matter? | What outcome do we want? | What capabilities and changes do we build? | How will we know it worked? |

|                                   |                                                                                                                                                                               |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>When is it a real Driver?</b>  | It is strategically significant, affects multiple areas, cannot be addressed through minor improvements to the current model, and requires a meaningful change in capability. |
| <b>What should we avoid?</b>      | Do not start with the solution. “We need a new system” or “we need to digitalise” is not yet a WHY or a strategic objective.                                                  |
| <b>How should we use the map?</b> | Select the relevant Drivers, validate them with evidence, assess impact and urgency, then connect them to measurable objectives and benefits.                                 |

## EXTERNAL

## Technology evolution

## WHAT DOES THE DRIVER INDICATE?

Automation, AI and integrated digital solutions are reshaping how work can be performed.

## WHY - WHY DOES IT MATTER?

To enable faster, more accurate and more sustainable operations.

## STRATEGIC OBJECTIVE

Build data-driven, automated operations.

## POTENTIAL PROGRAMMES

Technology modernisation; data programme; process digitalisation.

## REQUIRED CHANGE

Digitalise operations and decision-making.

## REQUIRED CAPABILITIES

Integrated data; digital skills; automatable processes.

## MEASURABLE OUTCOME

Fewer manual activities; shorter lead times; better data quality.

## EXTERNAL

## Regulatory change

## WHAT DOES THE DRIVER INDICATE?

New legal, industry, cybersecurity or compliance requirements emerge.

## WHY - WHY DOES IT MATTER?

To maintain safe, lawful operations and stakeholder trust.

## STRATEGIC OBJECTIVE

Embed requirements sustainably into day-to-day operations.

## POTENTIAL PROGRAMMES

Compliance, governance or cybersecurity programme.

## REQUIRED CHANGE

Redesign operations, governance and controls.

## REQUIRED CAPABILITIES

Regulatory interpretation; control framework; auditability.

## MEASURABLE OUTCOME

Fewer non-conformities; successful audits; lower compliance risk.

## EXTERNAL

## Changing customer expectations

## WHAT DOES THE DRIVER INDICATE?

Customers expect faster, more transparent and more personalised services.

## WHY - WHY DOES IT MATTER?

To remain relevant and deliver value to customers.

## STRATEGIC OBJECTIVE

Improve customer experience and service quality.

## POTENTIAL PROGRAMMES

Customer experience, service development and digitalisation programme.

## REQUIRED CHANGE

Create faster, more transparent and customer-centred operations.

## REQUIRED CAPABILITIES

Customer insight; service design; feedback systems.

## MEASURABLE OUTCOME

Higher satisfaction; shorter response times; fewer complaints.

## EXTERNAL

## Labour market &amp; generational shift

## WHAT DOES THE DRIVER INDICATE?

Skills shortages, knowledge loss, hybrid work and new employee expectations affect capability.

## WHY - WHY DOES IT MATTER?

To ensure critical knowledge and operational capability remain available over time.

## STRATEGIC OBJECTIVE

Build a flexible organisation based on knowledge sharing.

## POTENTIAL PROGRAMMES

Knowledge retention, succession, HR and culture development.

## REQUIRED CHANGE

Transform knowledge retention and employee experience.

## REQUIRED CAPABILITIES

Succession planning; knowledge management; leadership development.

## MEASURABLE OUTCOME

Lower turnover; faster onboarding; stronger role coverage.

## EXTERNAL

## Economic &amp; cost pressure

## WHAT DOES THE DRIVER INDICATE?

Inflation, rising operating costs or funding constraints increase pressure on performance.

## WHY - WHY DOES IT MATTER?

To fulfil the organisation's mission in a financially sustainable way.

## STRATEGIC OBJECTIVE

Improve efficiency while protecting core capabilities.

## POTENTIAL PROGRAMMES

Operational Excellence; cost optimisation; portfolio rationalisation.

## REQUIRED CHANGE

Use resources and capacity more efficiently.

## REQUIRED CAPABILITIES

Cost transparency; prioritisation; process optimisation.

## MEASURABLE OUTCOME

Lower unit cost; released capacity; higher productivity.

## EXTERNAL

## Climate, geopolitical or supply risk

## WHAT DOES THE DRIVER INDICATE?

Environmental and geopolitical uncertainty makes operations more vulnerable.

## WHY - WHY DOES IT MATTER?

To maintain critical services even under disruption.

## STRATEGIC OBJECTIVE

Build more resilient and adaptive operations.

## POTENTIAL PROGRAMMES

BCP, resilience, supply-chain and crisis-management programme.

## REQUIRED CHANGE

Increase operational resilience.

## REQUIRED CAPABILITIES

Scenario planning; BCP; alternative supply solutions.

## MEASURABLE OUTCOME

Faster recovery; lower disruption; stronger preparedness.

## INTERNAL

## Slow processes &amp; administration

## WHAT DOES THE DRIVER INDICATE?

Waiting, duplicated work, multiple approvals and limited value-adding time reduce performance.

## WHY - WHY DOES IT MATTER?

To allow people to spend more time on genuine value creation.

## STRATEGIC OBJECTIVE

Create simpler, faster and more transparent operations.

## POTENTIAL PROGRAMMES

Lean, process-improvement and workflow-digitalisation programme.

## REQUIRED CHANGE

Simplify and accelerate processes.

## REQUIRED CAPABILITIES

Process management; Lean; automation; clear accountability.

## MEASURABLE OUTCOME

Shorter lead times; fewer approvals; lower administrative burden.

## INTERNAL

## Capacity constraints

## WHAT DOES THE DRIVER INDICATE?

Current processes and resources can no longer absorb growing demand sustainably.

## WHY - WHY DOES IT MATTER?

To continue meeting increasing demand safely and at the required quality.

## STRATEGIC OBJECTIVE

Create scalable operations and sustainable capacity.

## POTENTIAL PROGRAMMES

Capacity expansion, automation and organisational development.

## REQUIRED CHANGE

Use existing capacity better and expand where needed.

## REQUIRED CAPABILITIES

Capacity planning; automation; competency management.

## MEASURABLE OUTCOME

Higher throughput; less overload; stable service levels.

## INTERNAL

## Technology debt

**WHAT DOES THE DRIVER INDICATE?**

Legacy, fragmented systems, manual data handoffs and weak integration constrain performance.

**WHY - WHY DOES IT MATTER?**

To ensure technology enables rather than limits safe development.

**STRATEGIC OBJECTIVE**

Build a stable, integrated and sustainable technology architecture.

**POTENTIAL PROGRAMMES**

Core-system replacement; application modernisation; data and integration programme.

**REQUIRED CHANGE**

Modernise and integrate the technology landscape.

**REQUIRED CAPABILITIES**

Architecture management; integration; data governance; cybersecurity.

**MEASURABLE OUTCOME**

Fewer system failures; better data connectivity; lower maintenance risk.

## INTERNAL

## Organisational silos

**WHAT DOES THE DRIVER INDICATE?**

Functions optimise their own goals while end-to-end outcomes lack clear ownership.

**WHY - WHY DOES IT MATTER?**

To optimise the organisation as a whole rather than separate units.

**STRATEGIC OBJECTIVE**

Create process-based, collaborative operations.

**POTENTIAL PROGRAMMES**

Operating Model, governance, process and culture development.

**REQUIRED CHANGE**

Strengthen cross-functional collaboration and shared accountability.

**REQUIRED CAPABILITIES**

Process owners; shared goals and metrics; cross-functional ways of working.

**MEASURABLE OUTCOME**

Fewer handover failures; faster decisions; clearer accountability.

**INTERNAL****Strategy-execution gap****WHAT DOES THE DRIVER INDICATE?**

Strategic objectives and the project portfolio are not clearly connected.

**WHY - WHY DOES IT MATTER?**

To turn strategy into real operational change and measurable outcomes.

**STRATEGIC OBJECTIVE**

Create consistent prioritisation and strategic execution.

**POTENTIAL PROGRAMMES**

PMO, portfolio and benefits-management development.

**REQUIRED CHANGE**

Translate strategic objectives into a portfolio and measurable outcomes.

**REQUIRED CAPABILITIES**

Portfolio management; PMO; benefits management; governance.

**MEASURABLE OUTCOME**

Better priorities; less duplication; stronger benefits realisation.

**INTERNAL****New strategic direction****WHAT DOES THE DRIVER INDICATE?**

Growth, a new service, a new market or a new operating model becomes necessary.

**WHY - WHY DOES IT MATTER?**

To enable the organisation to realise its new strategic ambitions.

**STRATEGIC OBJECTIVE**

Make the new business or service model operational.

**POTENTIAL PROGRAMMES**

Operating Model, capability development and service-launch programme.

**REQUIRED CHANGE**

Build new organisational and operational capabilities.

**REQUIRED CAPABILITIES**

New competencies; structure; technology; partnership capabilities.

**MEASURABLE OUTCOME**

New service or revenue; faster launch; sufficient capacity.

## INTERNAL

## Key-person &amp; knowledge dependency

## WHAT DOES THE DRIVER INDICATE?

Critical knowledge is concentrated in a few individuals and transfer or substitution is not assured.

## WHY - WHY DOES IT MATTER?

To ensure safe operations do not depend on the presence of a few people.

## STRATEGIC OBJECTIVE

Build a sustainable knowledge and succession system.

## POTENTIAL PROGRAMMES

Knowledge management, mentoring, succession and capability development.

## REQUIRED CHANGE

Retain and transfer critical knowledge at organisational level.

## REQUIRED CAPABILITIES

Knowledge mapping; mentoring; documentation; succession planning.

## MEASURABLE OUTCOME

Lower key-person risk; faster onboarding; stronger substitutability.

## INTERNAL

## Operational or risk event

## WHAT DOES THE DRIVER INDICATE?

A major failure, audit finding or disruption exposes a systemic weakness.

## WHY - WHY DOES IT MATTER?

To prevent recurrence and enable organisational learning.

## STRATEGIC OBJECTIVE

Increase the reliability of controls and operations.

## POTENTIAL PROGRAMMES

Quality, risk and control-improvement programme.

## REQUIRED CHANGE

Eliminate underlying systemic causes.

## REQUIRED CAPABILITIES

Root-cause analysis; risk management; control design; learning culture.

## MEASURABLE OUTCOME

Fewer recurring failures; lower exposure; stronger audit outcomes.

# The map shows what to examine.

Identifying the real Driver is a shared leadership task.

A facilitated Transformation Driver Workshop helps a leadership team identify and prioritise the forces affecting the organisation, articulate a shared WHY, and connect those Drivers with strategic objectives and the programmes required to respond.

## SHARED FACT BASE

Evidence-based identification and prioritisation of external and internal Drivers.

## LEADERSHIP ALIGNMENT

A shared understanding of why change is necessary - and what must be preserved.

## STRATEGIC CONNECTION

Connecting Drivers, objectives, required capabilities and the programme portfolio.

## CONNECT

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