



T-Maps guidebook

how to implement



Guide to using T-Maps

Introduction

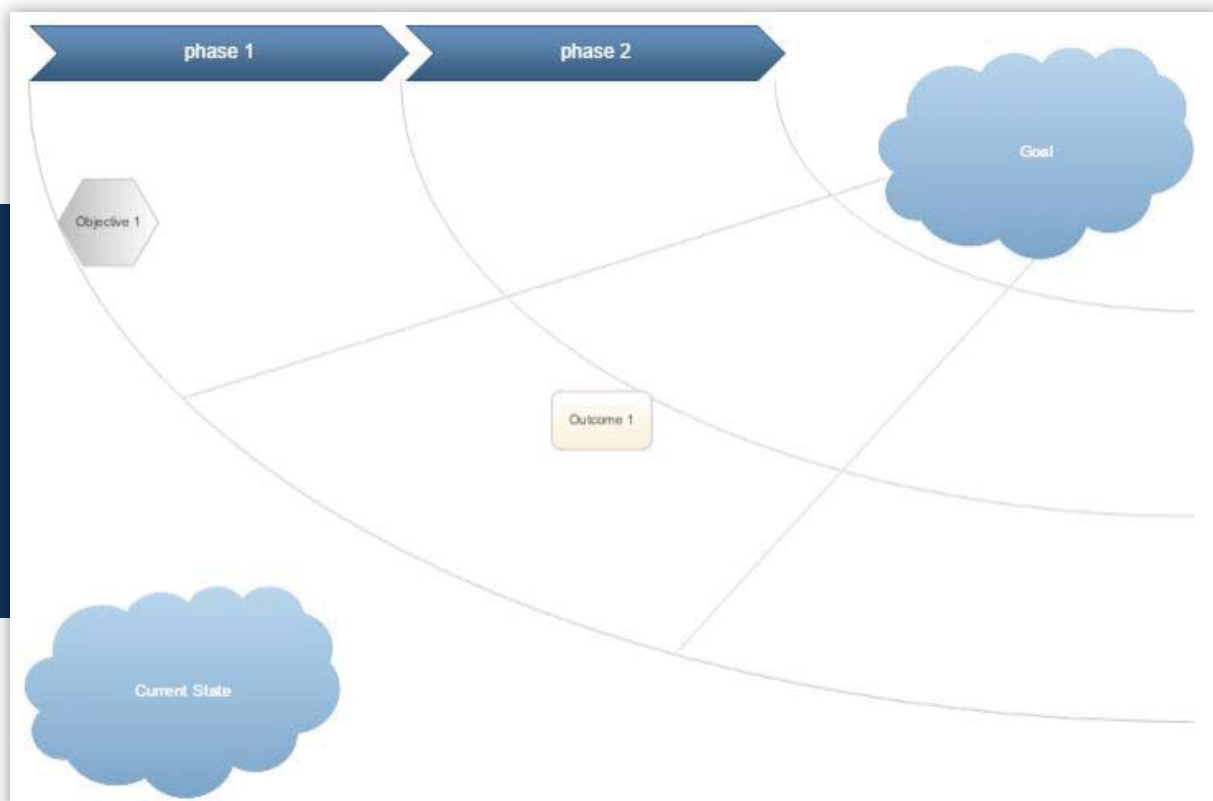
You've recognised that your organization needs to implement a change or transformation program, such as upping your performance from good to great, eliminating waste, maximising an opportunity or mitigating a potential disruption. Now you need a robust way to plan your strategies before moving onto execution. Transformation Maps (or T-Maps for short) provide a great way to define and then deliver change and transformation. Read on to find out how you can use T-Maps to transform your business.

What is a Transformation Map?

A Transformation Map is a visual representation of the strategic plan that aims to achieve a particular transformation goal. T-Maps include all of the important elements of successful strategic change: actions, milestones, timelines, results and impact. Think of a T-Map as a tool to represent the course of action from strategy to execution, while at the same time ensuring organizational and leadership engagement.

T-Maps turn the usual fear of change into motivation to achieve clear and defined goals, with outcomes that also guide future decision making. And, as an added bonus, they're simple to create: literally get the template and get going.

An example of a T-Map template is provided below (source: BusinessOptix.com):



(click to download)

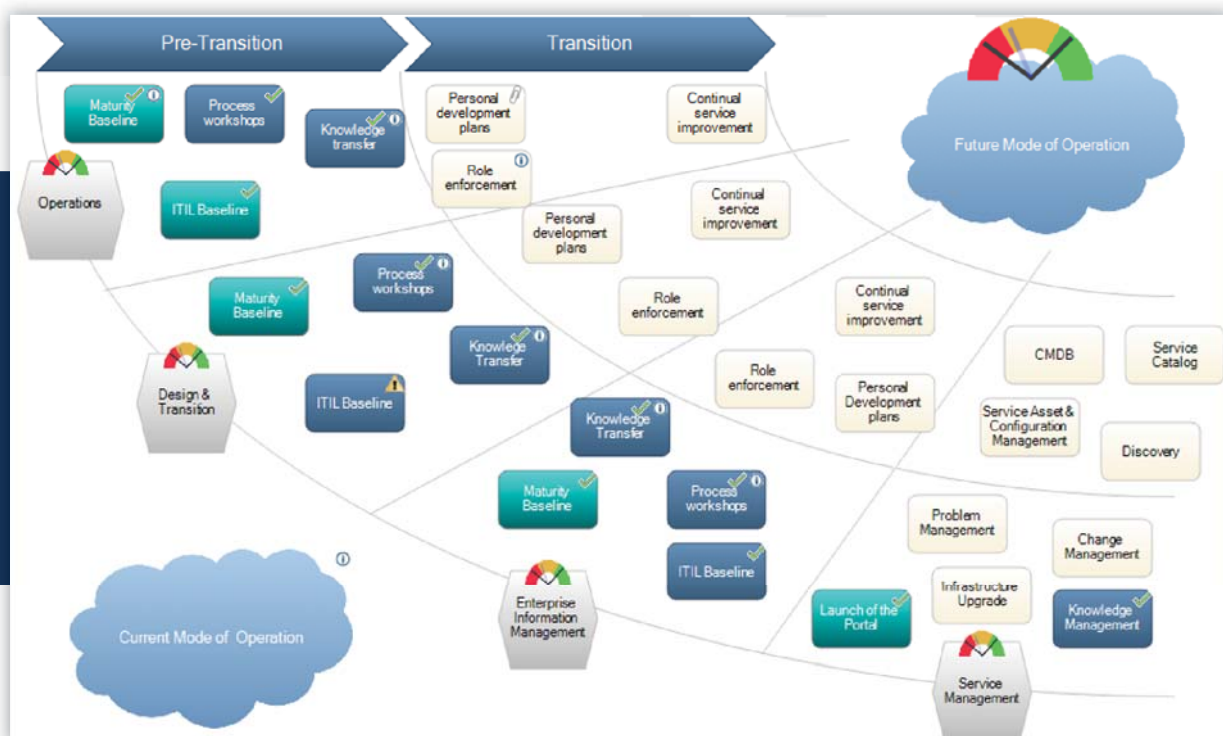
When should you use a T-Maps?

T-Maps are useful when you want to agree on, communicate and track the multiple (and often complicated!) components of your strategic plan with stakeholders. Whether you are looking at a program that will run for 6 months or take a few years, T-Maps will help you define, implement and track your strategy.

T-Maps can help planning and implementation across a variety of strategic initiatives including organizational strategy, business unit or directorate strategy, major projects e.g. change, transformation, restructuring/reorganization, acquisitions or mergers. Essentially, T-Maps are useful if you want to plan and keep track of all the high-level elements of a transformation process.

Components of a T-Map

A completed T-Map will include a statement of the current state, and a statement of where you want to be after the transformation is complete, as well as timelines or phases of work, workstreams, activities and milestones. *See the example below:*



Organization Current State

This is a short statement about where you are today and is typically represented in the bottom left-hand corner of the T-Map. It may read as “Digital is a secondary part of our business. Today we think branch first, digital second”.

Organization Future State (or Transformation Goal)

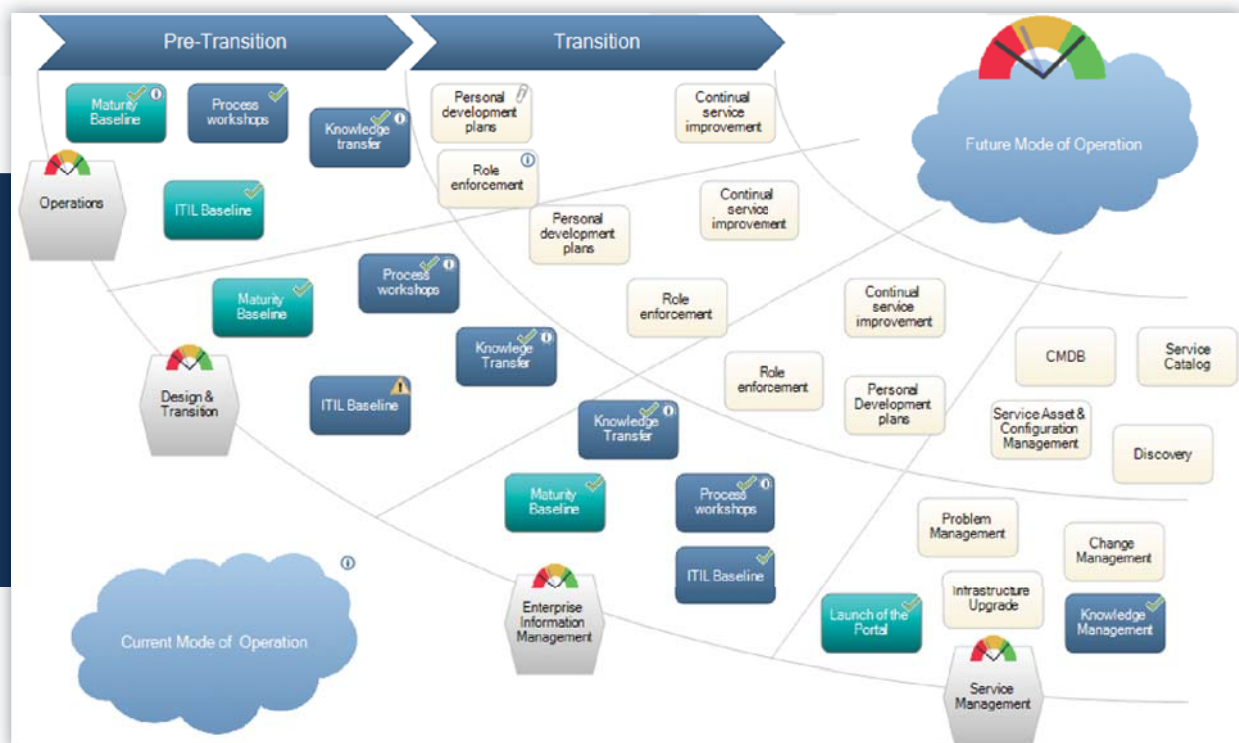
This is a short statement about where you want to be ideally, quantifiable in terms of value/volume and time, and is typically represented in the upper right-hand corner of the T-Map. It may read as “60% of all or customer interactions come through digital channels with the remaining 40% through branches and telephony.”

Timelines or Phases

These are the quantifiable phases or blocks in which you want to complete the work. For example, a two phase plan could be split into two blocks of 6 months if 12 months in total or two 3 month blocks if 6 months in total.

Workstreams

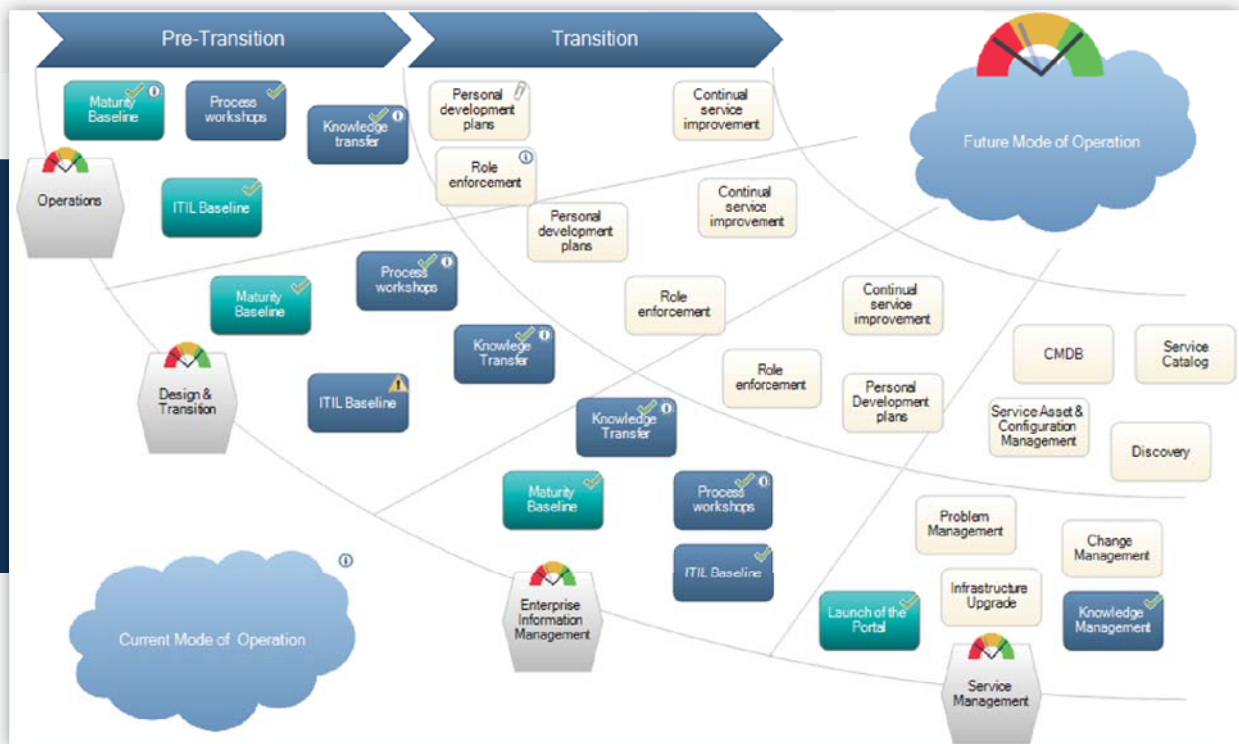
Logically, similar types of work should be grouped together in verticals, e.g. Operations or Design & Transition.



Business Outcomes

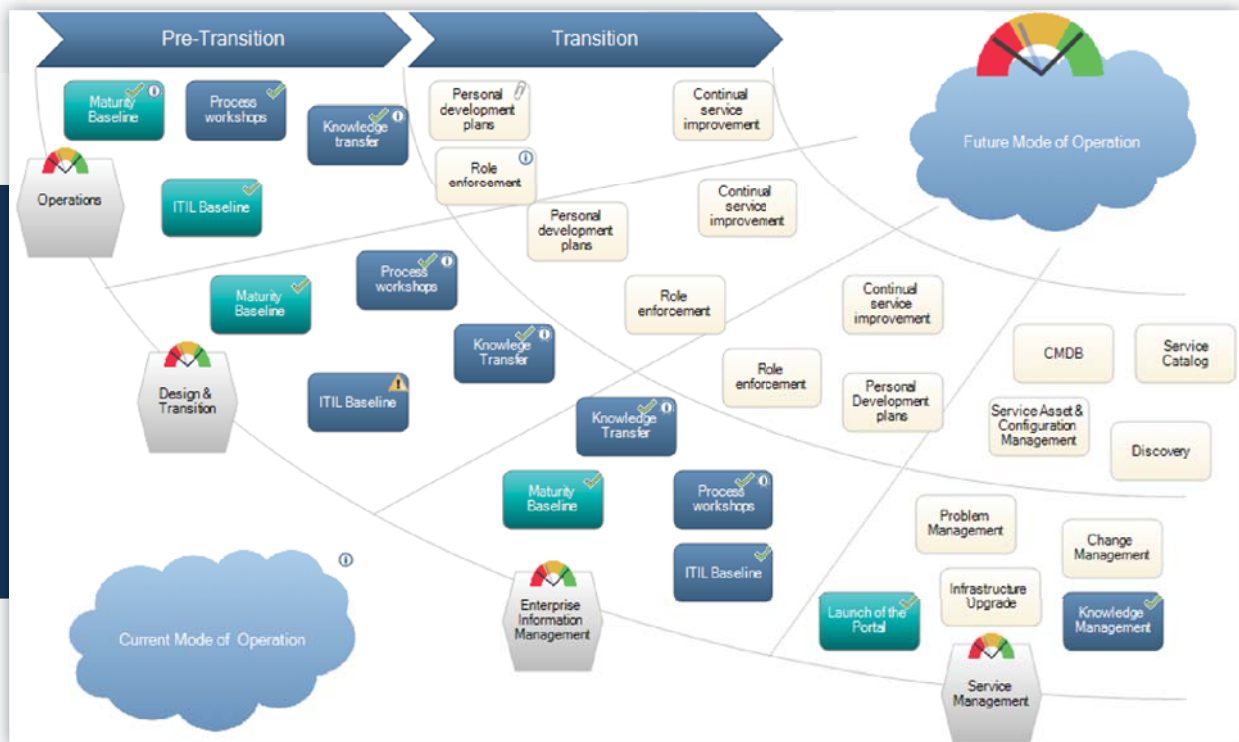
Business outcomes are key target points of achievement and/or decisions within each workstream or across the T-Map. These should be clear and precise, and once achieved, should mean that the transformation process can continue unhindered.

Sitting below each business outcome will be more detailed plans and sub-tasks. For example, within the 'Operations' workstream, you may have sub-tasks to create personal development plans, amongst other task.



Tracking Progress

Track the progress of your initiative at a global and workstream level with additional detail when you drill into each business outcome. Tracking should cover budgets and performance against timelines.



How do you create a T-Map?

The construction of a T-Map should always be a group or team exercise. To achieve successful engagement and buy-in for your T-Map (and the strategy that informs it), it must be created by the team of people who are driving the change or transformation, have a stake in it and will be responsible for its implementation.

Your first step is to select the group of stakeholders that need to be at the table. This will either be a simple exercise of listing all the people you know need to be involved, or using a RACI matrix or stakeholder map (if there are many people who have a vested interest, yet too many with which to hold a productive session).

RACI Matrix

| Process | Activity | Responsible | Accountable | Consulted | Informed |
|---------------|-------------------------------|-------------------------------------|----------------|-----------------------------|-------------------------------------|
| New Hire | Background Check | HR Admin | HR | | HR Manager Business Unit Manager |
| New Hire | Provisioning | | Systems | | HR |
| New Hire | Provide Hardware | Systems | Systems | Business Unit Administrator | Business Unit Manager |
| New Hire | Provide Phone | | Systems | | |
| New Hire | Provide Desk | | Systems | | |
| New Hire | Create Account | | IT | | |
| New Hire | Provide Application Access | | IT | | HR |
| New Hire | Install at Desk | | Systems | | HR |
| New Hire | Interview | HR Manager Business Unit Manager | Hiring Manager | | HR Admin |
| New Hire | HR Onboarding | HR Admin | HR | HR Manager | Business Unit Administrator |
| New Hire | Approval | | Careers Direct | | |
| HR Onboarding | Start on boarding process | | HR Admin | HR Manager | |
| HR Onboarding | On boarding activities | | HR Admin | Business Unit Manager | |
| HR Onboarding | End of on boarding activities | | HR Admin | | |

Maintenance Planning - RACI model

| | Maintenance Supervisor | Maintenance Planner | Maintenance Technician | Maintenance Manager | Storeroom Manager | Purchasing Agent |
|--------------------------------------|------------------------|---------------------|------------------------|---------------------|-------------------|------------------|
| Develop Job Plan Template | C | A/R | C | I | I | |
| Develop Job Plan for Specific Jobs | C | A | R | | I | |
| Develop Library of Info for Planning | R | R | C | A | R | R |
| Keep Prints Updated and Secure | A | C | R | I | I | I |
| Stage Kitted Parts | C | R | C | | A | R |
| Order Parts | | R | | | I | A |

■ RESPONSIBLE
 ■ ACCOUNTABLE
 ■ CONSULTED
 ■ INFORMED

<https://www.24point0.com/sample-use-raci-matrix/>

The above is an example of a RACI matrix, and below is a simple stakeholder map.



At this stage you should also be in agreement about who the overall owner or sponsor will be – typically this will be the most senior person involved; alternatively, this could be agreed between the senior level stakeholders.

Workshopping the T-Map

Once you have decided who needs to be involved, the next step is to set up and run a workshop where the T-Map for your initiative will be created. Here are some important points to consider:

- Canvas the attendees in advance to ensure they are up to speed with the initiative, and to gather their key thoughts and opinions.
- Pull together key themes, especially if your initial canvassing highlighted some specific areas of focus.
- Be cautious and don't overdo the above as you do not want to arrive at the session with what appears to be a ready-made T-Map. This may stunt the discussion and or leave people feeling that they are being railroaded down a particular path.
- Gauge how much the group want to participate in implementing the strategy, as opposed to being asked for approval for an already-defined plan.

Workshop Etiquette 101

Standard workshop activities and format apply here, e.g. introductions, setting the scene, defining the workshop purpose, breaking the initiative down into sections and driving discussion and agreeing actions against each. You should also create a parking lot for ideas outside the scope of or too big for the session. Don't forget to have a facilitator who is comfortable driving the discussion and ensuring that everyone has their say - and someone who can chivy along the group when it gets into deep debate!

How do you use a T-Map (once planning is complete)?

With your T-Map agreed, you should be clear about the next practical steps and share those with the group – ideally this will not be via PowerPoints which cannot be updated, and instead via a portal that enables everyone to access the latest version.

As with all strategy-to-execution exercises, once you get going, your reality will look different to the plan. You must work with the team to update and adjust your strategy as you ‘learn from doing’. This is where the business outcome checkpoints deliver value in providing opportunities to review progress and reset your direction if appropriate. That said, you should not simply wait until the checkpoints if your learnings tell you that a change needs to happen sooner.

With everyone able to access the latest version of the T-Map your initiative should be a living, breathing and actionable item that all can access and use. To support buy-in and continued engagement, you should also hold regular reviews and create a metrics-driven dashboard for tracking progress.

And finally, once you’ve reached your final outcome, close the T-Map

Summary

Once you’ve agreed on - and visually described - all the elements of your strategic change process, your T-Map becomes a valuable asset to your business. T-Maps eliminate uncertainty in the change and transformation process and provide the boundaries for successful strategy execution. They support alignment of your leadership team and allow the transmission of key ideas and goals throughout the organization. Finally, they provide a solid anchor for progress meetings.

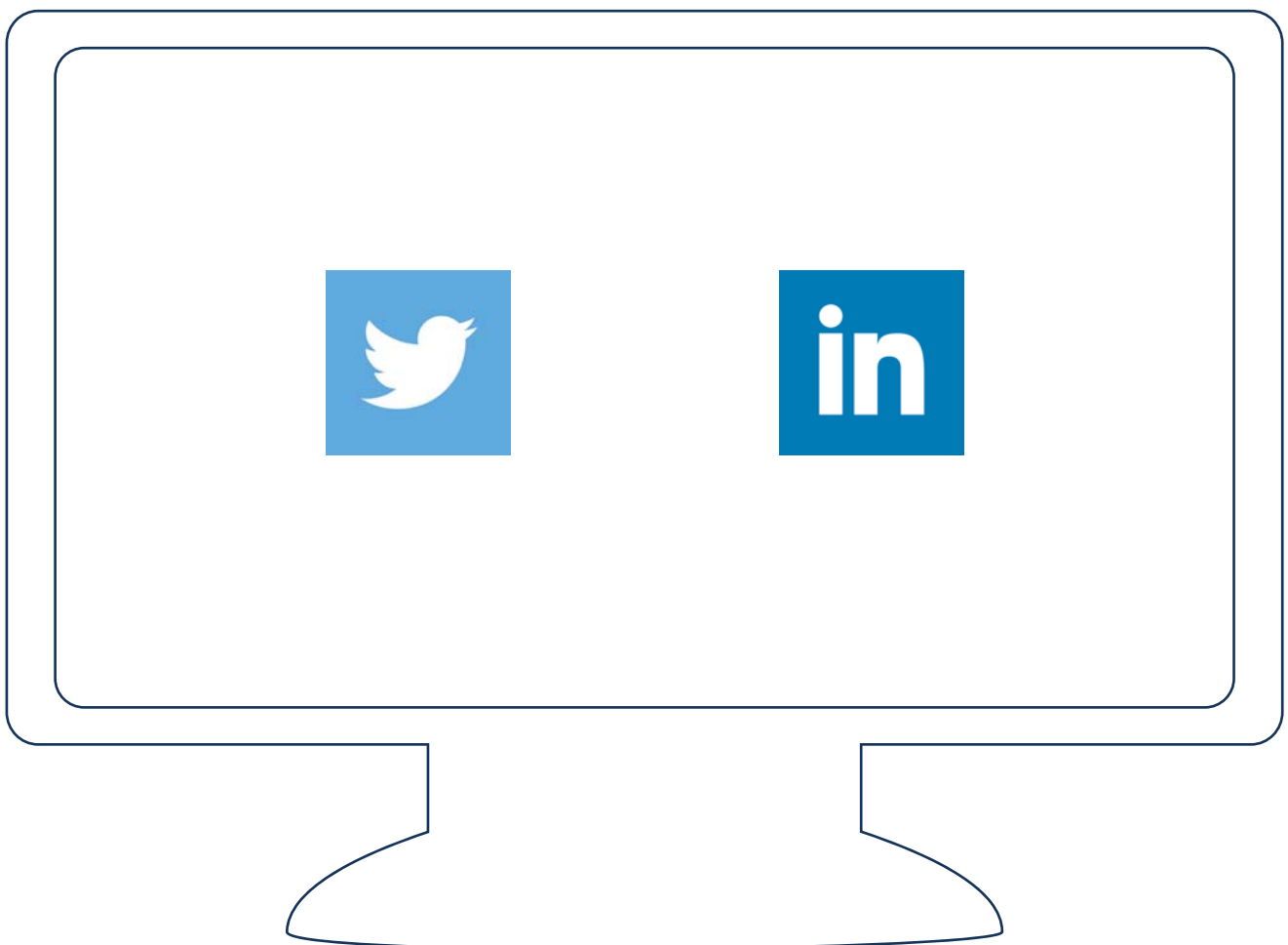
In review: The 6 Best Practice Rules when using T-Maps

- (1) Be clear about what the initiative has been set-up to achieve, but flexible in how you achieve it. Ideas will be generated from the first workshop and throughout the delivery.
- (2) Keep the top level view closely aligned to the execution view so you can track and adjust one against the other.
- (3) Set timeframes and or phases of work.
- (4) Be open and transparent.
- (5) Ensure the T-Maps is stored in a shared space that everyone in the team can access.
- (6) Adjust as new learnings are discovered.

Contact Us

Tools to Help

Ultimately, having all the right ideas about where you want to go is only the first step in successful business transformation; you also need to know the details of every step you're going to take along the way. The BusinessOptix platform was designed to help organizations implement best practice when creating and managing business maps, models and processes (including T-Maps), so if you need a tool and help implementing a transformation process in your business why not get in touch?



www.businessoptix.com