

Transformation Execution StrategiesSM

Insights to empower you to transform enterprise performance

TCOE: Transformation Coordination Function

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Context:

In our weekly update of June 27, 2006 we described the trends driving the implementation of Transformation Centers of Excellence (TCOE) within SG&A domains in enterprises. We pointed out that a major driver for this is the need being recognized within enterprises to possess competency to rapidly implement newer, more innovative business-models by re-aligning capabilities continuously, faster and on a global-scale.

We also stated that, according to First Kernel, a robust TCOE must support, at minimum, the following functions:

1. Transformation Coordination
2. Performance Management
3. Supplier Governance
4. Complex Project Management
5. Process Life-cycle Management

During the next few weeks we will explore each of these five TCOE functions in a little more detail.

This week, we will explore the first of these functions, Transformation Coordination.

Analysis:

Transformation Coordination involves many of the tasks and roles performed by a traditional Transformation Management Office (TMO). First Kernel analysis and research indicates that a robust Transformation Coordination function within an enterprise domain (example: IT, F&A, HR) entails the following primary responsibilities:

1. Participate in enterprise-level Transformation Planning and Strategy Development to acquire and apply a business-centric vantage and perspective.
2. Facilitate the development of Transformation Strategy and Roadmap for the domain.

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3. Maintain the most current version of the Transformation Plan at all times.
4. Provide guidance and advice to colleagues within the domain to facilitate successful outcomes from Transformation related initiatives.
5. Manage and facilitate communications regarding Transformation initiatives both inter-domain and intra-domain.
6. Assist individuals leading Transformation projects in securing appropriate visibility, support and resources.
7. Mediate to resolve conflicting priority, scope and goals where multiple Transformational initiatives are planned /underway.
8. Actively disseminate knowledge and expertise regarding Transformation within the domain to further institutionalize a Transformation-Culture.
9. Educate external suppliers and outsourcers regarding enterprise and domain Transformation plans to secure and align their participation.
10. Identify, evaluate and implement systems, tools, and methodologies required for a robust Transformation Center of Excellence (TCOE).

Take Away:

The Transformation Coordination function is central and pivotal to the success of a Transformation Center of Excellence (TCOE). Robust coordination can compensate for weaknesses in other functions associated with the TCOE. However, weak coordination can not be compensated elsewhere in the TCOE.

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TCOE:

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Transformation Coordination Function

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Organizations:	None
Websites:	None
Publications:	None

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