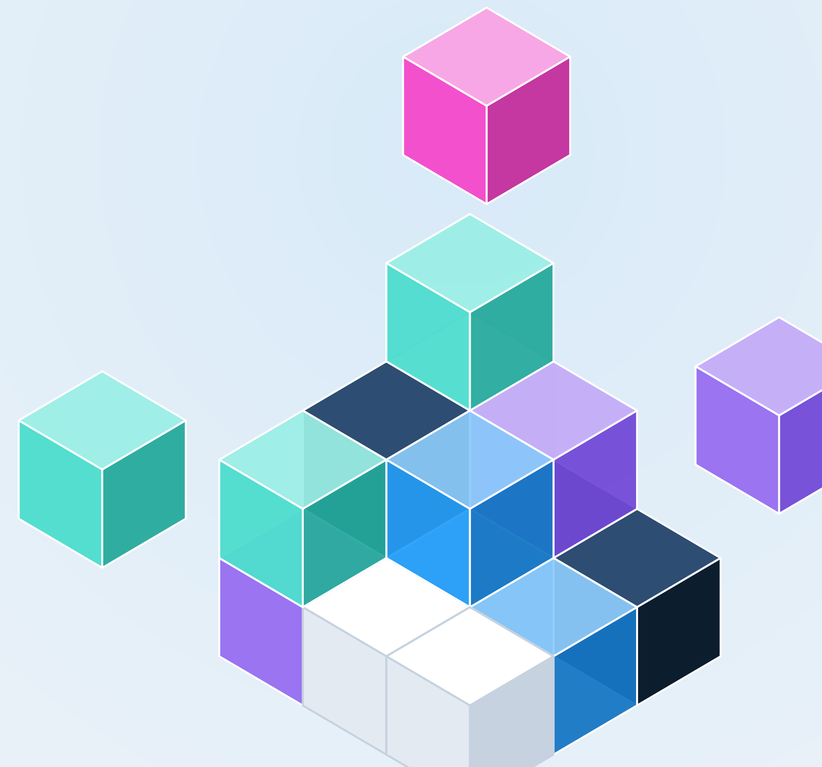
CHANGE & TRANSFORMATION

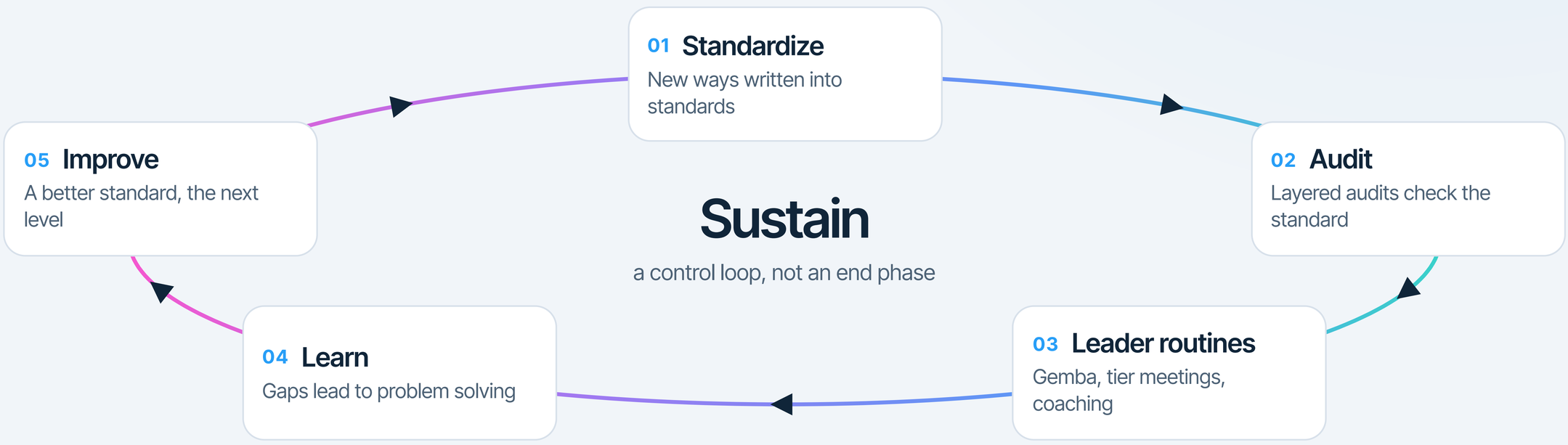
Sustaining Transformation

Sustaining a transformation means keeping and raising the gains after the program ends, through standards, audits, leader routines and continuous learning.



01 THE CORE MODEL

SUSTAINMENT CONTROL LOOP · HOLD AND RAISE THE GAINS



Standard

The documented, trained way of working after the change.

Layered audit

Short checks at several leadership levels confirming the standard holds.

Leader routine

Daily and weekly habits that keep attention on the new way.

02 WHY GAINS FADE

Results drift back when attention moves on and routines are missing.

PROJECT END — WAY OF WORKING

CHANGE AS A PROJECT

- − Program team leaves, routines stop
- − Audits skipped when busy
- − New managers bring old habits

CHANGE AS DAILY WORK

- + Routines owned by line leaders
- + Audits part of standard work
- + Onboarding teaches the new way

03 WORKED EXAMPLE

TWO YEARS AFTER A LEAN PROGRAM · KEEPING THE GAINS

STANDARD
Updated yearly
by the teams

→

AUDIT
Layered audits
weekly, three levels

→

SIGNAL
One area slipping
audit scores fall

→

RESPONSE
Coaching restarted
scores recover

04 MANAGEMENT TAKEAWAYS

01
Hand over to line leaders
Sustainment is owned by the people who run the operation.

02
Audit lightly but often
Short, frequent checks beat rare, large assessments.

03
Build it into onboarding
New people learn the new way from day one.

05 COMMON MISTAKE

LIMITATION
Declaring victory
Ending support when targets are first met invites the old ways back.