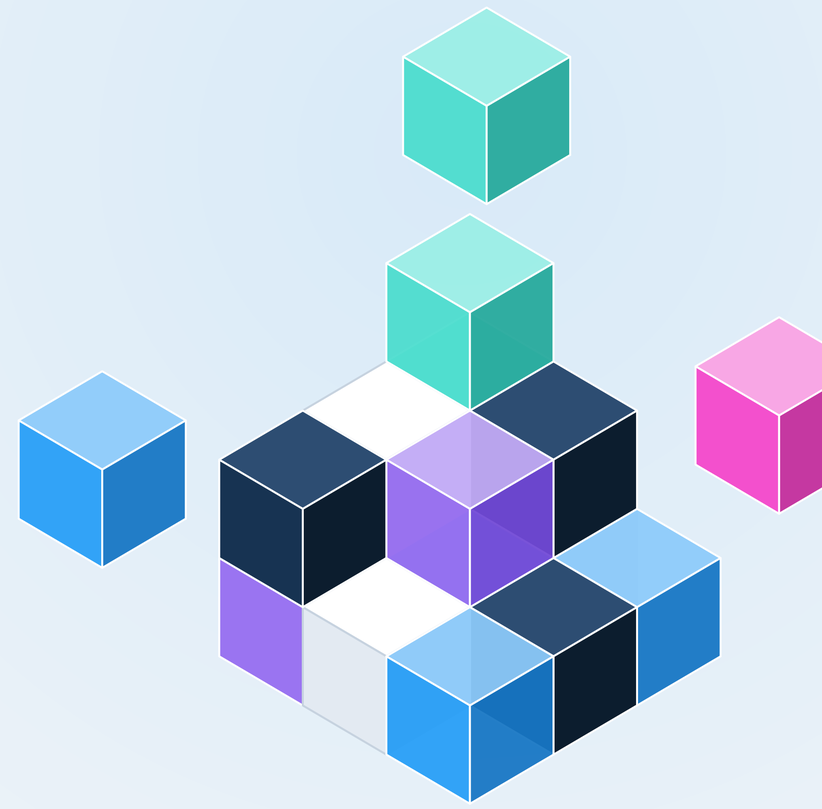
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CHANGE & TRANSFORMATION

Transformation Roadmap



A transformation roadmap sequences a large change into phases, typically discover, design, pilot, scale and sustain, with evidence-based decisions between them.

01 THE CORE MODEL

FIVE-PHASE TIMELINE · DISCOVER TO SUSTAIN

01 — Discover
Assess the current state, the case for change and priorities.

G1

02 — Design
Target operating model, roadmap and KPIs.

G2

03 — Pilot
Prove the approach in one area and learn fast.

G3

04 — Scale
Roll out in waves, led by local leaders.

G4

05 — Sustain
Embed in routines, audits and leadership.

Phase gates
Each phase ends with a decision based on evidence, not on the calendar.

Waves
Rollout in groups of sites or areas, each learning from the last.

Capability building
Internal coaches trained along the way, so the change does not rely on outsiders.

02 PACING THE JOURNEY

Go slow to go fast: a solid pilot speeds up every later wave.

BIG BANG — PHASED

BIG-BANG ROLLOUT

- − Everything everywhere at once
- − Mistakes repeated across sites
- − Overloaded leaders and coaches

PHASED ROADMAP

- + Learning from the pilot before scaling
- + Waves sized to coaching capacity
- + Visible progress builds momentum

03 WORKED EXAMPLE

LEAN PROGRAM ACROSS FOUR PLANTS · ILLUSTRATIVE TIMELINE

DISCOVER
3 months
diagnostic at all sites

→

PILOT
6 months
one value stream

→

SCALE
Waves of 6 months
one plant per wave

→

SUSTAIN
Ongoing
audits and coaching

04 MANAGEMENT TAKEAWAYS

01 — Choose the pilot carefully
Visible, typical, and with a willing leader.

02 — Scale with local leaders
Each wave is led by its own managers, supported by coaches.

03 — Plan sustain from day one
Design routines and audits in; do not add them at the end.

05 COMMON MISTAKE

LIMITATION

Treating sustain as the end

Without sustaining routines, results drift back once the program team leaves.