ODYSSEON

THE 3Cs OF TRANSFORMATION

The thread through the moving parts

Ask each question of every part of the operating model. Each section shows one C running through the whole organization.

START HERE

Which direction are we heading, and for which part of the organization? Answer every question toward that direction. A good answer for one direction can be a warning sign for another.

CAPABILITY

Can we?

WHAT WE'RE TRYING TO ACHIEVE

Are we building what sets us apart, or renting it?

HOW WORK FLOWS AND WHO DECIDES

Does it work without the original experts?

WHO DOES WHAT, AND HOW WE'RE ORGANIZED: PEOPLE, PARTNERS, AI

Is the split between IT, the business, partners and AI deliberate and written down?

TOOLS, DATA AND AI MODELS

Could someone inside explain, adjust or switch off what you rent?

MONEY AND MEASURES

Do the people leading the change have the time and budget?

HOW WE LEARN AND ADJUST

Is learning captured and shared?

CONFIDENCE

Will we?

WHAT WE'RE TRYING TO ACHIEVE

Can leaders say what they'll trade off?

HOW WORK FLOWS AND WHO DECIDES

Does each key decision have an owner, a boundary, a proportionate check and a recovery path?

WHO DOES WHAT, AND HOW WE'RE ORGANIZED: PEOPLE, PARTNERS, AI

Who answers for what a partner, an agent or a business-built tool produces?

TOOLS, DATA AND AI MODELS

Do people trust the data and AI output enough to act on it, and not too much?

MONEY AND MEASURES

Will leaders fund work before the business case is certain?

HOW WE LEARN AND ADJUST

Can a pilot stop without anyone being blamed?

CULTURE

Will it keep happening?

WHAT WE'RE TRYING TO ACHIEVE

Do budgets and promotions follow the stated priorities?

HOW WORK FLOWS AND WHO DECIDES

Do decisions stay made?

WHO DOES WHAT, AND HOW WE'RE ORGANIZED: PEOPLE, PARTNERS, AI

Does shared work earn credit or blame?

TOOLS, DATA AND AI MODELS

Do people use the approved tools, or work around them?

MONEY AND MEASURES

Do the measures reward the new behaviour, and is there a rule for released capacity?

HOW WE LEARN AND ADJUST

Does evidence change decisions, including the operating model itself?

SCORE EACH QUESTION

● We can answer it ● Partly ● We can't answer it

WHERE THE WEIGHT FALLS

Every C matters in every direction. This is where each one tends to stall.

Do more with less

CULTURE

Cuts teach people to hide the next gain.

Do more with the same

CAPABILITY, THEN CULTURE

Adoption and released capacity decide whether AI adds output.

Let the business build

CONFIDENCE

Who signs for what a business-built tool or agent did?

Everyone builds

ALL THREE

Trust across the IT and business boundary is the hard part.

Transformations usually stall in the parts nobody planned to change. Any question you can't answer there is a warning sign.

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