THE 3Cs OF TRANSFORMATION

The thread through the moving parts

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Ask each question of every part of the operating model. Read across a row to test one part. Read down a column to see one C run 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.

MOVING PART	CAPABILITY Can we?	CONFIDENCE Will we?	CULTURE Will it keep happening?
What we're trying to achieve	Are we building what sets us apart, or renting it?	Can leaders say what they'll trade off?	Do budgets and promotions follow the stated priorities?
How work flows and who decides	Does it work without the original experts?	Does each key decision have an owner, a boundary, a proportionate check and a recovery path?	Do decisions stay made?
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?	Who answers for what a partner, an agent or a business-built tool produces?	Does shared work earn credit or blame?
Tools, data and AI models	Could someone inside explain, adjust or switch off what you rent?	Do people trust the data and AI output enough to act on it, and not too much?	Do people use the approved tools, or work around them?
Money and measures	Do the people leading the change have the time and budget?	Will leaders fund work before the business case is certain?	Do the measures reward the new behaviour, and is there a rule for released capacity?
How we learn and adjust	Is learning captured and shared?	Can a pilot stop without anyone being blamed?	Does evidence change decisions, including the operating model itself?

SCORE EACH CELL 🟢 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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