

LEADING TRANSFORMATION - GO BEYOND!

In this editorial, you can find out about innovative and progressive process models for your transformation projects, whether you are a responsible manager, advisory board member or supervisory board member. This methodology is founded on over 30 years experience with complex transformations in large organisations. A skilled and accomplished Chief Transformation Officer (CTO) and his CTO team are at the centre of this presentation. On the next 5 pages, the mission statement and the first steps on the path to becoming a CTO are explained in more detail.

TRANSFORMATIONS CRUCIAL, BUT UNWELCOME



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magination is more important than knowledge, for knowledge is limited.

(Albert Einstein)

It's tricky, as Albert Einstein himself realised. In order to achieve something new, we have to go beyond our previous limits.

"We have to get out of our professional and non-professional comfort zones! We need imagination, trust, courage, constructive conflict resolution skills and the willingness to go beyond professional and non-professional boundaries to succeed in our endeavours!"



Chief Transformation Officer (CTO)
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The consequence is that it usually becomes very unpleasant. In evolutionary terms and in modern society, we are much more oriented towards safety. We have become comfortable, we have our service providers for many things. Depending on the current management fad, problems have been outsourced, new cost targets have been set, the famous "everything minus 25% approach", agile, miracle methods have been brought into play. Now artificial intelligence, the cloud or similar supportive technologies are supposed to take over the work and make everything better.

There is therefore an unpleasant truth. Transformation is incredibly labour-intensive, arduous, extremely stressful and ultimately and most importantly, it requires discussions, coordination and agreement at many different levels with different stakeholders. A mixture of different interests, conflicts and factual disputes is inevitable.

No artificial intelligence will be able to do this in the future while we humans are giving the orders.

The more vigorously we throw ourselves into the new technologies and concentrate predominantly on efficiency, effectiveness and profit, the more we need the basics and fundamentals. Orchestrating the technical and non-technical issues that are crucial for existential transformations cannot be achieved with billions of euros or dollars alone. New approaches are needed without selling old wine in new bottles. Important basic work, without frills and fuss, is the key to successful transformations now and in the next decade.

TRANSFORMATIONS SIGNIFICANTLY MORE THAN CHANGE

The most beautiful thing we can experience is the mysterious.

(Albert Einstein)

When you start with transformations in organisations, no one will tell you that the desire for change is close to zero. For most of those involved, transformation is little more than yet another added burden.

“We are moving into completely new social and entrepreneurial worlds. Digitalisation, AI and new ways of working are just part of this. It will be essential to concentrate on important, fundamental groundwork. With so many technical specialists, it is of the utmost importance for productive and meaningful cooperation to bring holistic, cross-divisional excellence to the team instead of working against each other.”



It is also all too human, because most people do not see transformation journeys with their many uncertainties and uncertain outcomes as something beautiful, let alone mysterious.

Do you remember those company change events where the instigators tried to take the entire workforce with them on their change journey? “Meaningful” catchphrases plastered over every available surface so you would never forget what was happening. In my view, those days are gone. It’s very clear that we have moved on from the slogan saturation phase!

Why transformation is more than just change is best illustrated by the example of sport: a top athlete must have it all in order to keep on competing and, in the best case scenario, to become No. 1 and stay there. Mental strength, emotional balance and physical fitness are fundamental and they must understand their sport at the highest level. This obviously becomes even more complex in a team environment. This balancing of professional and non-professional challenges is the key to our future.

The complexity and the narrowing focus caused by new technologies will increase!

In my view, the time has therefore come for us to get back to the important groundwork of transformation and establish progressive structures and procedures that go beyond the goal of the next transformation. At the centre of this development is an internal Chief Transformation Officer team (CTO team) that complements the many specialists in the business and staff units with a holistic approach based on well-founded research in all dimensions.

This small internal CTO team creates impressive added value in complex transformation programmes that goes beyond the current mission:

People, skills and expertise are further developed with shared ideas and new network-oriented connecting intelligence.

This is also retained for subsequent challenges - an invaluable asset for the future, because, have no doubt, the next transformation is just around the corner.

THE INTERNAL CTO TEAM

PROFESSIONALISE YOUR TRANSFORMATIONS

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earning is experience. Everything else is just information.

(Albert Einstein)

Nothing changes. It was like this, it is like this, and it will most certainly remain like this. Everything we ever learnt at school, in training and further education or at university is just one thing: Information.

There is another important point. In our day-to-day work, we are already dealing with many more dimensions than the technical processes. In the most demanding transformations, the requirement for holistic excellence in specialist and non-specialist challenges is hugely intensified.

It is in the nature of things that the transformation business is a separate business with its own internal logic.

It is a fact that many different transformations have already taken place in many companies. However, these usually follow tried and tested patterns:

An external manager is brought in and announced as the new figurehead, a saviour. External consultants are commissioned, a programme organisation chart is drawn up and positions are allocated. New concepts are developed in secret.

Meanwhile, the employees and their managers are waiting to see how the situation develops, because up to now, everything has usually been managed quite well along tried and tested lines.

What is missing? There is a lack of internal responsibility, commitment and engagement. The Transformation business is treated as an annoying by-product and a necessary evil.

However, transformations are an incisive force within companies that require all the personal commitment, expertise and skills that need more than the normal working day.

There is therefore a lack of awareness of the extent to which a holistic, cross-functional CTO with an internal CTO team will make current and future transformations significantly more successful. Professionalise your transformation process!

THE LEADING CTO LIVING YOUR TRANSFORMATION



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roblems can never be solved with the same way of thinking that created them.

(Albert Einstein)

Albert Einstein's assertion has inspired me the most of all those quoted. On my way to becoming CFO and CIO at the age of 33, I realised for the first time how much we are caught up in patterns

in our companies and how we always fall into the same or very similar ways of thinking.

During this time, I had the great good fortune to get to know some renowned management consultants and was able to work with them on important transformations to get my own company back on the right track. This was the beginning of intensive dialogues on soft, cultural change topics and of my understanding of the human relationships between managers, employees and teams. This combination of technical and non-technical challenges was the key to solving fundamental challenges.

I have been working as a consultant for blue chip companies for over 13 years. I noticed that none of these companies had consistently integrated the internal transformation business into their organisational structure and processes.

As a former change manager, I worked very specifically on the non-technical dimensions to ensure that the crucial milestones were also achieved on the technical side. However, the more complex the transformation process becomes, the more clearly I need a holistic, integrated approach.

I therefore speak from long and extensive experience when I say that we will need these specialised, holistic CTOs and CTO teams for the next 10 to 20 years in order to solve technical and non-technical challenges. This will not be possible with change initiatives alone. The rapid technological developments we are seeing today are exacerbating this dramatically. It is time to tackle this now. Please feel free to contact me for a transformation chat!

Please refer to the next page to find out which preparatory thoughts and questions are important on the way to employing a CTO and building the integrated CTO team. The first step is to focus on five key topics. Feel free to contact me if you would like to have a dialogue about your concerns. I look forward to it!

THE PATH TO CTO

FROM MISSION STATEMENT TO FIRST STEPS

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ission statements come and go if they are not brought to life and actively promoted. Therefore:

A handful of key topics determine important preparatory coordination on the way to appointing the CTO. I can only briefly touch on them here today. Please feel free to contact me with your individual concerns. Firstly, there is an important, fundamental question to answer: "Has your company developed the maturity to make the best use of a CTO and CTO team? A company that wants to take this evolutionary next step should already have processes, techniques and skills in the project and programme business. And one thing above all is vital: it should be an honest self-assessment.

If the answer to this question is "no", the first step is to initiate individual development programmes to allow the organization to acquire the maturity required.

Is your company ready? Then the important question is how your CTO and your CTO team will be integrated into the organisation. Every company has its own unique features, skills and approaches. However, there is one important key. For a successful implementation, I recommend a flexible CTO operation. This means that there will be a small core CTO team that can be expanded or reduced in size depending on the transformation.

A very common mistake is that transformations, although highly energized, are managed within the framework of a rigidly fixed structure and process organisation. It is the organisation within the organisation! In order to support the flexible, adaptive character of a transformation more effectively, the introduction of a connection intelligence*

with the CTO and his team is of enormous importance. This means that a very specific hub is created that connects rather than separates and divides.

This is achieved through another important preparatory step. The CTO and his team are not created through a secret process. All important stakeholders are selected and individual key people are included in the conceptualisation. These include the works council, business managers and HR. Everything is created through participation!

And finally: consistency and commitment instead of hot air is the motto! You must remember the often tough, seemingly endless discussions that lead nowhere. There's no point in bringing new players into the picture to exacerbate the situation. You yourself must be 100% clear, committed and consistent!

*Connection intelligence means in this context: a very effective and efficient combination of different views, opinions, interests and professional discourses