

LEADING TRANSFORMATION

Transformation momentum check

Most transformations start strong and fade a little at every stage. Use this check with your leadership team every quarter to see where momentum is leaking and what to fix first.

How to use it

- 1**
Answer each question together as a leadership team, not alone.
- 2**
Score 0 for no, 1 for partly and 2 for yes.
- 3**
Add up the score, then start with the lowest-scoring questions.

The check

QUESTION	NO · 0	PARTLY · 1	YES · 2
Can every leader name the three outcomes the programme exists to deliver?	☐	☐	☐
Does each outcome have a baseline, a target, a date and a named owner?	☐	☐	☐
Has the programme stopped or deferred anything since it started?	☐	☐	☐
Do senior leaders review progress regularly, and make decisions when they do?	☐	☐	☐
Are the people leading the key initiatives able to give them real time?	☐	☐	☐
Is someone in the business accountable for each benefit after go-live?	☐	☐	☐
Total score	____ / 12		

- 10–12 On track. Keep the rhythm and watch for drift.
- 6–9 Losing pace. Fix the lowest-scoring areas this quarter.
- 0–5 At risk. Reset outcomes, owners and leadership time before adding more work.

Notes from the discussion

Transformation momentum check

Agree before you leave the room

Our three outcomes

Baseline, target and date for each

What we will stop or defer

To free people and budget for what matters most

Next leadership review

Date, and the decisions it must take
