Metrics for Enterprise Transformation

How is Transformation defined in your organization?
- "To change the process, culture, organizational mindset, and values to improve the work output and value to the customer."
- "A radical shift in individual and organizational behavior that is driven by an urgent need to change (or reposition) an organization for breakthrough performance or competitive advantage."

What indicates that a transformation has been complete?
- "There is never a moment when an organization is 'transformed,' per se; however, an organization will see signs of improvement when a transcendent shift in organizational behavior begins to manifest itself in a significant increase in customer and stakeholder/shareholder satisfaction."

How does your enterprise measure its transformation progress?
- "Too vaguely, sporadically, inconsistently. That said, we tend to break our measurements into small pieces (like good Systems Engineers) and never re-integrate back into a big picture."
- "There are strategic level (enterprise) metrics at the top, then lower level metrics. However, these metrics have no target goals and they don't align well at all."

Good leading/lagging indicators of enterprise transformation success/failure?
LEADING: "Leadership involvement, employee understanding and buy-in, linking compensation to organizational goals and objectives."
LAGGING: "Customer satisfaction, profitability. These tell you the value streams are operating 'well.'"

Prioritization of Enterprise Views (n=27)

Motivation for Transformation (n=25)

Success rate of enterprise transformations (n=20)

Sources of resistance to measurement (n=25)

Research Timeline

LAI Metrics KEE (Bethesda, MD)

Research Methodology
- Phase I: Literature review and prior metrics research
- Phase II: Pilot survey/interviews, second hand case studies, and identification of industry needs
- Phase III: One in-depth case study
- Phase IV: Survey administration & development/refinement of hypotheses and theories

Expected Benefits to Industry
- Metrics that provide leading and lagging information for enterprise transformations
- Analysis of relationships between enablers and barriers to measuring transformation within an enterprise
- Culture & Organizational Inertia
- Leadership & Management Support
- Knowledge
- Total Employee Involvement
- Identification of best practices and heuristics for analyzing socio-technical systems
- Cost/Benefit analysis for implementing measurement frameworks

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Interested In Participating?
Would your organization be willing to host a case study? I am looking for organizations wishing to better understand their transformation journey from an enterprise measurement perspective.