# Conditions for successful transformation 7Cs model

**Introduction**

Transformation can be challenging and not all transformation projects and programmes achieve their intended outcomes.

The guidance below is designed to be read alongside the Transformation Capability Framework to help councils maximise the conditions for successful transformation.
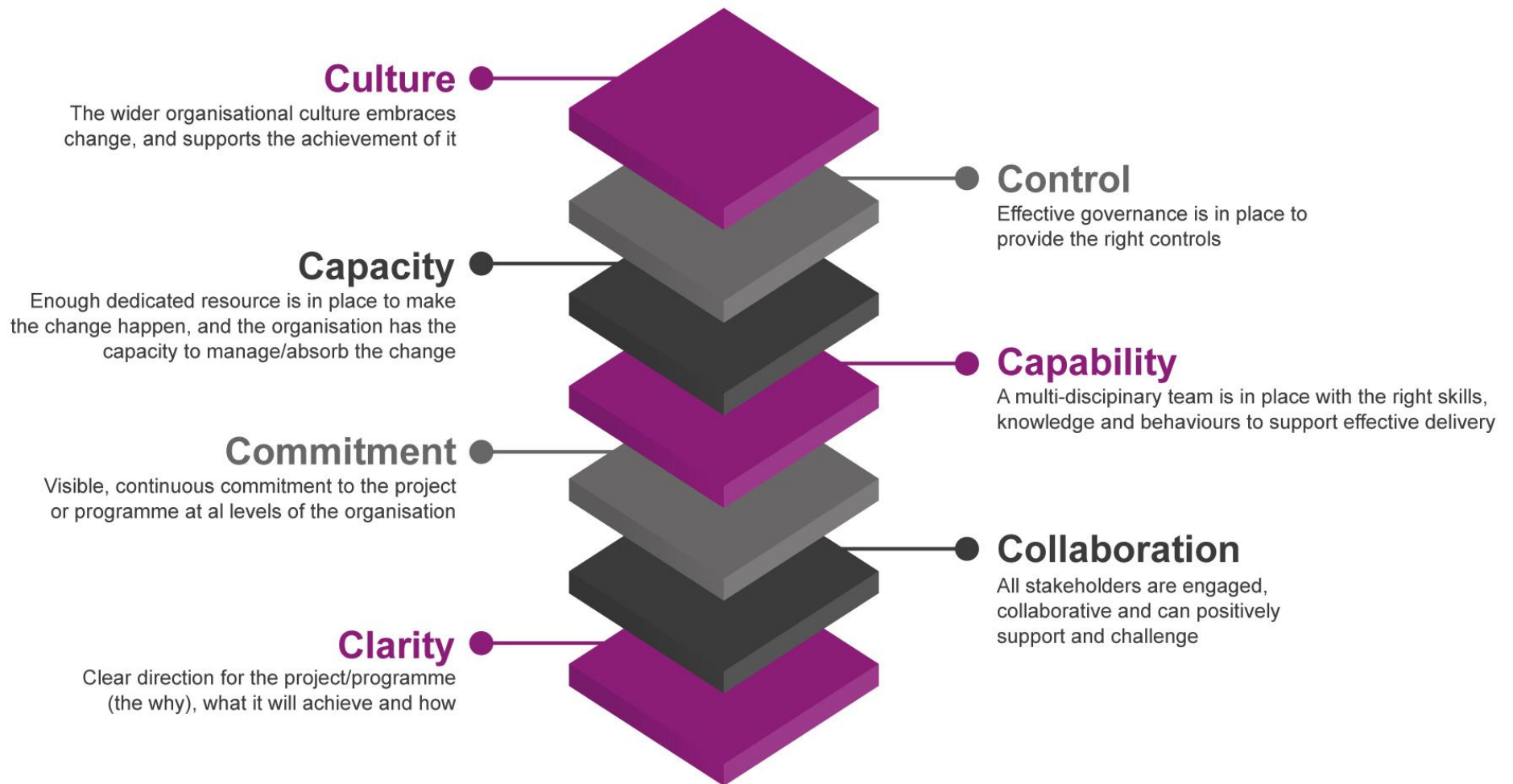
The 7Cs Conditions for Success model was created by Change Network in 2023 and shared with the LGA as a free resource for any organisation to use.  It can be used as is or built upon for non-commercial purposes.

It is designed to provide councils with a useful reference point for any type of change or transformation with the aim of ensuring all 7 conditions for success are in place before change gets underway - and that the conditions for success continue throughout.

It can be applied to changes of any size or scale.

This document includes:

- An overview of the model
- A handy checklist for councils to use to assess their own readiness for change or transformation.

**Culture** ●
The wider organisational culture embraces change, and supports the achievement of it

● **Control**
Effective governance is in place to provide the right controls

**Capacity** ●
Enough dedicated resource is in place to make the change happen, and the organisation has the capacity to manage/absorb the change

● **Capability**
A multi-discipinary team is in place with the right skills, knowledge and behaviours to support effective delivery

**Commitment** ●
Visible, continuous commitment to the project or programme at al levels of the organisation

● **Collaboration**
All stakeholders are engaged, collaborative and can positively support and challenge

**Clarity** ●
Clear direction for the project/programme (the why), what it will achieve and how

To meet the 7 Conditions for Success, councils need:

**Clarity:** A clear vision of the intended end state, what the change is trying to achieve and why, reinforced regularly.

**Collaboration:** To involve anyone impacted by the change, or who needs to contribute to delivering the change early - and keep them involved throughout.

**Commitment:** To delivering the change, working effectively with stakeholders to overcome risks and issues.

**Capability:** The right skills, knowledge and behaviours in place to deliver the change.

**Capacity:** Enough capacity in place to both deliver the change - and to be able to absorb and manage it.

**Control:** Effective governance and escalation processes in place so that the change is well managed and given priority alongside other activities.

**Culture:** The overall readiness for change to be maximised across the organisation, aligning the first 6cs and the organisations values, behaviours, strategy and communication to be effective.

The 7Cs is a model that is proven within and outside of the sector and designed to be a tool you can use to talk about your own internal readiness before projects start.

**Handy checklist**

The following checklist can be used as a high-level guide to check what needs to be in place for change to be delivered well.
If the answer to any of the questions is 'no' then additional work is likely to be needed to ensure that the conditions for success are met.

| Clarity | • Is there clarity on the reasons for the change?  Is the 'why' clear - and has this been shared widely?<br>• Is the change strategically aligned - so it's clear how it fits with the wider direction of travel for the organisation?<br>• Are you able to set out a clear intended end state, or if not, a clear enough vision of the benefits to be achieved to enable the end state to be developed through the project?<br>• Have you provided shared clarity on roles, responsibilities and ways of working?<br>• Have you conducted a Discovery, or research, or is this planned as part of the project? |
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| Collaboration | • Have you involved the people most impacted by the change?  If not, is there a plan to engage them as part of the project?<br>• Have you involved everyone who will need to contribute to making the change happen?<br>• Do you have a plan to continue to collaborate and communicate throughout the project lifecycle?<br>• Is your team sufficiently diverse to ensure effective collaboration and innovation? |
| Commitment | • Is there visible commitment to the project at a senior enough level to make change stick?<br>• Is there a senior Sponsor in place with active commitment to the project, the ability to ensure strategic alignment and a willingness to actively engage and support in escalations and unblocking key risks and issues? |
| Capability | • Do you know the capabilities you need to have in place to deliver, and sustain, the change?<br>• Are those capabilities in place?<br>• Is any additional support required?<br>• Have you talked about and ideally co-designed ways of working and discussed expected behaviours with everyone involved in delivery (Sponsor, delivery team, organisational stakeholders). |

| Capacity | <ul><li>Is there sufficient capacity within the delivery team to deliver the work without distraction?</li><li>Do stakeholders have the capacity to engage effectively?</li><li>Are there any other activities or projects happening across the organisation, or more widely, that may impact capacity?</li></ul> |
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| Control | <ul><li>Is there a clear governance framework in place for the work?</li><li>Are roles and responsibilities clear and have they been communicated to all involved?</li><li>Has a clear and shared plan been created and is this visible to everyone?</li><li>Have regular control meetings been established? This might include stand ups, project team meetings and/or boards.</li><li>Is there a process for managing risks and issues, with clarity on ownership?</li><li>Have initial risks been considered upfront, with appropriate mitigation being in place?</li><li>Is there a process for managing benefits, with clarity on ownership?</li><li>Have clear budgets and timelines been established, with responsibility for the management of them?</li></ul> |
| Culture | <ul><li>Have all of the above 6Cs been met?</li><li>Culturally, are there any likely barriers to change outside of those already considered?</li><li>Who else needs to be involved for change to be effective? (This may be people neither impacted by or delivering change who may have influence).</li><li>Is the organisation ready for change?</li></ul> |