Hi. Today we are staring on the second phase of the transformational journey. We did P1 which was getting coordination with regard to the strategy. Now, we're going to actually move into the implementation. The implementation is going to be done by their people working with out TPD and IE. So we're going to meet them, bring them together, form a program team and upskill and up train them, teach them how to drive this car on this journey. But before I get into that, there's a couple of themes that I'd want to put on the table. That I've run through consistently from here on.

First of all is that when you're taking an organisation into a major transformation, everyone must be part of it. It's not something that happens in parts (?) it's something that has happened across and needs to be shared across the total organisation. Number 1.

Number 2, the most important part of getting that sharing ang buying in is that the lower levels. If you don't get your middle management, your low management, your supervisors and your frontline staff actively engaged, actively supporting, you're not going to achieve anything. So a lot of what we're doing from P2 to P3 is taking the visions from the top of the organisation strategic and moving it deep into the organisation where they own it.

The other theme that runs through the work that we do is the separation between strategy and implementation. And very often these things are confused and that's where it gets lost so we have very clearly defined, at the very beginning of P1, who is the strategic owner of each work stream. Now remember the workstream, what to do with outcomes. Who are these strategic owners that have to be responsible for ensuring that those steps are the right steps, that milestones hit and then who's going to be their implementation owner. And the dialogue between the implementation owner and the strategic owner is caught (?) with the successful journey that we're going to make.

Now the implementation owners are part of the team we pull together. So I'm now going into the activation of P2. So first of all is to talk to the various people that have been involved in the P1. explain to them that we are looking for high potentials to join this team and we like one or two high potentials from each function. Number 1.

Number 2, we don't want them all from the same level. We want them from all sorts of different levels in the organisation. We want youth, we want experienced, we want all sorts of things in there. So there's a degree of working with them for them to nominate people to come in, to join this program. So they then get invited and they come together for first time, often some know each other, some don't know, they don't know what's going on, they're very busy, they're very frustrated, they don't have time, they don't want to take on any further commitments and you bring them together. And in that meeting, it's very important that you get them to want to be on the program team.

So it is a matter of explaining about improving their capacity, their capability, working with them to build a future company of their choice. Do some of the Merlin work that you have done before. Do it with them so that they feel that they are creating this company of the future. And there are some tricks about this to get them fully committed at this stage because this is the team that's going to deliver everything. \

So having done that and they understand what it is, they see a future, they see an excitement, they believe that they can achieve it. The CEO might drop in and say you are the chosen ones that we want to work with, to reinforce it and they are ready now to go. At that stage, what we have to do is take them to the next part which is to get them to understand the work streams because they've done a bit for the Merlin (?) so they understand where we're going, what are the areas and who wants to work in which of the workstreams.

And we also add 2 workstreams at this stage because of what we're going to do with these people because over the next 6 weeks, we're going to plan for full launch of the entire organisation on their journey. So it's taking this strategy, moving in implementation and working out who's going to have to do what for this journey that's ahead of us. And so they work on the workstreams. They mount those workstreams going from masterplan and start moving them into action plans. What activities do we have to do to achieve the milestones. ? action plans quarterly, monthly, weekly so they developed their skills in this area of taking strategy and locking it into action and the check along the way is if we do this action, will it achieve that outcome? Great. Now let's concentrate on the activities.

The two that we add in, additional work streams we add in at this stage are preparing for the day of change. Now what the day of change is, at the end of P1, we have a day of change where we announced to the whole organisation the journey and the details of the journey and get them to understand and become engaged with the rest of the journey. Now this can happen with a hundred people organisation or two hundred thousand people organisation. there's ways of doing this both remotely and face to face, depending on the environment we're working with.

So the day of change is the time where you draw a line between the past and the future. There would have been(?) in the past we've spoken before, they would have been (?) trying to do changes that failed. We got to separate that. We got to get clarity in communication that this is an organisation that is going to achieve this end (?) and we need to harmonise all the different noises in the organisation into this transformational journey and that's what we work with these people on so this day of change.

So the 2 streams we add in a logistics stream and the content stream to ensure that the day of change, the right people come with the right attitude, the right presentation take place and we have fully activated form the boardroom to the program team and at the end of P2 where we have the day of change where it gets launched into the whole organisation.

So a lot of work in a short period of time but there's a lot of tools and processes that make this not too onerous. a lot of it is managing people, motivating people going forward.

Thank you.