Hi. Today we're going to be working on P2, the second phase of the journey and this is the phase were we move from inside the boardroom at a strategy level and start activating at an implementation level. Before I go into that I'd like to just put a few themes on the table that colour all our Whitewater work.

First one is when you are reinventing a organisation, to make that effective, every single person must be part of that journey. It's not something that is in one area, not another area. Everyone needs to know what's happening and find their way through and contribute to it. And actually I can go further, the closer people are to the front line, the more important it is that they understand and fully support this reinvention that's happening through the organisation because if you don't to have changes at that front level, nothing changes. So this is the core point of a transformational journey.

Another theme that we work through all our work is separating out strategy and implementation. So in Phase 1, so we develop the single point of truth and the masterplan, we clearly came up with our objectives and again each one of those that needs to be a single strategic owner that is responsible for delivering that outcome and ensuring that the steps are the right steps to get there strategically.

What were going to do in P2 is develop the implementation owner that is at an equal level with the strategic owner to ensure that when we take strategy and turn it into actions that they deliver what is required and there's a lot of iteration that happens around that. So how do we do that?

Well first of all, we actually got to pull together the implementation team, the program team made up of high potentials. That team of high potentials are going to be given an immense amount of benefit from being on this program. But when they first get involved, we need to check that there is balance. We don't want all senior managers or all middle managers. We want people from throughout the organisation and from different functional teams. So you got a mix. It's very important that there is significant diversity in the team because their different perceptions are going to ensure the success of the program.

So we bring them together and usually the CEO will come in, welcome them, explain the vision and then come back at the end of the normally it's a 2 day workshop, come back at the end and listen to what their view are. What we're looking for here is for them to understand and own their place in this process and in that one what we have to do is w have get them them to redo the Merlin exercise that we did with strategy group and end up in the same place because they must have their single point of truth in harmony, not one that's imposed on them but one that they believe in and then we take them in at an accelerated fashion into the masterplan and then talk about how do w take these milestones and turn them into activities.

So that is their job so once they understand and are committed and buy into the fact that they're going to significantly improve their capacity and capability and their exposure to senior management through this process and build the company for the future. So we take them down and start working into taking the masterplan into action plans and that is they have got to be responsible for the action plans. These activities required to deliver these milestone and they must be confident that those activities if performed correctly at the right time will deliver the milestone.

They then have a dialogue with the strategic owner and they agree that moving from the milestone to the activities, once that is achieved, those activities can be taken down quarterly, monthly, weekly and we just concentrate on activities going forward. Deliver these activities and everything looks after itself.

So they take into that and into the Whitewater TX process for that that allows them to both input their activities and to have full visibility right up to the board. Now where we taking this? They're looking at it and were now saying this is your workstreams and we're heading to the day of change which is the end of P2. Now the day of change is where they prepared everything and is going to the full organisation for buying and ownership of the journey hereafter. So it's extremely important that they understand it and that they workout how to communicate it to the rest of the organisation, not from the strategy people, this is speople inside the organisation talking to the people inside the organisation.

There are streams that are required to emerge through this stage for the day of change and the day of change is where yo draw a line between the past and the future. The past is where things have failed from before, there's lots of noise, lots of confusion. lack of empowerment. Future is going to be much more disciplined, single point of truth, high visibility, high sharing, high empowerment going forward.

So the day of change is an event. And it's an event where everybody get involved and as they all get involved they find out where were going and work out what their position is and their contribution is make this significant change going forward.

So that is P2. We're going into the sections of them in more detail and in the next session of training. Thank you very much.