TEMPLATE 19 · TRANSFORMATION

90-Day Transformation Roadmap

The first quarter sets the ceiling. Plan three phases, five workstreams and three gates, and decide what you will stop as well as start.

InflexionIQ

PROGRAMME _____ DAY 1 _____

	DAYS 1–30 **Diagnose & decide** Establish the facts, the case and who leads.	DAYS 31–60 **Design & mobilise** Shape the target design and stand up the teams.	DAYS 61–90 **Deliver & prove** Land early wins and show the change is real.
Leadership & governance Sponsor, decision rights, cadence	*Name one sponsor and confirm decision rights.*	*Steering group makes its first real trade-off.*	*Review governance: is it speeding decisions up?*
Case & outcomes Why, what success means, baseline	*Agree the case in one sentence. Set baselines for 3–5 outcomes.*	*Agree targets and who owns each benefit.*	*Report first movement against baseline.*
Operating model & process What changes in how work is done	*Map where value and friction sit today.*	*Agree target design for the priority area.*	*Pilot the new way of working with one team.*
People & communication Leaders, managers, teams affected	*Brief top 50 leaders. Run a change-impact check.*	*Equip middle managers to lead their teams through it.*	*Pulse check. Act visibly on what you hear.*
Stop & early wins Room to change, proof it works	*Stop one visible thing and say why.*	*Launch 2–3 early wins, each with an owner and a date.*	*Deliver and celebrate the wins, with evidence.*
Milestones Dated, visible, owned	Date _____ Date _____ Date _____	Date _____ Date _____ Date _____	Date _____ Date _____ Date _____

Hold a short, decision-only review at each gate. Tick only what you could show evidence for. Two or more gaps means you hold the gate, fix them, and review again within two weeks.

Commit — DAY 30 GATE

Do we know enough to commit people and money?

- [ ] The case for change is agreed in one sentence and backed by numbers.
- [ ] One sponsor is named, with authority across functions.
- [ ] Baselines are set for three to five outcome measures.
- [ ] At least one visible stop decision has been made and explained.
- [ ] Workstream leads are named, with protected time.

Decision ☐ Go ☐ Hold ☐ Re-scope

Mobilise — DAY 60 GATE

Is the design clear and the organisation ready to move?

- [ ] Target design is agreed for the priority area.
- [ ] Plan and budget for the next two quarters are approved.
- [ ] Two or three early wins are in flight, each with an owner and a date.
- [ ] Change impact is assessed for every affected team.
- [ ] Communication cadence is running, with a feedback loop.

Decision ☐ Go ☐ Hold ☐ Re-scope

Prove — DAY 90 GATE

Can we show it is working, with evidence?

- [ ] Early wins are delivered and measured against baseline.
- [ ] Leading indicators are moving, or a decision has been taken on why not.
- [ ] Each benefit is owned by a business leader.
- [ ] Lessons are logged and the next 90-day plan is reset.
- [ ] The sponsor has told the story of the first 90 days, with evidence.

Decision ☐ Go ☐ Hold ☐ Re-scope

Operating rhythm

WEEKLY	**Workstream stand-up, 30 min**	Blockers and decisions needed only. Progress goes in the tracker, not the meeting.
FORTNIGHTLY	**Steering group, 60 min**	No more than three decisions per meeting, each prepared in writing. If nothing needs deciding, cancel it.
MONTHLY	**Pulse check & all-hands**	Five-question pulse survey, and the sponsor tells the story so far, including what has been stopped.
DAY 30 · 60 · 90	**Gate review, 90 min**	Go, hold or re-scope, using the checklists above. Minutes record the decision and who owns it.

Early warning signs

- Steering meetings with no decisions two fortnights running.
- Workstream leads still doing their full day job.
- New initiatives added, but nothing stopped.
- Progress reported as activity (“12 workshops held”) rather than outcomes.
- The sponsor delegates the monthly story to the programme office.