



What Do BBQ & Business Transformation Have In Common?

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About Me

I've been in business transformation and technology modernization for more than a decade, working with companies across a variety of industries including telecom, financial services, public sector, energy, manufacturing, healthcare, and non-profit. I'm skilled at envisioning and bringing to life innovative business strategies, implementing new processes and technologies at scale, and coaching clients through major change initiatives. I'm proud to have built a reputation as a creative problem solver, a trusted client advisor, and an empathetic people leader.

Representative Clients



Before I Was a Business Transformation Consultant...

...I worked at Mac's Pit Barbecue in Corpus Christi, Texas. Most fun – and hardest – job I've ever had!



Fun fact: I once had an angry customer throw barbecue sauce on me!

What Do BBQ & Business Transformation Have In Common?

More than you might think!



Simple origins, but today's version is expensive and difficult to do well

Success requires a mix of art & science

Everyone's doing it, but few are doing it well

The process is more important than the tools

You can't rush it!

TRANSFORMATION IS EASIER SAID THAN DONE.

Companies are investing billions in transformation—and for good reason.

But delivering on-time, on-budget digital transformation projects still proves a challenge.



**\$2 TRILLION
INVESTED**

INCREASED TRANSFORMATION SPEND

3 IN 4

PROJECTS FAIL



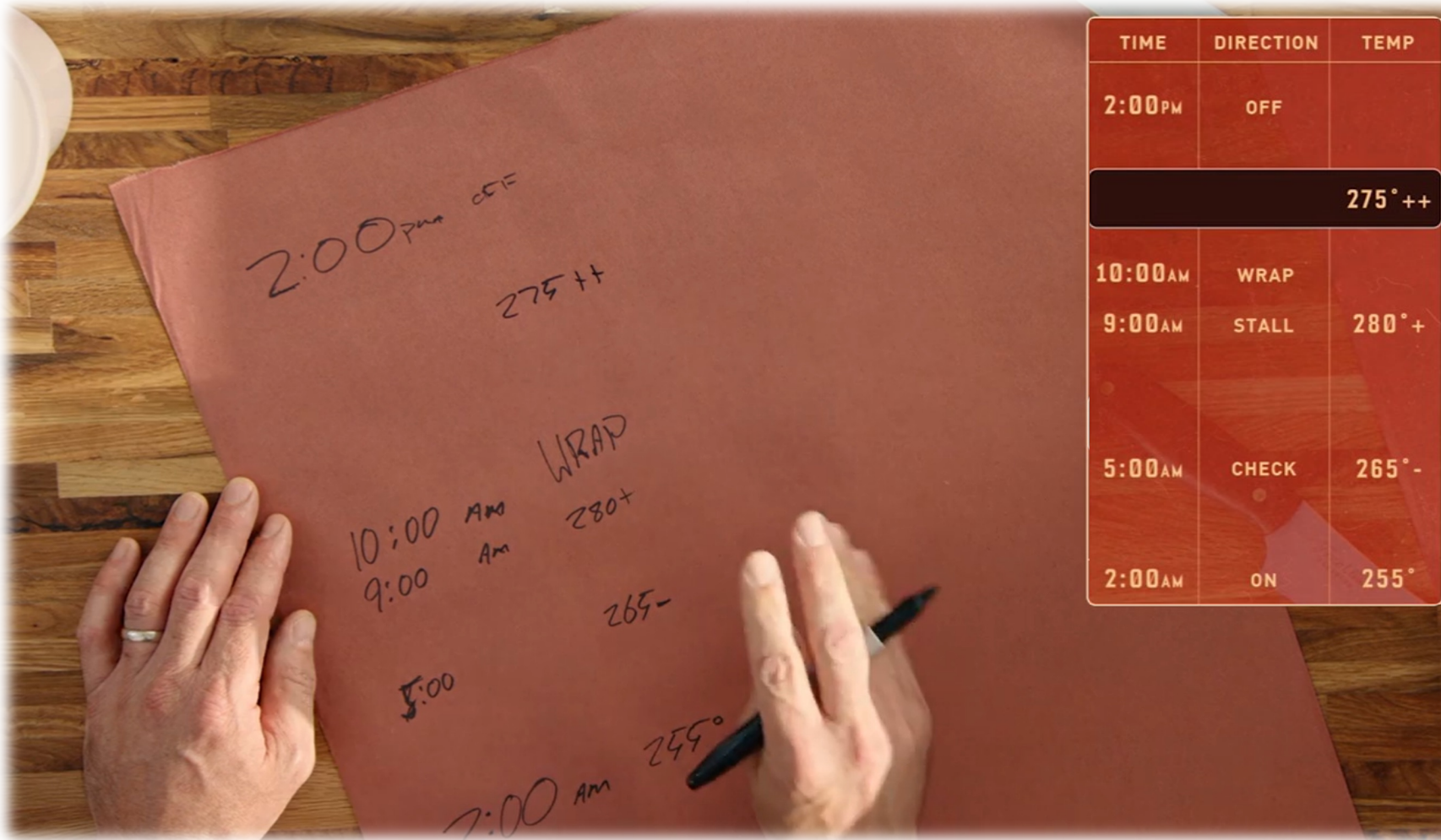
DECREASED LIKELIHOOD OF SUCCESS

We can apply key learnings from the world of top-notch BBQ to our business transformation journeys.

- 1 Make a Plan Before You Light the Fire**
- 2 Keep It Simple, Stupid**
- 3 Measure, Monitor, and Adjust**
- 4 Pack Your Patience & Survive the Stall**
- 5 Don't Over-Index on the Sauce**

Lesson 1: Make a Plan Before You Light the Fire

Make a Plan Before You Start a Fire



TIME	DIRECTION	TEMP
2:00 PM	OFF	
		275°++
10:00 AM	WRAP	
9:00 AM	STALL	280°+
5:00 AM	CHECK	265°-
2:00 AM	ON	255°



If you want to succeed on your Business Transformation journey, it's important to take the time to assess where you are today, envision a better future enabled by modern technologies, and build an actionable transformation roadmap.

“Plans are worthless, but planning is everything.”

–Dwight D. Eisenhower

Baseline Current State

- Discovery Interviews
- Business Process Mapping
- Evaluation of Tech Stack
- Competitive Benchmarking

Envision Future State

- Art of the Possible
- What It Will Look & Feel Like (Customer & Employee Experience)
- Strategic Business Requirements
- Target Operating Model

Define & Evaluate Gaps

- Current vs. Future Gaps
- Solution Identification
- Value/Feasibility Evaluation
- Operating Model & Org Design Changes
- Change Mgmt. Planning
- Business Case Creation

Create Roadmap

- Roadmap Creation (“Where Are We Doing & How Are We Going to Get There?”)
- Team Structure & Resourcing Approach
- Change Playbook Creation
- Iterative Review & Refinement with Leadership & Stakeholders

Lesson 2: Keep It Simple, Stupid

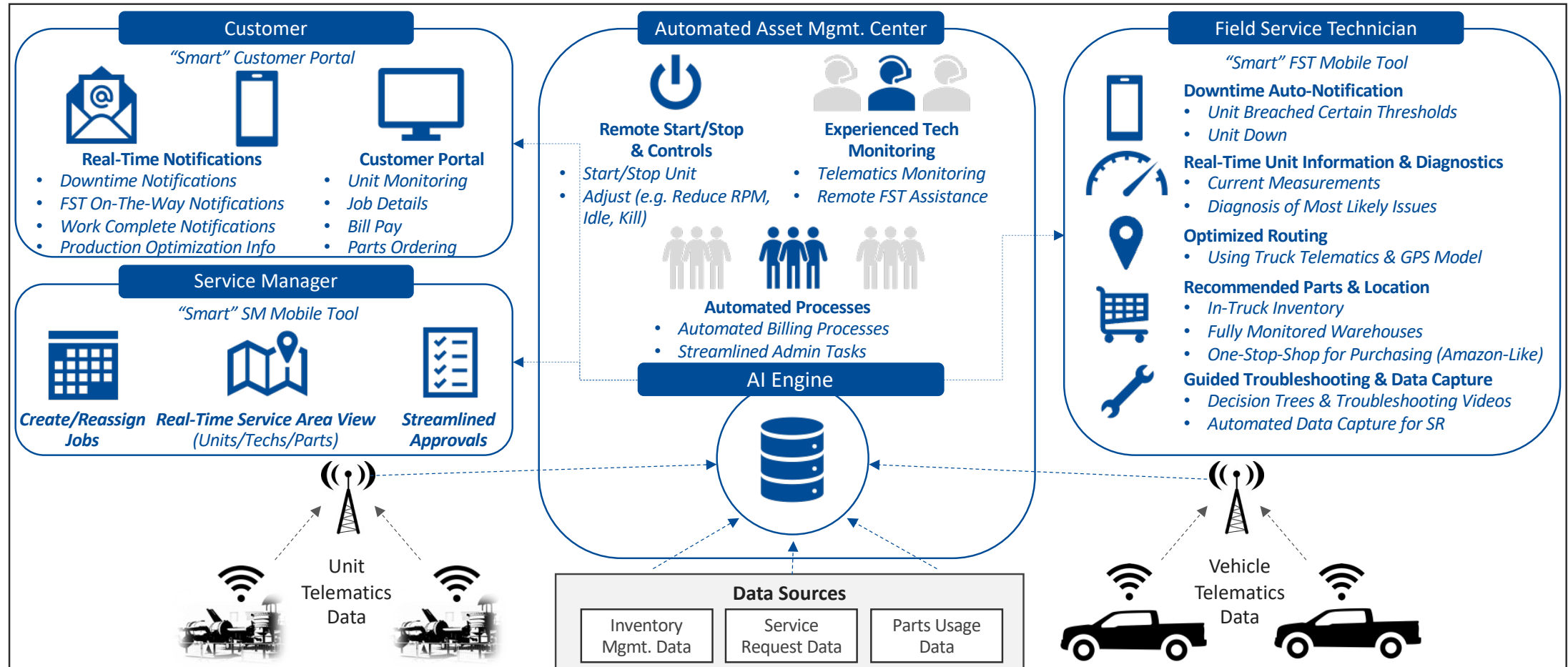
Salt and pepper = world-class brisket!



Large technology transformations often get over-complicated. Focusing on simple outcomes and user experiences is critical. And BAs are uniquely positioned to craft and communicate a simple, intuitive, user-centric vision.

People-Centric Vision

Simple outcomes with a people and process lens!



The best pitmasters use thermometers to gauge the progress of their smoked meats. But they also rely on experience and “gut feel” to make decisions along the way.



Successfully delivering large transformation initiatives requires a mix of quantitative and qualitative measures and a willingness to iterate and pivot as needed.



Quantitative

Project Health Measures

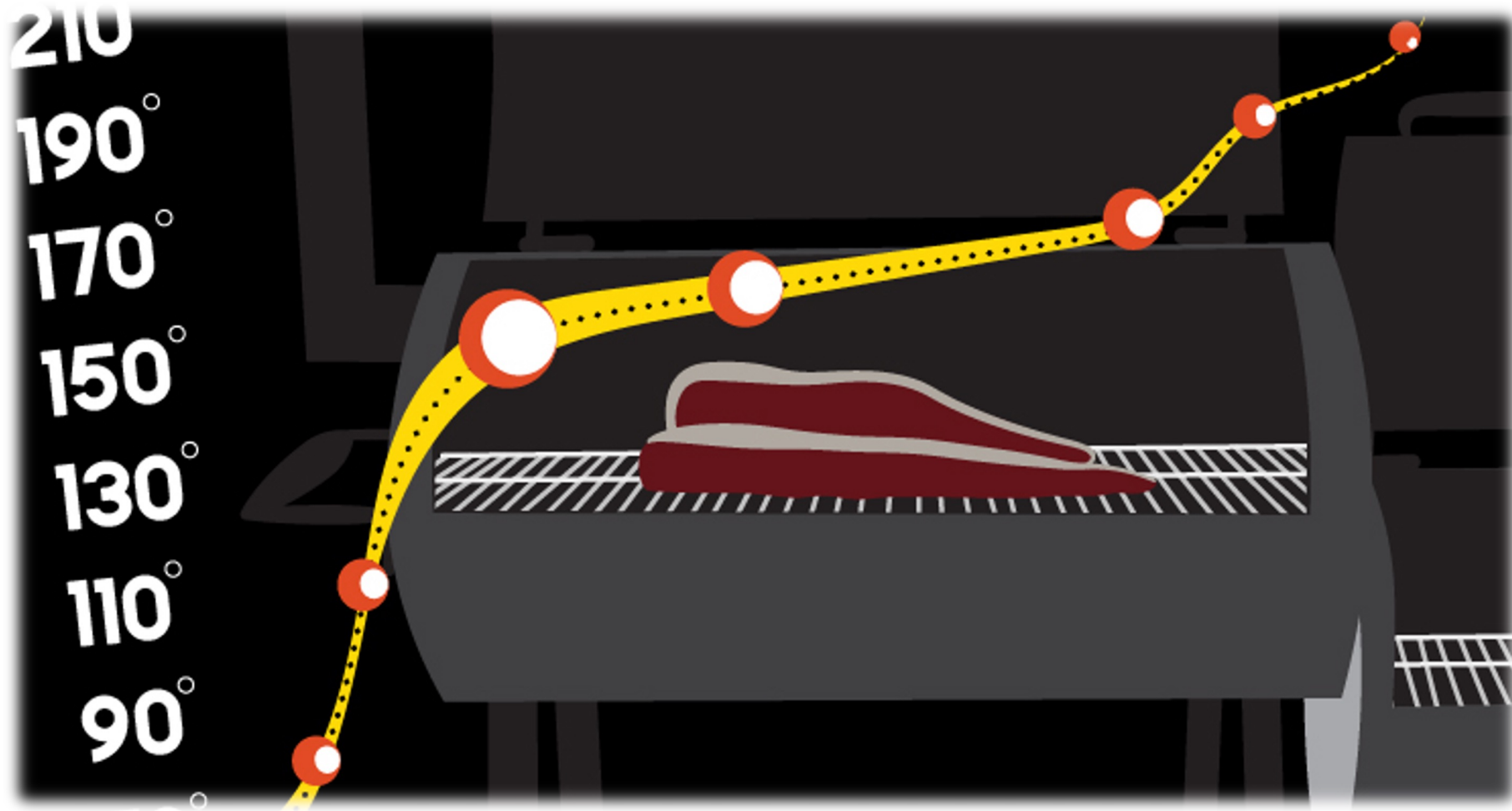
- 1 Budget
- 2 Timeline
- 3 Scope/Quality
- 4 Resources

Qualitative

Project Health Measures

- 1 Team Dynamic & Collaboration
- 2 User Engagement & Alignment
- 3 Solution Clarity
- 4 WKMAAN

If you know anything about smoking a brisket, you're familiar with the "stall" – a phenomenon in which the internal temperature of the brisket suddenly stops rising during the cooking process. The stall can last more than four hours and usually occurs around 150°. And there's no shortcut or trick to get around it – you just have to keep cooking!



The same is true mid-way through business transformation initiatives, when team members, stakeholders, and end users experience “transformation fatigue.” Just like in BBQ, the only solution is to “keep on cooking.”

Key tactics for *surviving the stall*:



Lesson 5: Don't Over-Index on the Sauce

Take it from this BBQ connoisseur: if your plate of BBQ shows up covered in sauce, lower your expectations!



The same is true in business transformation: you can't make up for poor quality ingredients and a rushed process with a bunch of “sauce” at the end.

Key considerations during a transformation to prevent the “sauce scramble” at the end:

1. Put your **best people** on the project
I know, they have day jobs. But what's the cost of NOT putting your best people on this?
2. Spend A LOT of time with your key users and **seek to understand their processes and requirements**
And don't just do it upfront: involve your SMEs and stakeholders in every phase of the journey
3. Choose the **right tools**
They may not be the cheapest!
4. Choose the **right partners**
They may not be the cheapest!
5. Align on your **process and methodology**
And stick to it!

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THANK YOU!

Visit flexpointconsulting.com to learn more about us and how we can help your organization transform for the future.