



WHO OWNS TRANSFORMATION?

A perspective from Clark-Latham Consulting

How do we create clarity across the organization?

WHO OWNS TRANSFORMATION?

THE LEADERSHIP CHALLENGE IS CREATING CLARITY ACROSS THE ORGANIZATION

01

THE SPEED PROBLEM

Transformation is rarely linear. Technology and AI are moving quickly, but organizations may not be ready at the same pace. The leadership challenge is finding the speed that moves the business forward without leaving employees or customers behind.

Move quickly when the organization is ready. Pause when understanding and alignment matter more.

NEXT STEP

Before accelerating, assess whether your people, processes and technology are ready to move at the same pace.

02

LEADERSHIP THROUGH INFLUENCE

Transformation leaders often own outcomes without owning every team, budget or function required to deliver them. That makes influence essential: create alignment, understand competing priorities, build relationships and communicate the why.

Influence isn't about authority. It's about creating enough clarity for people to move in the same direction.

NEXT STEP

Identify the outcomes you own without direct authority—and build the relationships needed to influence them.

03

THE SPACE BETWEEN THE VERTICALS

Some of the hardest transformation work happens between functions—the handoff between technology and operations, employee and customer experience, strategy and execution.

Everyone may own a piece. The risk is that nobody owns the connection.

NEXT STEP

Map the handoffs between functions and identify where ownership, accountability or the customer experience breaks down.

04

THE ROLE OF THE ORCHESTRATOR

A transformation leader is like a conductor. They don't need to play every instrument; they need to understand how the pieces work together—when to lead, listen, slow down or accelerate.

Modern transformation requires orchestration: not owning every piece, but owning the connection between them.

NEXT STEP

Step back from individual workstreams and look at how they connect—and who is responsible for making the whole experience work.

05

STRATEGY ISN'T TRANSFORMATION

A strong strategy, technology platform or business case can still fail in execution. Something can be lost between the strategy deck and the customer experience: ownership, alignment, employee readiness or customer perspective.

Strategy defines where you're going. Execution gets you there. Alignment connects the two.

NEXT STEP

Trace your strategy all the way to execution and the customer experience. Find where the intent gets lost.

06

MEASURE THE CONNECTIONS

Organizations measure functions well, but transformation leaders also need to measure the spaces between them. Where are handoffs breaking down? Where is ownership unclear? Where are teams optimizing their own function at the expense of the broader experience?

The right questions can reveal transformation readiness better than another dashboard of functional KPIs.

NEXT STEP

Add measures for handoffs, alignment and cross-functional friction—not just individual team performance.

WHO OWNS TRANSFORMATION?

THE LEADERSHIP CHALLENGE IS CREATING CLARITY ACROSS THE ORGANIZATION

07

THE BALANCE

The answer isn't simply to slow down. Organizations need to move quickly while remaining thoughtful about impact. Speed without alignment creates chaos; alignment without speed creates stagnation.

The opportunity is balance: move fast enough to remain relevant, and slow down enough to make thoughtful decisions.

NEXT STEP

Establish where your organization needs to accelerate, where it needs to pause, and what signals should determine the difference.

08

THE REAL WORK OF TRANSFORMATION

The most important role of a transformation leader may not be owning the strategy or technology. It is connecting the organization around the outcome—bridging verticals, clarifying ownership, creating alignment and translating strategy into action.

Transformation doesn't happen inside the boxes of an organizational chart. It happens in the space between them.

NEXT STEP

Ask one simple question: Who owns the connection between all the pieces?

Jill Latham

JILL LATHAM

Clark Bridge CX Advisory