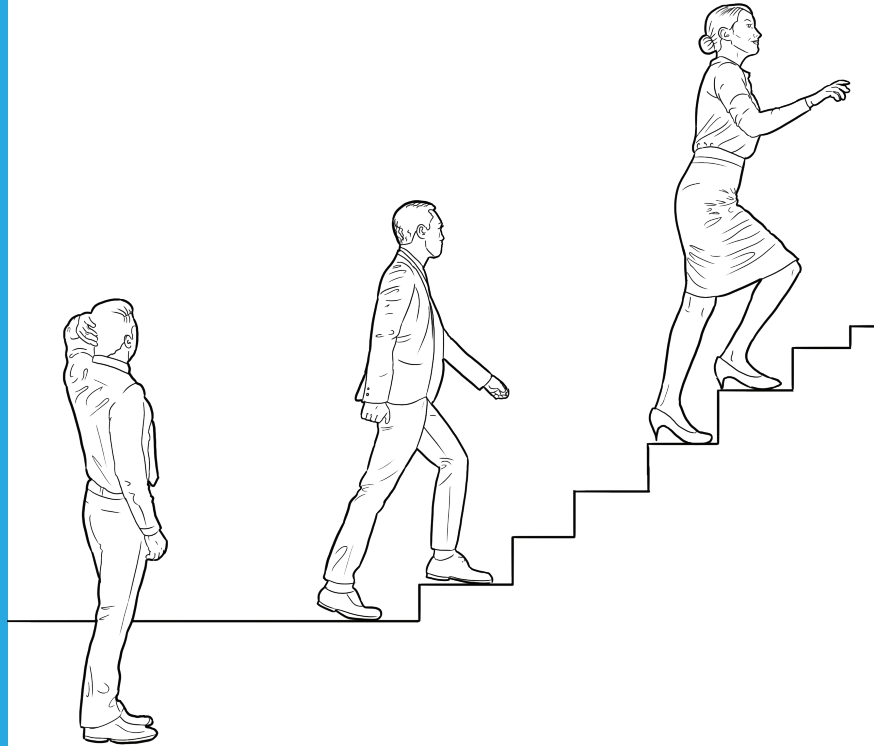


The Dos and Don'ts of lasting change

Why some zero-based-budgeting transformations greatly outperform others

McKinsey & Company



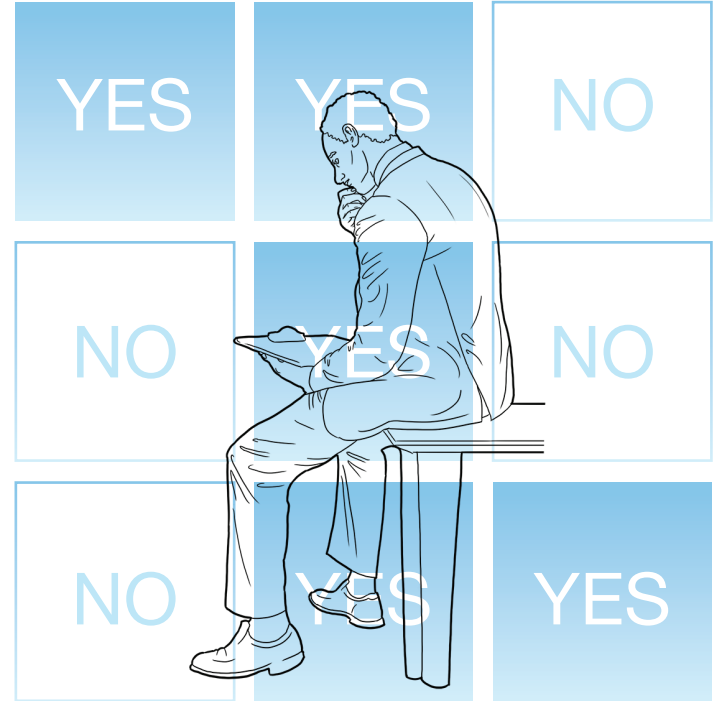
Do: Communicate and role model

There is no such thing as too much communication from leaders. It is required to build understanding and conviction among employees.



Don't: Make too many exceptions

Every exception for complex or sensitive areas undermines the transformation's legitimacy in the eyes of others.



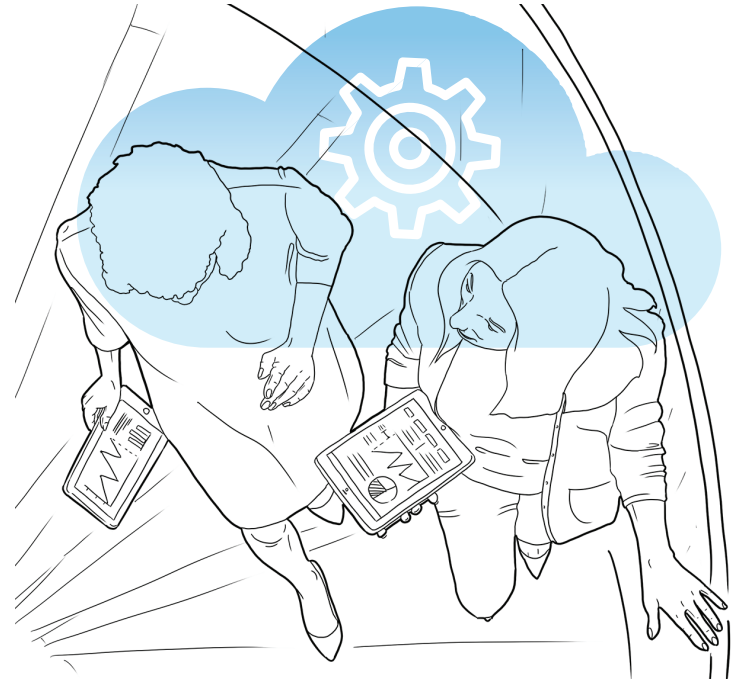
Do: Dig into detail— consistently

The magic is in the details. Understanding true cost drivers can uncover new opportunities. Not understanding these drivers can lead to landmines that inhibit growth.



Do: Choose the right tools for the job

To make the process sustainable, you must support it with tools that reinforce the new ways of working. Spreadsheets won't cut it.



Don't: Sell your aspirations short

Dream big. Today's top quartile is tomorrow's median.

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