



# Welcome to today's **Tigerhall** webinar

Hosted in collaboration with ECLC





# Prioritizing Transformation Initiatives Without the Politics

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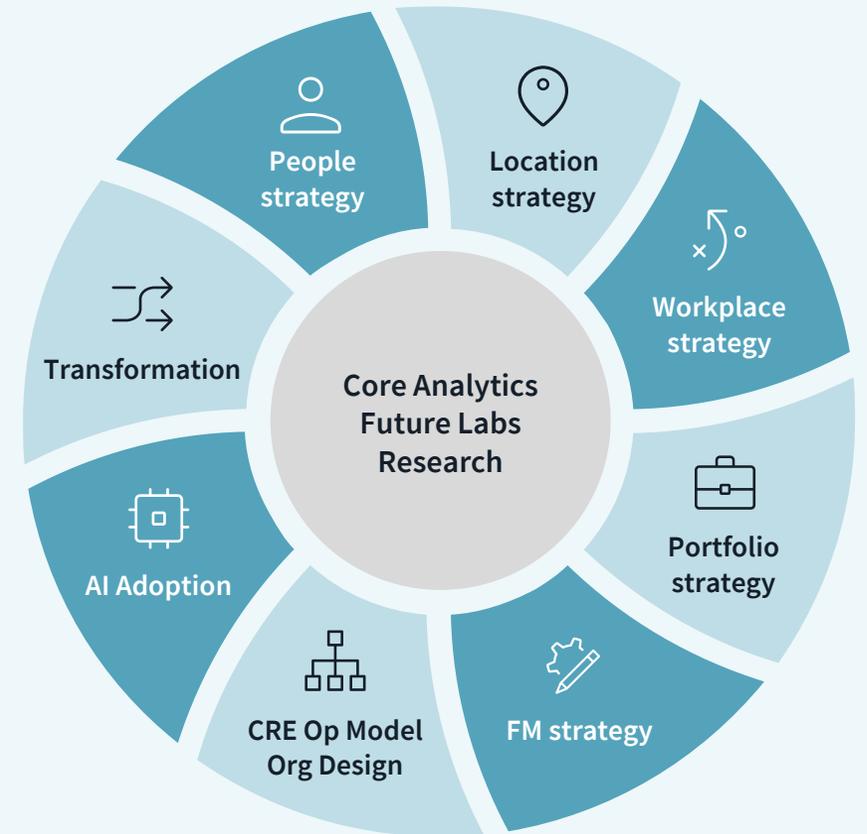


Over 10 years of experience leading transformation and change initiatives for global clients in various sectors including:

- Financial Services
- Technology
- Life Sciences and Biotech

JLL Consulting global team of over 430 consultants with deep domain and industry expertise, focusing on eight core capabilities

**Our flexible approach combining people and places strategic consulting expertise enables us to address our clients' challenges and deliver measurable outcomes by**



# Today's Discussion

- Why prioritizing transformation initiatives is important
- The problem: the political traps
- A transformation initiative prioritization framework
- Your superpower as a Transformation Leader

Why prioritizing  
transformation  
initiatives is  
important

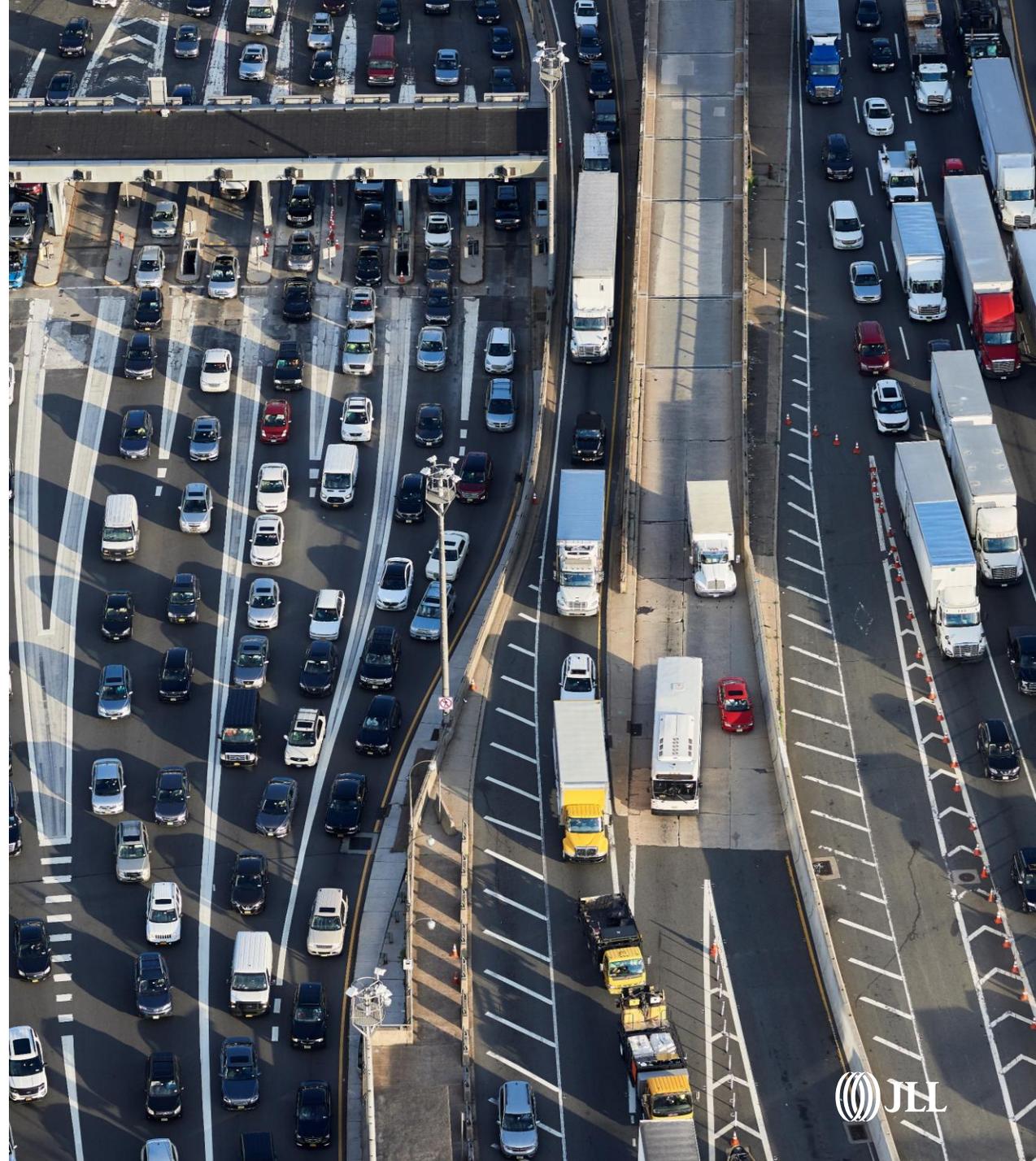
# Poll | How many of you have experienced this:

You woke up today to a new priority that bumped the top priority you were working on the day before?

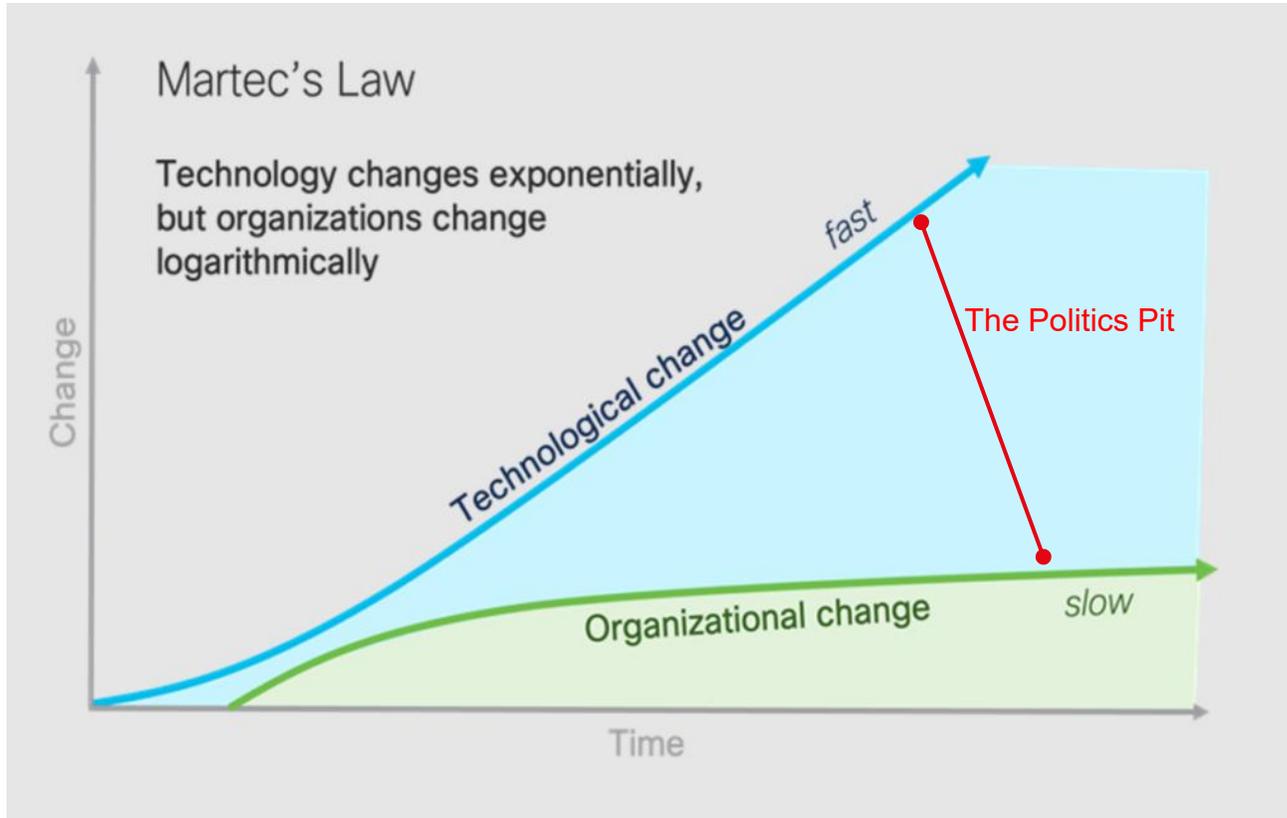


# Congested Highway Reality:

When everything  
is high-priority, nothing  
moves



# The Transformation Surge and Velocity Gap



- 3.4 trillion-dollar transformation surge
- 70-80% transformation failure rate for large-scale transformation

# Flow on impacts

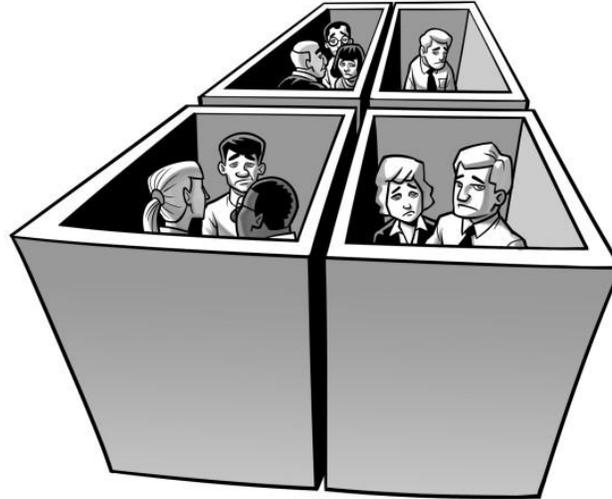
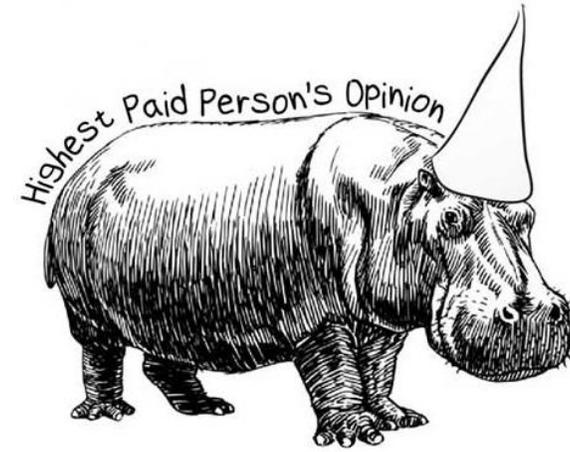
Strains to Capacity for Change



# The problem: the political traps

# What Politics Look Like

- HiPPO -Highest Paid Person's Opinion
- Silo/Territory Trap
- Favoritism Trap
- Historical Trap
- Loudest Voice

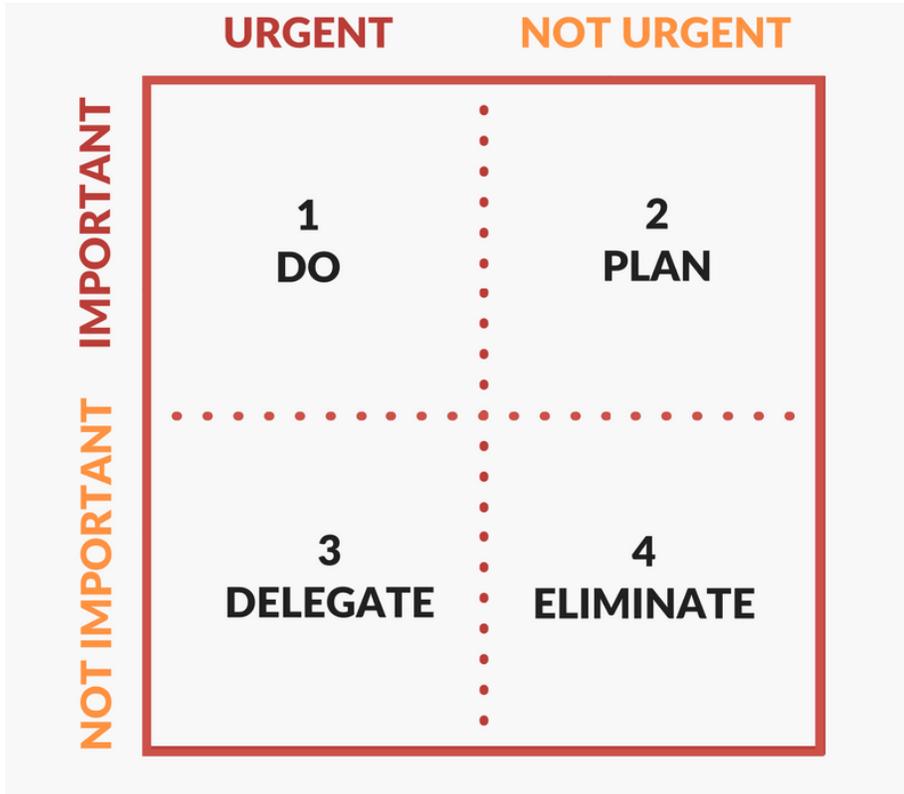


**Poll | Which  
political traps are  
you struggling  
with?**



# A transformation initiative prioritization framework

# What's Not Working



## Pros

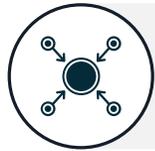
- It's great for quick wins
- Team-level tasks and to do lists

## Cons

- It is blind to Strategy
- Leads to Strategic Debt, i.e., lost time and money

# The Framework

Each pillar is weighted to reflect its relative importance in transformation decisions. Projects are scored 1-5.



## Strategic Alignment

*How well the project supports core business strategy and long-term objectives.*

Weight: 30%



## Financial Impact

*ROI potential, cost savings, and revenue generation capability of the initiative.*

Weight: 25%



## Resource Requirements

*People, budget, and technology resources needed.*

Weight: 25%



## Implementation Complexity

*Technical difficulty and change management complexity.*

Weight: 20%

# Calculating Scores

Each project receives a composite score using this weighted formula:



$$\text{Project Score} = (\text{Strategic} \times 0.30) + (\text{Financial} \times 0.25) + (\text{Resources} \times 0.25) + (\text{Complexity} \times 0.20)$$

-  4.0-5.0 Accelerate: High strategic fit and manageable execution.
-  3.0-3.9 Monitor: Solid initiatives, but they have friction.
-  2.0-2.9 Delay/Phase: They have some value, but in a high-velocity market, they are distractions.
-  1.0-1.9 Cancel: They drain resources without moving the needle. Stop them immediately to feed the Green projects.

# A Practical Example: Real Estate Relocation and Workforce Strategy

Note: These scenarios are neither right or wrong strategies – they are simply demonstrative for the exercise

**Scenario 1: A legacy plan to move to a massive, premium "trophy" office building to enforce a 5-day-a-week in-person mandate**

Criteria	Score	Weighted Score	Analysis
<b>Strategic Fit (Weighted 30%)</b>	1	.30	Misaligned with 2026 "Agile/Remote" talent goals.
<b>Financial Impact (Weighted 25%)</b>	2	.50	High long-term lease debt; low flexibility.
<b>Resource Requirements (inverse rating) (Weighted 25%)</b>	5	1.25	High burden on HR/Ops/IT. Risk of tension across stakeholders.
<b>Implementation Complexity (inverse rating) (Weighted 20%)</b>	5	1	High construction & logistical risk
		3.05	

**Scenario 2: Scrapping the big HQ for a network of smaller, flexible regional hubs that allow for a global, "Work from Anywhere" talent pool**

Criteria	Score	Weighted Score	Analysis
<b>Strategic Fit (Weighted 30%)</b>	5	1.50	Perfect alignment with "Global Talent" goals
<b>Financial Impact (Weighted 25%)</b>	4	1	Reduced fixed rent; pay-as-you-go efficiency.
<b>Resource Requirements (inverse rating) (Weighted 25%)</b>	2	.50	Uses existing flex-space providers
<b>Implementation Complexity (inverse rating) (Weighted 20%)</b>	3	.60	Moderate IT setup for regional security
		3.60	



**3.0-3.9 Monitor:** Solid initiatives, but they have friction.

# The Hard Discussion Just Got Easier

Telling leaders their initiative isn't getting prioritized? Not fun.

**The data in the framework is what gives you the permission to have trade-off conversations with leaders without it feeling like a political attack.**

**This is no longer an opinion or personal; it's a business reality.**



# Trade-off #1

## Speed vs. Scope

You can do more things slowly or fewer things quickly.

Small companies have the potential to pivot faster, but less margin for error.

Large companies have more resources, which may come with increased cost.



# Trade-off #2 Innovation vs. Stability

Each innovation creates disruption.

Transformation requires both **visionary leadership** and **discipline to execute**.



# Trade-off #3 Alignment vs. Opportunistic Value

A shiny object can detract from long-term goals and positioning.

- Short-term wins
- High ROI



# Trade-off #4 Stakeholder Equity vs. Focus

Not every department needs an initiative.

Rather than focus on equal distribution of resources, strategically allocate toward the highest-value outcomes.



# A Scripted Template

## Phase 1: Share the Data

I want to walk you through the latest portfolio scoring. When we ran the project through our framework it returned a score of 3.05. In our 'Traffic Light' system, that sits in the Yellow category, which means it has significant friction compared to our 'Green' initiatives.



## Phase 2: Introduce the Trade Offs

Because it isn't in the Green zone, we have a hard decision to make around Trade-offs. Specifically, we are facing a tension between Stakeholder Equity and Enterprise Focus. If we force this project into 'Green' status, we are choosing to spread our best resources thin across everything, rather than focusing them on the projects that the data shows will move the needle fastest this year.



## Phase 4: The Collaborative Close

The question isn't 'Is this a good project? The question is: Are we willing to trade Speed on our top Strategic goals to keep this project on the timeline? Based on the 3.05 score, my recommendation is to phase this or delay it to next quarter so we can protect our Green-light wins.



## Phase 3: The Context/Urgency

As we discussed, the Velocity of Change in the market is outrunning our ability to execute. If we don't make the trade-off now to delay this project, we risk falling into 'Strategic Debt'—spending money on a 3.0 project while our 4.5 projects starve for attention.



# Your superpower as a Transformation Leader

# The Moment of Truth

**The secret to a successful transformation isn't what you start; it's what you have the data and the courage to stop.**

- Strengthen the Transformation Office's credibility by making prioritization transparent, defensible, and tied to key business outcomes
- You aren't the 'No' person anymore, you are the facilitator of reality. You're making trade-offs visible.
- Ask your leaders, which way is our compass pointing this quarter?
- If you are not ready to use a tool, focus on building trust with your leaders

# Q & A



# Poll | What is your favorite take-away?



# Thank you

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