

HumAInity Works

Leading the Future of AI-Human Collaboration



Realise – Strengthening the Customer Experience

Creating a Mindset Shift from Products to Customers

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 The Realise Stage is where professional services earn the word "professional." 29

Introduction

The Realise Stage is where the intellectual work of Create and the systematic preparation of Enable meet the lived reality of client engagement. This is the moment of truth, where frameworks become experiences, where methodologies adapt to context, and where the quality of human judgment determines whether clients feel they've received generic consulting or truly transformative partnership.

If Create answered "What do we know?" and Enable answered "How do we deliver it systematically?", then Realise answers "How do we make every client feel this was designed specifically for them while maintaining the benefits of systematic delivery?"

The Paradox at the Heart of Realise

The Realise Stage navigates a fundamental tension in professional services:

Clients want two seemingly contradictory things:

1. **Proven expertise:** "Show me you've done this before and know what works"
2. **Customised attention:** "Treat my situation as unique and adapt your approach accordingly"

Poor firms choose one or the other:

- **Over-standardised:** Apply cookie-cutter approaches that feel impersonal and miss contextual nuances
- **Over-customised:** Reinvent everything for each client, creating inconsistency and inefficiency

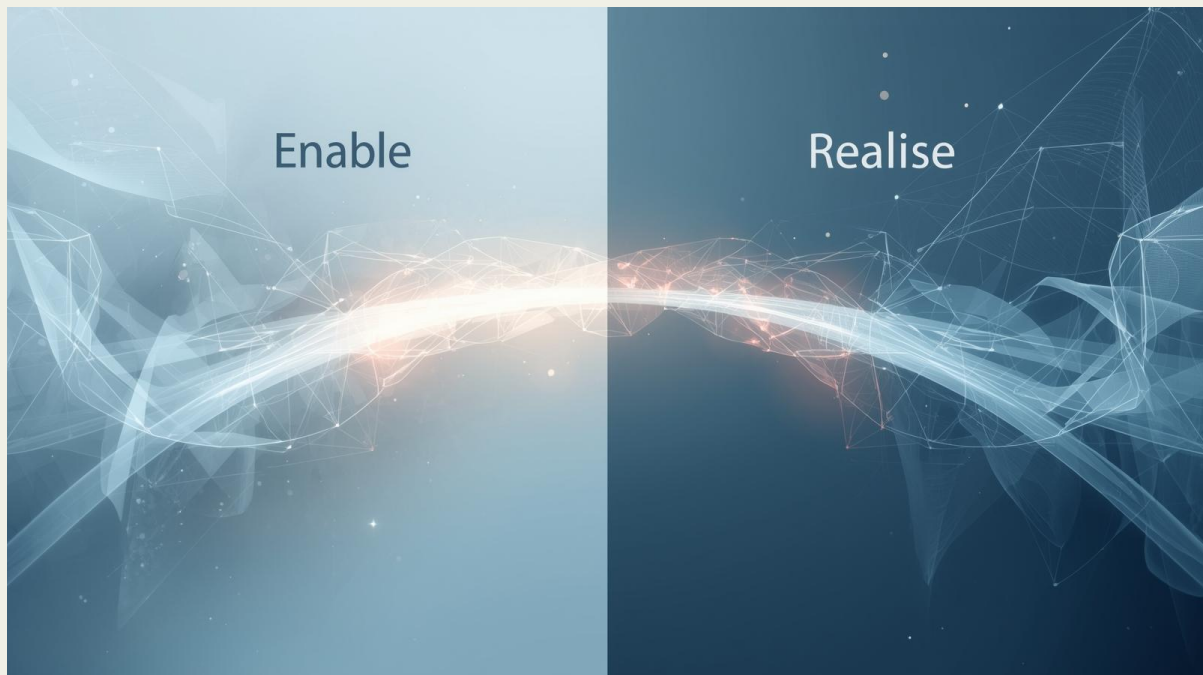
The Realise Stage is about having both: Leveraging systematic delivery capability (from Enable) while creating deeply personalized experiences through intelligent adaptation.

This is the difference between:

- A restaurant with a fixed menu executed brilliantly vs. one that creates bespoke tasting menus
- A tailor selling off-the-rack suits vs. creating custom garments from standard patterns
- A therapist using evidence-based protocols vs. adapting treatment to individual psychology

The best professional services firms, like the best restaurants and tailors, do both simultaneously.

The Bridge Between Enable and Realise



What Enable Provides to Realise

The Enable Stage creates the infrastructure that makes excellent delivery possible:

Standardised Components:

- Services Bundles defining what you deliver
- Methodologies documenting proven approaches
- Tools providing instruments for execution
- Recipes specifying required capabilities
- Repository containing accumulated wisdom

Without Enable, every engagement starts from zero. Professionals waste time figuring out approach, recreating tools, and learning through trial and error at client expense.

But Enable Alone is Insufficient:

Enable creates potential excellence, templates, frameworks, proven approaches. But templates don't adapt themselves to context. Frameworks don't read client culture. Proven approaches don't sense when to deviate based on emerging dynamics.

This is where Realise comes in.

What Realise Adds to Enable

CLIENT MANAGEMENT AND SERVICE DELIVERY



CONTEXTUAL ADAPTATION

Modifying standard approaches based on specific client situations



REAL-TIME REFINEMENT

Adjusting during delivery based on what is actually happening



RELATIONSHIP INTELLIGENCE

Reading and responding to client psychology and politics



EMERGENT PROBLEM-SOLVING

Handling the unexpected with judgment and creativity



EXPERIENCE ORCHESTRATION

Ensuring every touchpoint feels intentional and valuable

Realise is the intelligent application layer that sits on top of systematic delivery capability. It provides:

Think of Enable as the musical score and Realise as the performance. The score provides structure and proven arrangements, but the performance requires interpretation, feeling, dynamics, and responsiveness to the audience.

The Dependency Relationship

Realise depends on Enable because:

- You can't intelligently customize what doesn't exist in standardized form
- Without proven methodologies, you have nothing reliable to adapt

- Customisation without foundation is just improvisation (hit or miss)

Enable depends on Realise because:

- Systematic approaches need real-world testing to refine
- Methodologies improve through feedback from actual application
- The Repository grows through capture of Realise-stage insights

They form a virtuous cycle: Enable makes Realise more efficient and consistent. Realise makes Enable more sophisticated and refined.

The Four Elements of the Realise Stage

The **diagram shows** Realise as a funnel from the Enable Layer through four progressive stages of customization and refinement. Each builds on the previous, creating increasingly personalized and effective client experiences.

These are outlined in the next sections.

1. Personalised Bundles

Definition:

Deconstructing existing service bundles and intelligently recombining them based on the client's contextual needs.

The Challenge:

Your Enable Stage service bundles represent logical packages of capabilities, how you've organized your offerings. But clients don't experience problems in neat packages that align with your service structure. Their challenges are messy, interconnected, and context-specific.

What Personalised Bundles Means in Practice:

Rather than forcing clients to choose from your menu of pre-defined bundles, you:

Analyse the client's actual situation:

- What are their core objectives?
- What constraints do they face?
- What's their starting point and desired end state?
- What's their organizational capacity for change?
- What's their timeline and budget reality?

Deconstruct your standard bundles:

- Bundle A contains components A1, A2, A3, A4
- Bundle B contains components B1, B2, B3, B4, B5
- Bundle C contains components C1, C2, C3

Intelligently recombine:

- Client X needs: A1, A3, B2, B4, C1
- This creates a personalised bundle that addresses their specific needs without forcing them to buy unnecessary components or leaving gaps

Example:

Standard Enable Bundles:

- **Digital Strategy Bundle:** Digital maturity assessment, technology roadmap, vendor selection, implementation planning

- **Organizational Change Bundle:** Change readiness assessment, stakeholder engagement strategy, communication planning, training program design
- **Process Optimization Bundle:** Current state mapping, pain point analysis, future state design, implementation support

Client Situation: A mid-sized manufacturer wants to implement IoT sensors across their production lines but their workforce is resistant to technology change and their processes are poorly documented.

Personalised Bundle:

- Digital maturity assessment (from Digital Strategy)
- Current state mapping (from Process Optimization)
- Change readiness assessment (from Organizational Change)
- Technology roadmap focused specifically on IoT (from Digital Strategy)
- Stakeholder engagement strategy (from Organizational Change)
- Implementation support with heavy change management focus (from Process Optimization + Organizational Change)

This personalised bundle addresses their specific situation more effectively than forcing them to buy three full standard bundles (paying for things they don't need) or just one bundle (leaving critical gaps).

The Skill Required:

Creating personalised bundles requires:

- **Deep client understanding:** Going beyond surface-level stated needs to understand systemic context
- **Component-level thinking:** Seeing bundles not as monoliths but as modular components
- **Value logic:** Understanding which combinations create synergy vs. which don't
- **Honest scoping:** Resisting the temptation to over-scope (include unnecessary components) or under-scope (leave critical gaps)

Common Mistakes:

✗ **Fake personalization:** Renaming standard bundle to match client language without actually customizing scope

- ✗ **Kitchen sink approach:** Including everything you can sell rather than what they actually need
- ✗ **Ignoring interdependencies:** Creating personalised bundles that don't work together coherently
- ✗ **Complexity for its own sake:** Over-engineering the solution when simpler would work better

Success Indicators:

- ✓ Client responds: "This feels like you really understand our situation"
- ✓ The bundle addresses their actual problem system, not just symptoms
- ✓ No significant components feel unnecessary or missing
- ✓ The scope is achievable given their constraints and capabilities

2. Customised Operating Model

Definition:

Dynamically pulling from the Deliver Stage's capabilities, methodologies, recipes, and tools to create a custom-fit delivery framework.

The Challenge:

Even with a personalised bundle that addresses the right scope, you still need to determine HOW you'll deliver it. The standard methodology might not fit this client's culture, constraints, or context.

What Customised Operating Model Means in Practice:

The Operating Model is the delivery architecture, how you'll actually execute the engagement. It specifies:

Delivery Methodology Adaptation:

- Which phases of your standard methodology apply?
- Where do you need to add phases or skip phases?
- What sequence makes sense for this client's situation?
- What pace can they handle?

Example:

Standard Methodology: 5 phases over 4 months

1. Discovery (2 weeks)
2. Analysis (3 weeks)
3. Design (4 weeks)
4. Testing (2 weeks)
5. Implementation (5 weeks)

Customised for Client A (Crisis Mode):

- Compress Discovery to 1 week using rapid assessment tools
- Run Analysis and Design concurrently (3 weeks)
- Skip separate Testing phase, use agile test-and-learn in Implementation
- Extend Implementation with heavy change support (8 weeks)

- Total: 3 months

Customised for Client B (Risk-Averse, Highly Regulated):

- Extend Discovery with extensive stakeholder consultation (4 weeks)
- Add Regulatory Review phase (2 weeks)
- Separate Testing into Pilot Phase + Validation Phase (6 weeks total)
- Slow, careful Implementation with continuous risk monitoring (8 weeks)
- Total: 6 months

Same service bundle, dramatically different operating models based on context.

Tool Selection and Adaptation:

From your Enable Stage toolkit, you select and modify:

- Which assessment instruments fit their culture? (A 45-question survey might work at Company A but not Company B where people won't complete it)
- Which analysis frameworks match their sophistication? (Complex financial models for CFO vs. visual dashboards for operational leaders)
- Which planning tools align with their existing systems? (Gantt charts vs. agile boards vs. simple checklists)
- Which communication formats resonate? (Detailed reports vs. executive briefs vs. workshop sessions)

Staffing and Recipe Customisation:

Your standard recipe might need modification:

- Client wants single point of contact vs. specialist team access
- Client's culture prefers senior presence vs. efficient junior-senior mix
- Client engagement requires on-site vs. remote vs. hybrid delivery
- Client technical depth requires more/less specialized expertise

Example:

Standard Recipe for "Digital Transformation" service:

- Senior digital strategist (30%)
- Technical architect (40%)
- Change specialist (20%)

- Project manager (15%)

Customised for Client A (Small, fast-moving startup):

- Senior digital strategist (50%) - they need strategic thinking, not full team
- Technical architect (25%) - they have internal tech team
- Project manager (10%) - informal project management is fine
- Change specialist (5%) - small team, minimal change management needed

Customised for Client B (Large, complex enterprise):

- Senior digital strategist (20%) - mainly for governance
- Technical architect (30%) - integration challenges
- Change specialist (40%) - major change management need
- Data governance specialist (25%) - regulatory requirements
- Project manager (30%) - complex coordination required
- Total: 145% (overlapping roles, larger team needed)

Governance and Decision Rights:

Define how the engagement will be managed:

- How frequently do you meet with client leadership?
- What decisions can your team make vs. require client approval?
- How do you handle scope changes or emergent needs?
- What escalation paths exist for issues?
- How is progress tracked and reported?

The Skill Required:

Creating customised operating models requires:

- **Pattern recognition:** Seeing which client characteristics require which adaptations
- **Trade-off analysis:** Understanding implications of different delivery choices
- **Honest conversation:** Discussing client constraints and capabilities frankly
- **Creative problem-solving:** Designing delivery approaches that work within real constraints

Success Indicators:

- ✓ Delivery approach feels natural to client's culture and pace
- ✓ Resource allocation matches actual needs (not over/under-staffed)
- ✓ Governance structure prevents bottlenecks without creating bureaucracy
- ✓ Client team can engage effectively without overwhelming their capacity

3. Personalised Delivery

Definition:

Professionals use their insight and client intimacy to interpret and refine the solution, evolving the bundle based on real-time needs.

The Challenge:

Even with a perfectly personalised bundle and customised operating model, reality doesn't unfold as planned. Clients discover new needs, priorities shift, stakeholders react unexpectedly, and emergent dynamics change what's required.

What Personalised Delivery Means in Practice:

This is where professional judgment enters most powerfully. It's the difference between:

- **Technician mentality:** "I'm here to execute the agreed scope exactly as specified"
- **Professional mentality:** "I'm here to solve the client's problem, which means adapting as understanding deepens"

Real-Time Interpretation:

As delivery unfolds, professionals continuously:

Read beyond the explicit:

- What's the client *really* concerned about beneath their stated concern?
- What political dynamics are affecting receptivity to recommendations?
- What unspoken constraints are shaping what's possible?
- What opportunities are emerging that weren't visible during planning?

Example:

Planned Deliverable: Organizational restructuring recommendation

What Professional Observes During Discovery:

- The stated goal is "efficiency," but the CEO's real concern is breaking up power silos
- The CFO is quietly blocking anything that reduces their control
- Middle managers are burned out and fear more change
- There's actually an opportunity to address root cause (unclear strategy) rather than symptom (structure)

How Professional Adapts:

- Reframes the work from "restructuring" to "strategic clarity first, structure follows"
- Adjusts stakeholder approach to navigate CFO resistance
- Reduces burden on middle managers by streamlining the process
- Delivers strategic framework that naturally implies structural changes, letting client "discover" the need rather than having it imposed

The deliverable evolves from "restructuring plan" to "strategic framework with structural implications". This solution addresses actual need in a better way , but is only visible through intimate engagement.

Adaptive Refinement:

Throughout delivery, professionals make judgment calls:

When to stick to methodology vs. deviate:

- Methodology says "run 3 workshops" but client culture needs 1-on-1 interviews instead
- Standard analysis framework doesn't capture this industry's nuances; adapt it
- The scheduled testing phase reveals you need to go back and revise design; don't push forward blindly

When to challenge client assumptions vs. defer:

- Client insists on approach you know won't work: have the hard conversation
- Client has strong preference on something that doesn't materially matter: defer gracefully
- Client is avoiding difficult but necessary change: find ways to make it safer while still confronting it

When to expand scope vs. hold boundaries:

- Emergent issue is genuinely connected and critical: expand thoughtfully with client agreement
- Client is scope-creeping because they like working with you: hold firm but graciously
- You discover something important you should have included originally: absorb cost of your oversight

The Skill Required:

Personalised delivery requires:

- **Situational awareness:** Reading room dynamics, political currents, unspoken concerns
- **Emotional intelligence:** Understanding how people are experiencing the engagement
- **Professional courage:** Having difficult conversations when needed
- **Creative adaptation:** Finding ways to address emerging needs within constraints
- **Judgment:** Knowing when to follow the plan and when to deviate

What This is NOT:

✗ **Scope creep disguised as personalisation:** Client asks for more work, you say yes to make them happy

✗ **Improvisation disguised as adaptation:** You didn't plan well, so you're making it up as you go

✗ **Personal preference disguised as professional judgment:** You just like doing it your way better

Success Indicators:

- ✓ The engagement is addressing client's actual needs, not just contracted deliverables
- ✓ Client feels heard and understood throughout
- ✓ You're making thoughtful adaptations, not just following template or winging it
- ✓ Client says "you really get our situation" not "you're trying to fit us into your model"

4. Optimised Experience

Definition:

Ensuring *everyone* (clients and professionals) leaves the engagement with an elevated sense of trust, value, and satisfaction.

The Challenge:

You can deliver great work that solves the client's problem and still have them feel dissatisfied if the *experience* of working with you was frustrating, confusing, or draining. Conversely, you can deliver mediocre work but have clients feel great about it if the experience was exceptional.

Professional services are "credence goods" that is clients often can't fully evaluate quality, so they use experience as a proxy. The experience matters as much as (sometimes more than) the deliverable.

What Optimised Experience Means in Practice:

This is the orchestration of every touchpoint to create a coherent, positive experience for all parties:

For Clients:

Cognitive Experience (How hard is this to understand and engage with?)

- Are communications clear or jargon-filled?
- Is the process transparent or mysterious?
- Do they understand what's happening and why?
- Can they see progress or does it feel like a black box?

Emotional Experience (How does this make them feel?)

- Do they feel respected and valued?
- Are they anxious about outcomes or confident?
- Is this energizing or exhausting?
- Do they feel in control or passive recipients?

Social Experience (How does this affect their relationships and standing?)

- Does working with you enhance their credibility internally?
- Are they able to bring others along or is this creating conflict?

- Do stakeholders feel included or excluded?
- Does this strengthen or weaken their position?

Practical Experience (How does this fit into their lives?)

- Is the time commitment reasonable?
- Are meetings efficiently run or time-wasters?
- Do deliverables arrive when promised?
- Is your team responsive or do things fall through cracks?

Example of Experience Optimization:

Two consultants deliver the same strategic plan. Compare experiences:

Consultant A:

- Schedules meetings without checking client availability; people scramble to attend
- Asks for same information multiple times because internal coordination is poor
- Sends 80-page reports with no executive summary
- Presents final recommendations as surprise (client sees them for first time in final presentation)
- When client asks questions, responds with "we covered that in the report"
- Delivers on time but process felt chaotic

Client Experience: Exhausting, frustrating. Even if recommendations are good, client is drained. Unlikely to engage again.

Consultant B:

- Coordinates with client admin to schedule at mutually convenient times
- Creates shared drive for information requests; tracks what's been provided
- Sends executive brief first (2 pages), detailed report available for those who want it
- Socializes key recommendations throughout; final presentation has no surprises
- When client asks questions, responds with "great question, let me clarify"
- Delivers on time and process felt smooth

Client Experience: Effortless, professional. Client feels taken care of. Will enthusiastically engage again.

The deliverable might be identical. The experience is night and day.

For Professionals:

Experience optimisation isn't just about clients, It is also about your team:

Professional Growth (Are they developing?)

- Are they learning from this engagement?
- Are they getting exposure to senior client relationships?
- Are they building capabilities valuable for their career?

Work Environment (Is this sustainable?)

- Is workload reasonable or are they burning out?
- Do they have support when they need it?
- Is there psychological safety to raise concerns?

Sense of Impact (Does the work matter?)

- Can they see how their contribution creates value?
- Do they feel proud of the work?
- Are they respected by client and team?

Example:

Same engagement, two approaches to staffing:

Firm A:

- Assigns junior consultant, provides no support
- Junior person is in over their head, makes mistakes, works 70-hour weeks
- Client loses confidence
- Junior person burns out, considers leaving profession

Firm B:

- Assigns junior consultant with senior mentor
- Weekly coaching sessions to discuss challenges
- Senior steps in strategically at key moments
- Junior does meaningful work, learns, succeeds

- Client sees junior growing in capability throughout engagement
- Junior loves the work, develops rapidly

The Experience Optimisation Toolkit:

Communication Design:

- Clarity: Can non-experts understand what you're saying?
- Frequency: Right cadence of updates (not too much, not too little)
- Format: Match communication mode to content and audience
- Responsiveness: Reply times that show respect for others' time

Progress Visibility:

- Dashboards showing where you are in process
- Milestone celebrations (not waiting until end to acknowledge progress)
- Clear "what's next" at every stage
- Transparent about challenges (not hiding problems until they're crises)

Relationship Management:

- Regular check-ins beyond formal meetings
- Remembering details about people's contexts and concerns
- Acknowledging contributions and giving credit generously
- Handling conflict directly and gracefully

Moment Design:

- Kickoff: Set tone, build confidence, establish ways of working
- Mid-point: Acknowledge progress, recalibrate if needed, reinforce commitment
- Key deliverables: Present in ways that land well, not just technically complete
- Close-out: Celebrate success, capture learnings, maintain relationship

Surprise and Delight:

- Going slightly beyond expectation in thoughtful ways
- Anticipating needs before they're expressed
- Adding small touches that show care and attention

- Making the experience memorable for positive reasons

The Skill Required:

Experience optimization requires:

- **Empathy:** Understanding how others are experiencing the engagement
- **Anticipation:** Seeing friction points before they become problems
- **Design thinking:** Orchestrating touchpoints intentionally
- **Generosity:** Going beyond transactional relationships
- **Attention to detail:** Small things create overall experience

Success Indicators:

- ✓ Client provides unsolicited positive feedback about experience, not just deliverables
- ✓ Client introduces you to others enthusiastically
- ✓ Team members want to work on similar engagements again
- ✓ You get repeat business and referrals (people buy experiences, not just deliverables)
- ✓ Net Promoter Score or similar experience metrics are high

The Progressive Refinement Pattern

Introduction

Notice how the four elements build progressively:

Personalised Bundles → Right scope for this client

Customised Operating Model → Right approach for this client

Personalised Delivery → Right adaptation during delivery

Optimised Experience → Right feeling throughout and after

Each layer adds sophistication and customisation:

- Bundles operate at strategic level (what we're delivering)
- Operating Model operates at design level (how we'll deliver it)
- Delivery operates at execution level (how we adapt in real-time)
- Experience operates at relationship level (how it feels)

You can't skip layers. If your bundle is wrong, no amount of experience optimisation will make the engagement successful. If your operating model doesn't fit, delivery will be awkward no matter how skilled your people.

But having the right bundle isn't sufficient. Without experience optimisation, even perfect delivery can feel disappointing.

The Interplay: Enable Provides Foundation, Realise Provides Performance

Think of the relationship this way:

Enable Stage creates:

- The musical score (methodology)
- The instruments (tools)
- The ensemble structure (recipes)
- The musicians' training (capabilities)
- The repertoire (service bundles)

Realise Stage provides:

- Selecting pieces for this audience (personalised bundles)

- Arranging for this venue (customised operating model)
- The actual performance with interpretation (personalised delivery)
- The concert experience (optimised experience)

The score doesn't change for each performance, but the interpretation does. The instruments are standard, but how they're played varies. The training is systematic, but the application is contextual.

Common Pitfalls in the Realise Stage

Pitfall 1: Over-Standardisation

Mistake:

Treating Realise as mere execution of Enable-stage templates without adaptation.

Manifestation:

- "This is our methodology, we follow it the same way every time"
- Ignoring client feedback that approach isn't working for their culture
- Rigidly sticking to plan when circumstances change
- Prioritising internal process over client outcomes

Solution:

Internalise that standardisation (Enable) enables customization (Realise). The goal isn't uniform delivery; it's consistently excellent outcomes through contextually appropriate delivery.

Pitfall 2: Over-Customisation

Mistake:

Treating every engagement as completely unique, ignoring proven approaches.

Manifestation:

- Reinventing methodology for each client
- Not leveraging tools and templates from Enable stage
- Junior professionals making it up as they go
- Inconsistent quality based on who's delivering

Solution:

Start with proven approaches from Enable, then adapt based on specific context. Customise intelligently, don't improvise randomly.

Pitfall 3: Ignoring Experience

Mistake:

Focusing solely on deliverable quality, ignoring how clients experience the process.

Manifestation:

- "We delivered exactly what was in the contract, why isn't the client happy?"
- Surprise findings in final presentations
- Poor communication during delivery
- Treating client team as obstacles rather than partners

Solution:

Recognise that in professional services, process is often more important than deliverable. Clients remember how they felt working with you more than specific recommendations.

Pitfall 4: Scope Creep Disguised as Personalisation

Mistake:

Saying "yes" to every client request under the guise of personalised delivery.

Manifestation:

- Constantly expanding scope without adjusting timeline or fees
- Inability to say "that's valuable but out of scope"
- Team resentment at ever-growing workload
- Unprofitable engagements

Solution:

Personalisation means adapting approach and experience, not doing unlimited work. Have honest conversations about scope boundaries while remaining flexible within them.

Pitfall 5: Insufficient Enable Foundation

Mistake:

Trying to create personalised, excellent experiences without systematic foundation.

Manifestation:

- Every engagement starts from scratch
- Heavy reliance on senior people (can't scale)
- Inconsistent quality across engagements

- Inability to transfer learnings across clients

Solution:

Don't skip the Enable stage. You can't effectively customize what doesn't exist in standardized form.

Measuring Realise Stage Success

The Metrics



Client Experience Metrics:

- Net Promoter Score (would they recommend you?)
- Client satisfaction scores at engagement milestones
- Repeat business rate
- Referral rate
- Unsolicited positive feedback frequency

Delivery Excellence Metrics:

- On-time/on-budget delivery rate
- Scope change frequency and reasons
- Client perceived value vs. cost (value index)
- Quality of deliverables (client assessment)

Team Experience Metrics:

- Professional satisfaction with engagements
- Learning and development from engagements
- Utilization rates (sustainable vs. burnout-inducing)
- Retention of professionals

Business Impact Metrics:

- Client outcomes achieved
- Long-term client relationships maintained

- Pricing premium captured (vs. competitors)
- Profitable growth from refined delivery

The Feedback Loop: Realise Improves Enable

The Realise stage isn't just consumption of Enable-stage outputs. It's the source of continuous improvement:

What Realise Teaches Enable:

- Which methodologies work well in practice vs. look good on paper
- Which tools actually add value vs. create overhead
- Where recipes need adjustment based on real staffing experience
- What capabilities are truly required vs. nice to have
- Which service bundles resonate vs. confuse clients

Systematic Capture:

After each engagement:

- What adaptations did we make and why?
- What worked better than expected?
- What was harder than anticipated?
- What would we do differently next time?
- What should we add to Repository?
- What should we update in methodology?

This creates the virtuous cycle: Enable → Realise → Learn → Improve Enable → Better Realise

Integration with Create: Strategic Coherence

Notice how all three stages interconnect:

Create Stage defined:

- Strategic positioning (what you're known for)
- Critical knowledge assets (your intellectual capital)
- Organisational thinking profile (how you manage knowledge)

Enable Stage built:

- Service bundles (offerings aligned with positioning)
- Methodologies (approaches leveraging knowledge assets)
- Tools (instruments operationalizing approaches)
- Recipes and Capabilities (required delivery capacity)

Realise Stage delivers:

- Personalised bundles (right scope for each client)
- Customised operating model (right approach for context)
- Personalised delivery (adaptive execution)
- Optimised experience (elevated satisfaction)

Without Create, you don't know what to enable. Without Enable, you can't efficiently realise. Without Realise, Create and Enable remain theoretical.

Conclusion: Where Excellence Lives

The Realise Stage is where your firm's quality is ultimately judged. Clients don't experience your thoughtleadership definition (Create) or your methodology documentation (Enable)—they experience the actual engagement (Realise).

This is where:

- **Systematic meets situational:** Proven approaches meet unique contexts
- **Efficiency meets effectiveness:** Standardization enables customization
- **Methodology meets judgment:** Process guides but doesn't dictate
- **Deliverable meets experience:** What you deliver matters less than how clients feel

The firms that excel at Realise share common characteristics:

- They hire for judgment and emotional intelligence, not just technical skill
- They give professionals permission and training to adapt, not just execute
- They measure experience as rigorously as deliverable quality
- They capture learnings systematically to improve future delivery
- They balance standardization (Enable) with customization (Realise) skillfully

The Realise Stage is where professional services earn the word "professional."

Anyone can follow a methodology. Professionals adapt methodology to context with wisdom and judgment. Anyone can deliver a report. Professionals create experiences that clients value and remember.

This is where the magic promised by the CERA model actually manifests in the lived experience of your clients, and where their trust, loyalty, and advocacy are earned.

The question isn't whether to invest in the Realise stage. Without it, Create and Enable are wasted effort. The question is whether your professionals have the skills, support, and permission to deliver truly personalised, excellent experiences within systematic frameworks.

That's what separates firms clients tolerate from firms clients treasure.

