

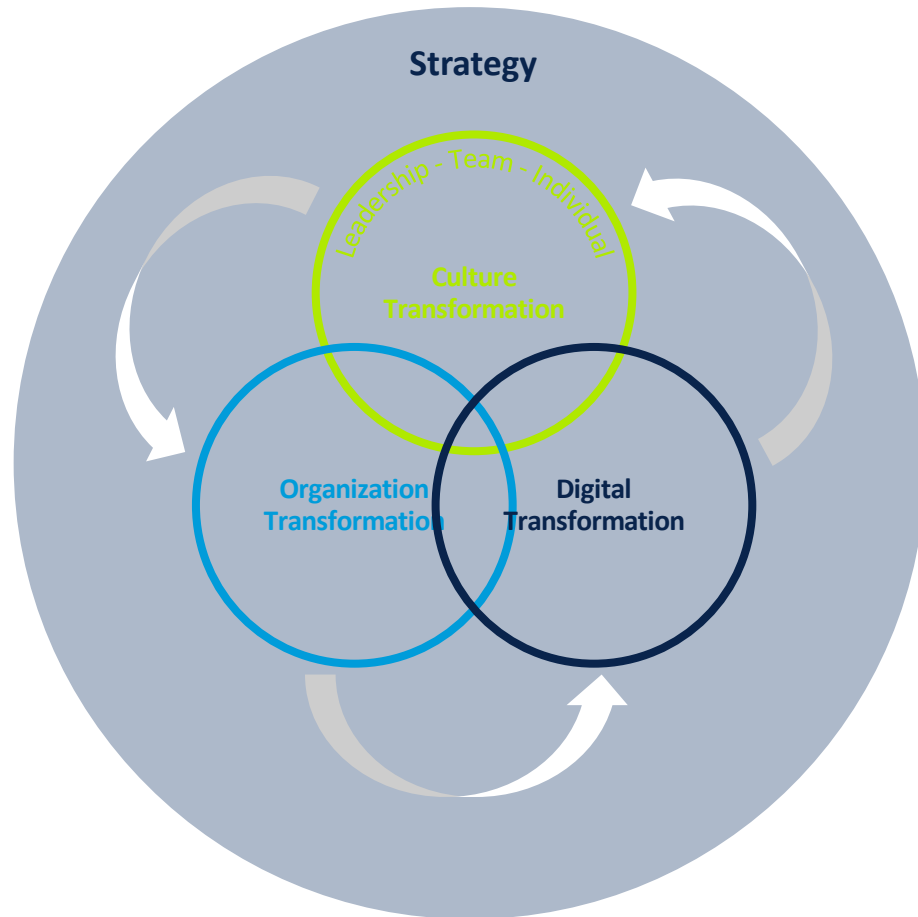
Transformation Process



Contents

- 03** 3-types of Interdependent Transformation Processes
- 04** The J-curve – Progress in The Transformation Process
- 05** The J-curve - Stages in The Transformation Process
- 06** Resistance To The Transformation Process
- 07** The Role Of The Leader In The Transformation Process
- 08** Managing Complex Change

3-types of Interdependent Transformation Processes



Interdependence of the 3-types of Transformation

Culture Transformation is a shift in the values, norms, expectations, habits, symbols and mission of an organization

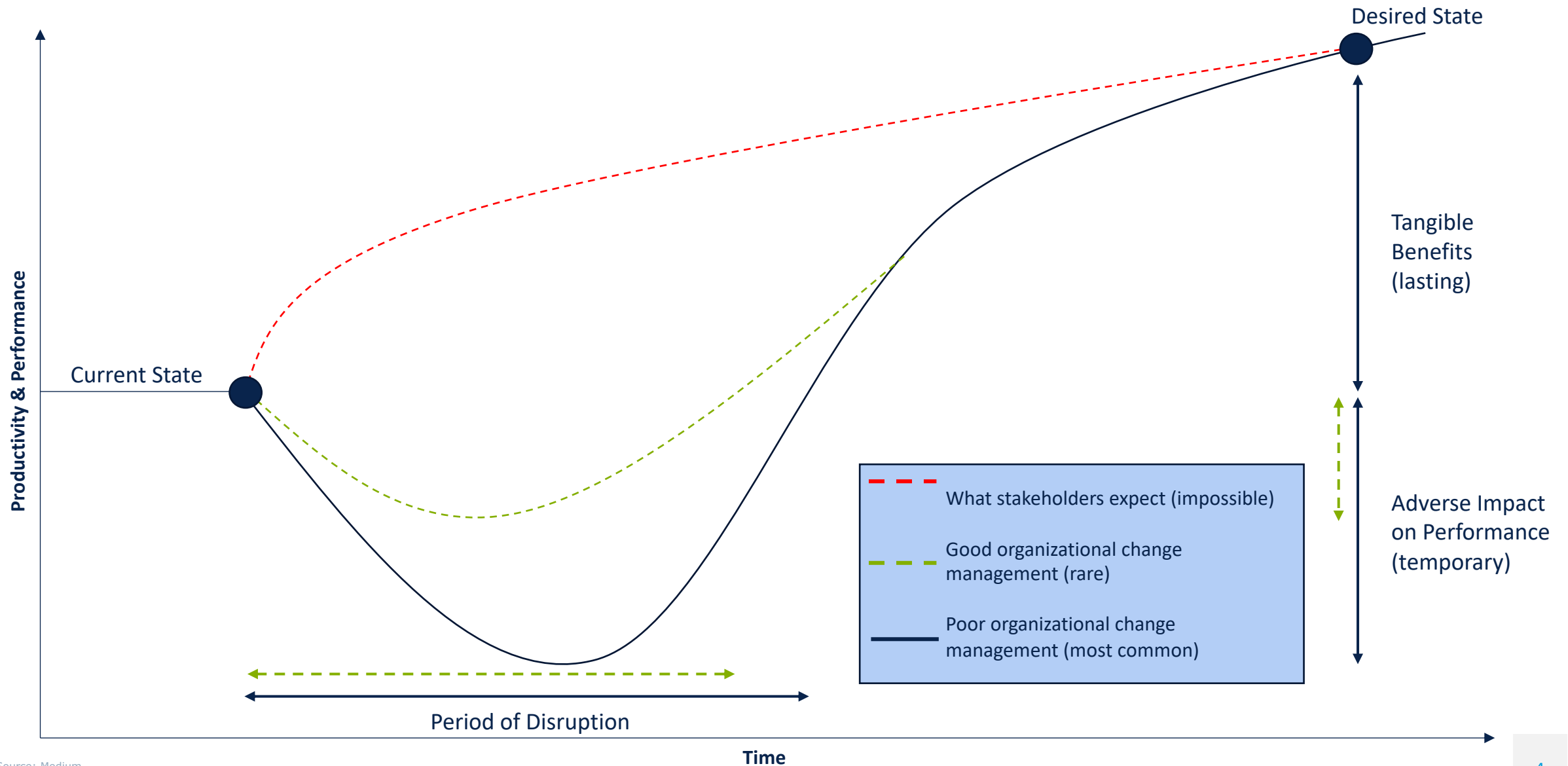
Organizational Transformation a shift in a company's internal operational methods, rules and processes, organizational structure, management structures, whole structure or strategies

Digital Transformation is the process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences to meet changing business and market requirements

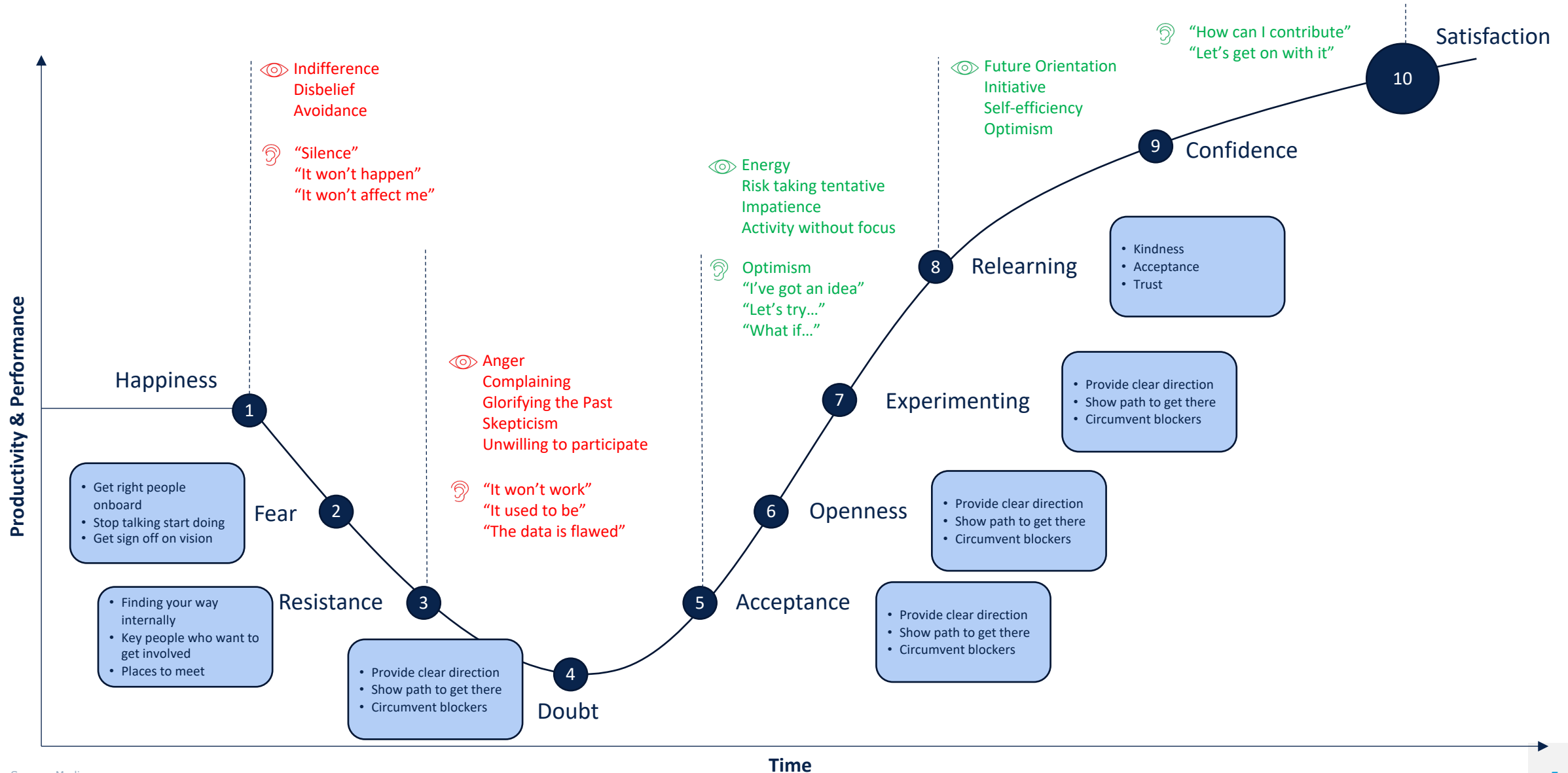
Meaningful and lasting company transformation is only possible through the marriage of these three types of transformation which are full interdependent

PEOPLE • PROCESS • TECHNOLOGY

The J-curve – Progress in The Transformation Process



The J-curve - Stages in The Transformation Process



Resistance To The Transformation Process



Causes of Resistance

- Lack of belief that there is a serious need for change
- Different descriptions of the need to change
- No agreement about goals of change
- Lack of belief that the goal is attainable
- No confidence in the manager of change

Overcomming Resistance

- Unconscious actions require managers to help people becoming aware of what they are doing
- Education of survivor and zombies is the best strategy, much better than punishing them
- Conscious actions should be managed by encouraging debate especially when the resistance is covers
- The goal is to understand why protestors and saboteurs (once identified) do not accept change
- In general, try to avoid accusations and judgement

The Role of The Leader in The Transformation Process



The Leadership Must Also Undergo Transformational Change

- Leadership of the transformation process must relentlessly communicate their vision, fearlessly enable the change and lead by example
- Although leadership is aware of the need and advocates for transformation they have been operating within the old culture for as long if not longer than the rest of the team
- Leadership often struggles to understand the impact this will have on them and the change process they are expected to go through themselves

Managing Complex Change

Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Change
	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Confusion
Vision	+		+	Incentives	+	Resources	+	Action Plan	=	Anxiety
Vision	+	Skills	+		+	Resources	+	Action Plan	=	Resistance
Vision	+	Skills	+	Incentives	+		+	Action Plan	=	Frustration
Vision	+	Skills	+	Incentives	+	Resources	+		=	False Start

Definition

Vision – Communication of end goal and benefits

Skills – Talent selection and training

Incentives – Promotion, salary, bonuses, equity

Resources – Assets and IT

Action Plan – SMART approach goals



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