



# TEN TIPS FOR PAINLESS TRANSFORMATION

**TRIUMPHA**

LEADERSHIP IS NOT A TRAIT. TRAITS SUCH AS “LEADS BY EXAMPLE,” “ACTION ORIENTED,” “CHARMING,” OR “CHARISMATIC” ARE COMMON SAYINGS WE HEAR WHEN WE THINK OF WHAT IT TAKES TO BE A GREAT LEADER. SURE EVERYONE WANTS TO BE LIKED AND RESPECTED, AND LEADING BY EXAMPLE CAN BE A GREAT STRATEGY, BUT THAT’S NOT WHAT LEADERSHIP REALLY IS. **LEADERSHIP IS NOT A SET OF CHARACTERISTICS. LEADERSHIP IS A RESPONSIBILITY.**

A RESPONSIBILITY TO MAKE IMPORTANT DECISIONS, AGAIN, AND AGAIN, AND AGAIN. **LEADERSHIP IS SIMPLY A COLLECTIVE OF DECISIONS.** AND GREAT LEADERSHIP BOILED DOWN TO ITS ESSENCE IS ABOUT ONE THING: **MAKING YOUR DECISIONS THE RIGHT ONES.** IN TODAY’S WORLD, LEADING IS A MORE DAUNTING TASK THAN EVER BECAUSE TODAY’S BUSINESS FACES AN INCREDIBLE ARRAY OF UNIQUE CHALLENGES, CHALLENGES THAT DEMAND UNIQUE SOLUTIONS.

BUT SOLUTIONS ARE HARD TO IDENTIFY, AND EVEN HARDER TO EXECUTE. SIMPLY PUT, THE COMPLEXITY OF TODAY’S BUSINESS ENVIRONMENT REQUIRES A COMPANY TO BE ADAPTABLE. **A COMPANY MUST TRANSFORM WITH THE TIMES OR BE LEFT BEHIND.** YET CONTRARY TO WHAT MOST CONSULTANTS PREACH, THE KEY TO TRANSFORMATION DOESN’T LIE IN THEIR PROPRIETARY PROCESSES OR THEIR COOKIE CUTTER SOLUTIONS. GONE ARE THE DAYS OF FITTING A ROUND PEG IN A SQUARE HOLE AND CALLING IT A JOB WELL DONE.

**AT TRIUMPHA,** WE UNDERSTAND THIS, AND WE KNOW THE KEY TO TRANSFORMATION ALREADY LIES WITHIN YOU, YOUR TEAM AND YOUR ORGANISATION. LET US HELP YOU TO BE AN EXCEPTIONAL LEADER, CATALYSE CHANGE AND IDENTIFY OPPORTUNITIES. WE’LL CREATE CUSTOMISED PROGRAMS AND PROCESSES TO CAPITALISE ON STRENGTHS, FIX WEAKNESSES, AND INSPIRE YOUR PEOPLE TO CARRY OUT YOUR VISION.

**WE ENABLE YOU TO MAKE SMARTER DECISIONS AND OPTIMISE EVERY ACTION YOUR ORGANISATION TAKES.** WE IDENTIFY SUSTAINABLE SOLUTIONS THAT CAN BE IMPLEMENTED BY LEVERAGING YOUR BUSINESS’S PRE-EXISTING RESOURCES. THEN, WE FOCUS ON EMPOWERING YOUR PEOPLE TO IMPLEMENT THIS VISION, BECAUSE UNLESS WE EXECUTE, CHANGE IS NOTHING MORE THAN A PLAN ON PAPER.

**THIS IS HOW CULTURE BECOMES YOUR COMPANY’S BIGGEST ASSET.** IT’S HOW YOU TURN CHALLENGES INTO OPPORTUNITIES AND WEAKNESS INTO STRENGTH. **IT’S HOW YOU CREATE TRANSFORMATION.** AND IT’S HOW EVERY DECISION YOU MAKE BECOMES A POSITIVE STEP FORWARD FOR YOUR BUSINESS.

BUT WE CAN’T DO IT FOR YOU. WE CAN’T MAKE YOU EMBRACE CHANGE. **TO PUT IT BLUNTLY, WE NEED YOU TO BE A LEADER.** TO MAKE A DECISION, THE DECISION TO BE BETTER THAN YOU ARE TODAY.

**SO WE ASK...DO YOU ACCEPT YOUR RESPONSIBILITY TO LEAD?**

**IF YOU ANSWERED YES THEN YOU CAME TO THE RIGHT PLACE.**

WELCOME TO **TRIUMPHA**

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# TRANSFORMATION HAS BECOME A BUSINESS BUZZ-WORD,

thrown around by consultants, coaches and HR professionals as the solution to organisational problems.

And for the most part they are right. Organisational change is often needed to overcome business challenges, and strategic change can have a profound effect on a company's culture, structure, and bottom line.

But transformation is inherently disruptive, and disruption can be bad for business. Transformation, if implemented incorrectly can be a step forward just to take two steps back. Implementing new systems, processes, training, hiring, structuring, etc... is a massive undertaking that can either transform your organisation, setting it up to capitalise on new market opportunities, or can be a colossal waste of time and money, resulting in organisational changes that are detrimental to your business.

**AT TRIUMPHA,** we believe that positive transformation comes from optimising your decision making and taking decisive action that allows you to take multiple steps forward, instead of steps in place or steps backwards.

This is easier said than done, but that's why we are here.

# WE WANT TO HELP YOU KNOW WHERE TO START.

# 1. IF YOU'RE A LEADER, IT STARTS WITH YOU

If you are a leader who is responsible for leading a transformation programme, there is only one place to start – with you. Your commitment to the transformation programme and your understanding of what leading it will mean for you personally is critical.

To successfully lead an organisation and cultural transformation programme you will need to intentionally develop or strengthen an aspect of who you are or who you want to be.

Organisational change without personal transformation is unlikely.

**“Everyone thinks of changing the world, no one thinks of changing himself.”**  
— Leo Tolstoy

The good news is you can become an even better leader and change well established patterns of behaviour. However you have to want to change because changing yourself isn't easy, and it doesn't happen quickly.

Leadership capabilities are tied to patterns of behaviour that are deeply ingrained. Often we have behaved the same way for so long we are no longer fully aware of what we do or why we do it. When we create a picture of a future we really want, we discover a path for change and the energy and enthusiasm necessary to sustain the process of reinventing ourselves.

**AT TRIUMPHA**, we recommend a process for learning based on the work of Richard Boyatzis, which involves five insights about oneself:

## THE FIRST INSIGHT

My ideal self: Who do I want to be?

What's my personal vision for the future?

## THE SECOND INSIGHT

My real self: Who am I? How do others see me?

What are my strengths and gaps?

## THE THIRD INSIGHT

My learning agenda: How can I build on my strengths while reducing my gaps?

Which behaviours do I need to focus on?

## THE FOURTH INSIGHT

*Experimenting* and practicing, new behaviours, thoughts and feelings to the point of mastery.

## THE FIFTH INSIGHT

*Developing* supportive and trusting relationships that make change possible.

The goal is to use each insight as a tool to help you make the changes you want to make. Other people can't make you change, you have to want to change and be prepared to put the work in to make change happen.

**“Dreams don't work unless you do.”**

— John C. Maxwell

To borrow a phrase from the American entrepreneur Jim Rohn, “We all say that we want to succeed, but sooner or later our level of activity must equal our level of intent. Talking about achievement is one thing; making it happen is something altogether different.”

Leaders like you have an impact on the people in your teams, organisations, communities and family. You can make a positive difference when you choose to reach for your personal best, to inspire and energise people, to call them to action and to reach for a brighter future.

Successful transformation won't ever happen unless the transformational leader is themselves willing to change. You must first change yourself before others.

None of this happens by accident. Real and sustained change happens when we have the courage to reach for our goals and recognise that we might not achieve those goals unless we change how we are going about leadership.



## 2. ENERGISE YOUR ORGANISATION

The industrial model of 20th Century management is grounded in many of the hard elements of business success and consequently concentrates on financial measures and ratios focused on what needs to be achieved from one quarter to the next. 'Making the numbers' is as vital today as it has always been, but the implicit metaphor of the industrial age - that the organisation is like a machine and the most pressing challenge is efficiency - is out of date.

We instinctively know that this age has passed and that in today's times being efficient is the entry ticket to the game not the means of winning the match.

**"We can't solve problems by using the same kind of thinking we used to create them."**

**— Albert Einstein**

So to be fit for the future an organisation's purpose must go beyond making money. Business strategy requires strategic clarity to succeed and focuses on making a profit. Transformation and change strategy requires meaning and emotional engagement to succeed. It's about capturing the soul of your organisation. Your people need to feel they are making a difference to something important; they want to make a contribution that matters.

When these two elements of making money and making a difference are successfully fused together you unleash the passion of your people, but don't just take our word for it...

**"One person with passion is better than 40 people merely interested."**

**— E.M. Forster**

**"...success depends on a company's ability to unleash the initiative, imagination and passion of employees at all levels, and this can only happen if all those folks are connected heart and soul to their work, their company and their mission."**

**— Gary Hamel**

**"Making meaning makes money. Investors ascribe about 50 percent of a firm's market value to the intangibles of a firm, the reputation and ability to predict future earnings. When employees have more meaning and purpose, the investors can have more confidence in the stream of future earnings..."**

**Productivity is often found in discretionary energy more than programmess and policies. Employees who get more back will give more. Leaders who are meaning-makers create value for multiple stakeholders."**

**— Dave Ulrich**

**"...Success, like happiness cannot be pursued; it must ensue, and it only does so as the unintended consequence of one's personal dedication to a cause greater than oneself."**

**— Viktor Frankl**

*Man's Search For Meaning*

Transformational efforts will fall flat if you can't create meaning beyond making money, and energise your organisation behind your efforts. Energising your organisation is a critical step in successful, painless transformation.

# 3. PROVIDE CRYSTAL CLEAR STRATEGIC DIRECTION

**The majority of change programmes (70%) don't deliver the results expected.** That's not good. In most transformational efforts, there is too much focus on strategy formulation, and too little time spent on communication and implementation, with insufficient attention to human dynamics.

Too often we see executive teams articulate a strategic direction that lacks the necessary detail their people need to join in. At Triumpha we often hear executive teams say, "Our people don't get it, we don't understand why they don't get it, why aren't they moving into action because we've told them what we want them to do?"

It is easy to forget that others won't buy in just because we want them to. We need to share the larger vision with them, their place and role within this vision, and explain why they are important and critical to the transformational effort.

Senior teams need to describe what will stay the same and what will be different from today for each key area of focus within the transformation programme, eg financial results, brand, organisation design, processes, culture, customer experience, leadership, talent and capabilities. This work can be informed by an organisational and/or cultural audit, but it can't be delegated.

Senior leadership teams mustn't pass the challenge of 'how' to implement their strategy to the next level down in the organisation without doing this essential work. Doing so is a recipe for stalling the change work. Asking others to contribute in the absence of adequate direction is too big an ask and falls short of the leadership required for organisation transformation.

Central to turning strategy into action is visible leadership of an exceptional communications plan. This creates the space for powerful two way conversations about where the organisation is going, what the change is and what it means for teams and individuals deep within the organisation. Done well these conversations become a unifying point for team effort. Issuing top down edicts just doesn't work.

Your people need to understand where you are going, how you will get there and the reasons for the change. That's the head component.

You also need to touch their hearts as you need them to believe in your business, to feel they belong and to want to help your business succeed. That's the heart component.

Which leads us to hands, nothing will happen if they don't get this bit, this is where the rubber hits the road, you want your people to be able to say, my role is clear, I know what I need to do and I know how I need to do it. This is the hand component.

**Communication is key, and communication is a two way street, a conversation, not marching orders.**

While at BAE Systems, Andrea (now MD of Triumpha for those that don't know her) used storyboarding with the senior leadership team to create a 'big picture' (vision) of the future and the new business strategy.

These 'Big Pictures,' together with session guidelines were then used by leaders with their natural work groups to facilitate conversations on the strategy, what it meant for the team and what it meant for each individual. Over a 6 month period 3000 employees participated in these conversations.

The conversations helped to increase employee understanding of the strategy, provide clarity on the contribution that was needed from each person and each team and as such accelerated the translation of strategy into action. **It also had a large impact on the bottom line with 40% growth in the subsequent 2-3 years.**

Transformation requires open dialogue, two way communication, and crystal clear strategic direction. Without it, your transformation efforts will fall short.

**For employees to engage you need three things:**

**Head**

|

**Heart**

|

**Hands**



# 4. CONDUCT AN ORGANISATIONAL AUDIT

Once clear strategic direction has been formulated, leadership teams often think their work is done.

## AT TRIUMPHA, WE BEG TO DIFFER.

Before you pass strategy execution into the hands of your next level down we recommend that your executive team sponsors an organisational audit of your current culture and capabilities.

The findings will provide you with a clear view of where you are starting from so you can test the feasibility of your proposed strategy against the depth and breadth of transformation required to implement the strategy successfully and whether the returns are worth the effort. The findings will also help inform your decision making about which implementation options to pursue.

Your audit will confirm what your organisation is great at so you can go after those market opportunities that leverage your distinctive organisation capabilities (people, knowledge, tools, processes) and culture.

For example, Apple can leverage very different organisational capabilities than say Microsoft. They can leverage their incredibly powerful marketing department to utilize a B2C product launch more effectively than Microsoft, whereas Microsoft can use their strategic connections in the B2B market to launch a product or service through B2B channels.

Your audit will also confirm your weaknesses, enabling you to take decisions in order to address problems and prioritise actions so you can fulfil your vision and strategy.

It's vital when you conduct your audit to listen to a wide variety of stakeholder perspectives. When Triumpha worked with Hermes UK to facilitate a Board strategy workshop, prior to the event we sought feedback/input from key stakeholder groups including suppliers, customers, employees and representatives from corporate centre. The CEO said,

*"This ensured a broad perspective and healthy/ challenging discussions on topics including strategic options, developing key processes and culture/behaviours. The outputs included a revised vision statement for the business and clarification of the brand values and differences between the Hermes and myHermes brands. The vision has been clearly defined and quantified in terms of customers/markets, channels, financials, service, people & culture & other categories too."*

No matter how brilliant your strategy, organisation culture can and does resist change. The best strategic choice is one that fits your current culture, or is within reach of your current culture. To determine this, you need a solid understanding of your current cultural profile, how significant the cultural and behavioural changes required to implement the strategic options available will be for you, and how big a cultural gap your company will be able to bridge.

The reality is that successful transformation usually doesn't rely on wholesale cultural change. If you want to accelerate transformation, build from your cultural strengths and start changing a few critical behaviours.

When you have a clear view on where you are starting from, you can make much more informed decisions about which operational strategies will close the gap. Gain that clarity with an organisational audit.



**Your audit will confirm what your organisation is great at so you can go after those market opportunities that leverage your distinctive organisation capabilities (people, knowledge, tools, processes) and culture.**



# 5. GET YOUR LEADERSHIP TEAM READY TO LEAD

The CEO and executive team needs to be in alignment behind the transformation vision and strategic direction. It is an essential element of success.

There will inevitably be diversity of opinion, thought and views. This is healthy and should be encouraged. The difficult work is working through the conflicts, balancing polarities, and co-creating a direction and way forward that everybody can fully get behind. A small difference of opinion in the top team magnifies as it travels through the organisation causing confusion, conflict and wasted effort. If your top team is committed to the effective leadership of transformation and cultural change then that belief will permeate throughout the rest of the organisation.

When department and division heads are not aligned behind the larger vision, transformation quickly breaks down. This is how we get negative disruption instead of positive transformation.

Many leadership teams have ways of working and interpersonal relationships that are not robust enough for these demanding conversations. At Triumpha we provide value by being your team's coach helping your team establish healthy operating norms for making decisions, solving problems, dealing with disagreements and improving interpersonal dynamics. This is one of those times when you need to 'go slow to go fast.' Sorting things out behind closed doors so you can emerge committed to the transformation. Speaking with one voice and with effective working relationships and team spirit in place is essential for the success of the transformation programme.

Your transformation programme will need a new leadership standard (see point 7 below) and your top team needs to lead from the front by assessing their leadership capabilities against this new standard. As with culture we encourage you to build from your strengths and develop the individual and team behaviours that will make the biggest difference.

For senior leaders some of the beliefs that help us to succeed can become challenges when it is time to change. Marshall Goldsmith a world renowned leadership thinker identifies the top four challenges:

1. I CHOOSE TO SUCCEED
2. I CAN SUCCEED
3. I WILL SUCCEED
4. I HAVE SUCCEEDED

## I CHOOSE TO SUCCEED

Successful people believe that they are doing what they choose to do, because they choose to do it. Typically successful people have a high need for self determination - to feel a personal commitment to what they are doing. It therefore follows that for behavioural change to take place the ultimate motivation for change has to come from the leader themselves. Unfortunately the more we believe our behaviour is a result of our own choices and commitments the less likely we are to want to change it.

## I CAN SUCCEED

Successful people believe they have the capability within themselves to make desirable things happen – through sheer force of personality, talent or brainpower, they can steer a situation in their direction. However we can confuse correlation with causality. We say, I am successful. I behave this way. Therefore I must be successful because I behave this way! We may not realise that we are successful 'because of' some behaviours and 'in spite of' others.

## I WILL SUCCEED

Successful people have unflappable optimism, which can develop into excessive optimism. This explains why successful people tend to be extremely busy and face the danger of over commitment. Successful people achieve a lot and they often believe that they can do more than they can. When asked, 'why didn't you implement the behavioural change you said you would?' The most common response is, 'I meant to, but I just didn't have time'.

## I HAVE SUCCEEDED

Successful people tend to have a positive interpretation of their past performance. They not only believe that they have achieved results, they tend to believe they were instrumental in making the results happen. They see their history as a validation of who they are and what they have done.

This positive view of performance leads to increased optimism for the future and increases the likelihood of future success. It only becomes an obstacle when behavioural change is needed.

Specifically it can make it hard to hear disconfirming information from others. We tend to think the other person is confused, or we go into denial, 'this can't apply to me or I wouldn't be so successful!' Or when all else fails we discredit the messenger, 'what am I doing listening to you?'

Couple these reactions with the beliefs we hold about our ability to influence success, that our success will continue into the future and the sense of control we think we have to shape our own destiny, and you have a volatile cocktail of resistance to change.

Partnering with an executive coach will improve your odds of success. At Triumpha, we support and challenge executives, we intimately understand the role of senior leaders, and we have deep expertise in transformation. We also use a proven methodology for guiding you and your team through the minefield that is behavioural change.

## 6. INCREASE LEADERSHIP CAPACITY: SHARE LEADERSHIP

In today's complex, connected and volatile world no single leader or executive team, no matter how superb, can possibly have all the answers or the monopoly on great ideas when it comes to organisation transformation or business generally. You need an organisation model that gives everyone the chance to lead if they're capable and a talent development model that helps everyone to become capable and increase their contribution.

If we asked you what one of your fears about embarking upon an organisational transformation is, you might say "I'm not sure how we'll get people on board, or how we'll overcome resistance to change, or perhaps if we will be able to make it happen fast enough."

People support what they help create, and in our experience if you offer opportunities for people to co-construct, to be heard, to contribute and have a voice, they will usually jump at the chance. Even our most cynical people will choose to be inside the tent influencing things than outside waiting to be told what has been decided.

Organisational transformation creates opportunities for more people to lead. If you choose to open opportunities up then you must also accept the

responsibility to equip your new leaders with the tools to lead through change and without hierarchical power.

We worked on a global transformation programme for a FTSE listed business where the organisation chose to involve over 120 people in the design of its new target operating model and selected 8 change leaders that directly reported to the executive team to lead the implementation of the new designs.

We developed a leading through change workshop which each of the 120 people attended, as well as action learning groups for the 8 change leaders. These sessions helped the change leaders improve their leadership effectiveness, strengthened the group's problem solving capability and the quality of solutions produced.

In addition we built 'people change toolkits' which took each of the implementation teams through a step by step process from organisation design through to implementation. For many of these new leaders this was the first time they had been involved in this type of work, so partnering with them as they worked through a robust framework and methodology was essential to build their confidence and capability.

**Organisational transformation creates opportunities for more people to lead. If you choose to open opportunities up then you must also accept the responsibility to equip your new leaders with the tools to lead through change and without hierarchical power.**



# 7. DEFINE A LEADERSHIP STANDARD

A leadership standard describes what great leadership looks like within your organisation. It clarifies desired leadership behaviours in language that people understand and use everyday.

Intuitively we know that good leadership matters, it's at the heart of organisational life, essential for leading transformation and the key driver of organisation culture.

According to research by Dave Ulrich, we know that circa 30% of the judgments investors make about the intangible value of an organisation rely on their views about the quality of its leadership.

Without a standard, people in leadership positions rely on their own experience and resort back to how they have been led and managed in the past. This may or may not be in tune with what your organisation needs.

**Defining a unique leadership standard aligns the organisation around a shared point of view on leadership, which reflects your specific operating context. These leadership behaviours differentiate you in the eyes of your customers and encourage the organisation culture you want to create.**

When you integrate your leadership standard into HR practices that build future leaders and trains current leaders you create the conditions necessary for leadership to become a competitive advantage.

Triumpha worked with the executive team of a FTSE 250 organisation and (with the support of a small internal project team) defined a bespoke leadership standard. We interviewed board members, customers, executive team members and held workshops with 15% of employees at all levels across the global organisation. Together with the project team we summarised the raw data, tested the draft and used the feedback we received to refine the standard.

Co-creating a leadership standard in this way, ensures that the leadership standard embraces the views of relevant stakeholders on leadership must haves and differentiators. It enables a decent proportion of the organisation to participate in the change process which creates forward momentum and energy for the change and ensures the standard is written in everyday language and 'owned' by the organisation.

Without a defined leadership standard, transformation is lead by leaders who are operating on their own accord, instead of within a unified leadership approach, which leads to breakdowns in workflow, motivation communication and action.





# 8. CULTURE IS THE MAGIC DUST, GIVE IT THE PRIORITY IT DESERVES

A recent survey of organisation employees by the Katzenbach Centre said that 84 percent of all respondents think culture is critically important, but less than half believe their companies do a good job of managing culture. **Those that feel their organisation's change programme is falling short tend to say that culture isn't a priority in their company's' transformation initiatives.**

Typically the conversation goes something like this, "We've got to change our culture, it's getting in our way, it's slowing us down and stopping us from achieving what we want."

Sound familiar?

The problem with this conversation is it lacks specificity. If you want to work with culture you have to get granular about which aspects of your culture are helpful and which aren't. For a valid picture that you can trust you will need to embrace multiple perspectives from within/without your organisation.

Do this by establishing a small team, which is representative of your organisation, and train them in a data gathering methodology. Surveys are helpful, but if you want to get under the skin of your culture you will need to complement this with a dialogic

approach. The insights from this work will help you and your leadership team to:

- **Understand your cultural strengths and areas for development**
- **Generate insights on how you can use cultural strengths to fuel your transformation programme**
- **Make good decisions about a few critical behaviours to change**
- **Start deliberately doing things differently**
- **Ask for feedback and measure progress**
- **Embed the approaches that work**

Your organisational culture could be your competitive advantage. Making culture a priority in your transformation programme sends a signal to your organisation that culture matters.

When you make informed decisions about which behaviours to amplify and which to change you provide clarity to your people, focus to your cultural development initiatives and fuel for your change programme.





# 9. CREATE A COMPOUND EFFECT WITH YOUR TRANSFORMATION STRATEGIES



Transformation doesn't occur because we implement one change project, it occurs because a number of strategies have reinforced each other and created a tipping point. Be thoughtful about the interventions you deploy. Don't implement the latest best practice because everybody else is doing so, choose interventions because they take you towards your strategic goals and deliver the results you need.

Think systemically and design a transformation strategy with interventions at multiple levels of your organisational system. For example if you want to improve leadership:

## **ORGANISATION LEVEL**

**Build a leadership standard.**

## **TEAM LEVEL**

**Run a team visioning session and conduct an assessment of your leadership team against the new standard. Agree team strengths and areas for development and design a team development programme.**

## **INDIVIDUAL LEVEL**

**Appoint an executive coach to work with each member of your leadership team on their personal behavioural change agenda.**

This compound strategy will allow for transformational change programmes to take hold and stay on track.

# 10. USE A TRIED AND TESTED APPROACH

*There are different approaches to transformation, but with decades of experience in transformational leadership roles we have seen it all.*

WE BELIEVE THE BEST APPROACH TO TRANSFORMATION IS AS FOLLOWS:

1. **SET GOALS**  
EXPLORE AND CLARIFY YOUR VISION AND STRATEGIC GOALS
2. **ASSESSMENT**  
UNDERSTAND WHERE YOU ARE STARTING FROM AND GATHER THE NECESSARY INPUTS FOR OPTIMAL DECISION MAKING.
3. **STRATEGY**  
CONSIDER THE DEPTH AND BREADTH OF TRANSFORMATION REQUIRED GIVEN YOUR VISION AND THE OUTPUTS FROM ASSESSMENT  
DECIDE UPON YOUR HIGH PRIORITY TRANSFORMATION PROJECTS  
DESIGN YOUR TRANSFORMATION STRATEGY  
ENSURE YOUR IMPLEMENTATION APPROACH IS ALIGNED WITH YOUR DESIRED CULTURE AND LEADERSHIP
4. **IMPLEMENTATION**  
IMPLEMENT YOUR HIGH PRIORITY TRANSFORMATION PROJECTS.
5. **REVIEW**  
REVIEW YOUR RESULTS  
CAPTURE YOUR LEARNING  
ADAPT YOUR APPROACH AS REQUIRED

By following these 5 phases you will ensure that your transformational efforts prove fruitful, resulting in painless transformation.

And that's the key. Transformation done poorly can be very painful. All transformation requires some form of disruption from the norm, but negative disruption can have disastrous effects on your business. It can, and often does lead to confusion, wasted energy, time, effort, and money. Not to mention how transformation efforts can affect company culture, which will then affect every aspect of your business, because culture touches every piece of your business.

However, transformation can also be, well, for lack of a better term, transformational. Done right, it can position your company to take advantage of the challenges it faces, turning what were once challenges into opportunities.

Triumpha creates positive transformation and cultural change by equipping business leaders with the insights necessary to make great decisions for their business, and turn those decisions into actionable plans. By providing unique solutions to complex problems, Triumpha enables clients to optimise their decision-making and take bold action as they navigate the challenging business environment of the 21st century.

If your company needs positive change, we urge you to do it right. We hope these ten tips for painless transformation prove useful to you as you develop a plan for transformation.

To learn more about how Triumpha helps organisations create positive transformation, or if you would like to connect with the Triumpha team, please visit our site at [WWW.TRIUMPHA.COM](http://WWW.TRIUMPHA.COM) or feel free to give us a call at +44 (0) 161 818 4728.