IMPORTANCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE IN BUSINESS TRANSFORMATION

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Why Transformation Projects Fails?

- **Not establishing a great enough sense of urgency**
- **Not creating a powerful enough guiding coalition**
- **Lack of vision**
- **Undercommunicating the vision by a factor of ten**
- **Not removing obstacles to the new vision**
- **Not systematically planning for and creating short-term wins**
- **Declaring victory too soon**
- **Not anchoring change in the corporation's culture**

Transformation Models – Pros and Cons.

- **Vision + Mission + Empowerment & Innovation + Enablement + Sustainment = Execution**

- **Execution + Leadership = having fun while being non-relevant (Cultural resistance and roadblocks wins most of the time)**

- **Leadership + Change = The flavor of the month (year) "This will also pass"**

So What Is A Workable Model?

- **Strategy + Execution + Organization's inherent culture and ability to execute (Organization's personality) = Sustainable Results**

Transformational Dimensions

Core Principals	Implementation Steps
Ensure top leadership drives the transformation	• Define and articulate a succinct and compelling reason for change • Balance the transformation objectives with existing priorities
Establish a coherent mission and integrated strategic goals to guide the transformation	• Adopt leading practices for results-oriented strategic planning and reporting
Focus on a set of key principles and priorities at the outset of the transformation	• Embed core values in every aspect of the organization to reinforce the new culture
Set implementation goals and a timeline to build momentum and show progress from day one	• Make public implementation goals and timeline • Seek and monitor employee attitudes and take appropriate follow-on actions • Attract and retain key talent • Establish an organization wide knowledge and skills inventory to exchange knowledge among merging organizations • Identify cultural features of merging organizations to increase understanding of former work environments
Use the performance management system to define responsibility and assure accountability for change	• Adopt leading practices to implement effective performance management systems with adequate safeguards
Dedicate an implementation team to manage the transformation process	• Establish networks to support implementation team • Select high-performing members
Establish a communication strategy to create shared expectations and report related progress	• Communicate early, often with relevant information to build trust • Encourage two-way communication • Provide information to meet specific needs of the shareholders • Ensure consistency of message • Focus on results
Involve employees to obtain their ideas and gain ownership for the transformation	• Use employee teams • Involve employees in planning and sharing performance information • Incorporate employee feedback into new policies and procedures • Delegate authority to appropriate organizational levels