



# TRANSFORMING IN DEPTH

## Why ?

While the call to transform can be the source of many **benefits**, transformation remains a **difficult and tricky exercise**. It is therefore important to ask the right questions and to be guided by effective principles in your approach to transformation.

## What ?

Transformation refers to a **passage from one form to another**, involving the entire entity concerned, like the transformation of a caterpillar into a butterfly.

This transition will take place in quite different ways depending on the reasons triggering it and on the way in we see it.

A successful transformation will address **four key imperatives**:

### Identify the underlying reasons

Transformation cannot be an end in itself but **nurtures a vision** and a set of clearly identified strategic objectives. This strategic intention will serve as a **guide** throughout the transformation process, enabling players to align themselves on what needs to be done, and bringing coherence and consistency to the actions.

## Be coherent between what changes and how it changes

In order to avoid creating dissonance for the members of the organisation, and to reinforce the transformation with coherence and consistency, we recommend defining a set of **guiding principles** well in advance of the process, and to follow them throughout the transformation. The following are our preferred ones: coherence, learning, agility through practices, agility through culture, inclusion.

## Create a social movement

A transformation has a deep **social dimension**. We are strongly influenced by the behaviour and actions of our colleagues. Some **communities** in particular have a very influential role and will therefore need to be specially mobilised: senior leadership, transformation team, the community of ambassadors, managers, communities of practice, and support functions.

## Plant in a fertilized soil

The first reflex of a good gardener will be to inquire about the quality of the ground he is taking care of. For an organisation, a good **assessment of the situation** is essential before taking action. Our good gardener will also wonder about the **best time** to plant.

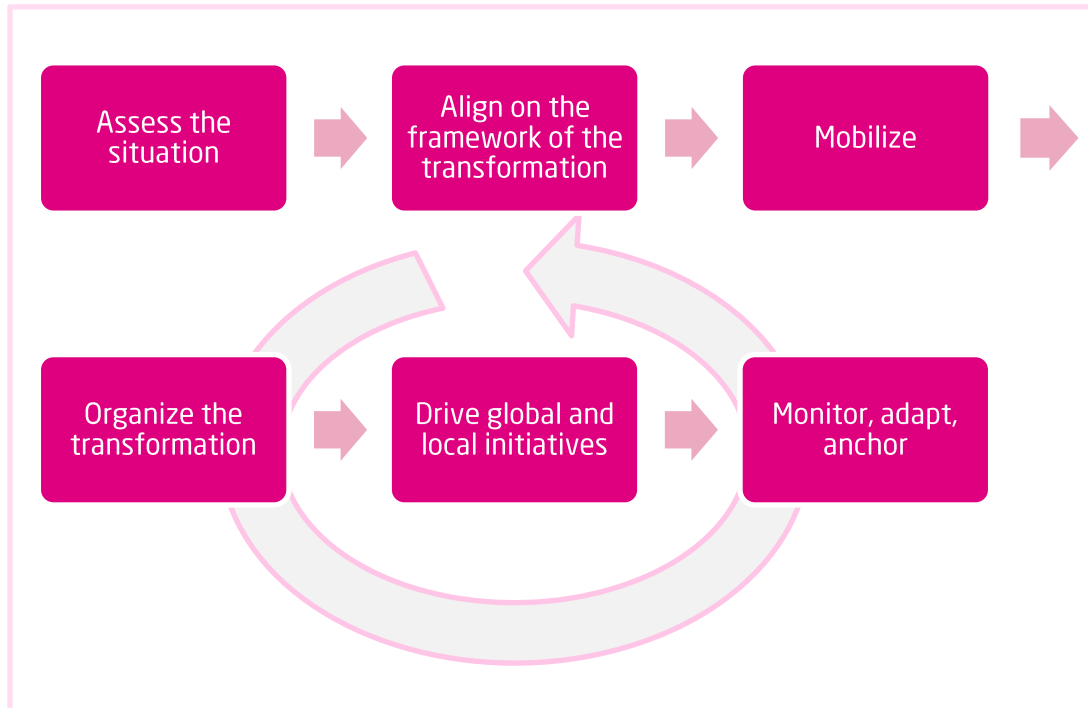
The gardener will then **fertilize the soil**, paying attention to some key factors that can hinder or even prevent the development of a new shoot, like adverse relationships with stakeholders, defective processes, symbolic practices out of sync with the message of transformation, ... The good gardener will then be able to plant.

In order to **plant the right ingredients**, AGILEmaker proposes you to use a series of tools, including a collection of agility practices, the consideration of the four transformation perspectives, and the implementation of your transformation both through organization-wide initiatives and through a series of **strategic projects**.

Finally, it will be essential to pay attention to the **pace** of the transformation, to balance the production of a few visible and celebrated successes with longer-term changes, to anchor the first results and to generate contagion effects.

## How ?

How can we help you? Here's what an action plan can look like to support your transformation:



Would you like to discuss the holistic transformation of your organization or would you like to receive our complete brochure on the topic? Contact us, we will be happy to help you.

Looking forward to co-create together!

