

ORGANIZATIONAL TRANSFORMATION FOUNDATION

COURSE OVERVIEW

Organizational transformation is a process of significant and comprehensive change in an organization's structure, culture, and strategy. It is critical for businesses to keep pace with the rapidly evolving business environment. However, according to McKinsey, data shows that 70% of large-scale transformations fail, and even the successful ones only realize 67% of the maximum financial benefits envisioned. The course provides the fundamental knowledge of transformation initiatives to aid project professionals in the recognition and response to change. It will introduce the structure of transformation teams and give context to the parts that drive its effectiveness. This foundational course introduces the five building blocks for effective transformations and engages learners using case studies and scenarios.

TARGET COMPETENCIES

- Transformation Leadership.
- Strategic Thinking.
- Change Management.
- Collaboration and Influence.
- Resilience and Adaptability.
- Data-driven Decision Making.
- Commitment and Motivation.
- Resource Management.

COURSE OBJECTIVES

After attending the course, participants will be able to:

- Define key transformation concepts.
- Identify and describe the five building blocks of successful transformations.
- Describe the three-step methodology to successful transformations.
- Describe what drives transformation and why transformation competencies are critical to business success.
- Identify the concepts of transformation and compare them to your own business and personal culture.
- Classify transformation challenges and success factors that may impact an organization's ability to design and implement transformation.
- Describe the best practices that implement transformation initiative.
- Identify the role and responsibilities of project leaders in transformation initiatives.

TARGET AUDIENCE

All managers and senior professionals who are involved in influencing, formulating, or supporting organizational transformation in their department or organization, as well as those who are interested in learning more about organizational transformation and change management.

COURSE METHODOLOGY

Course methodology is designed to encourage maximum participation by all delegates. We will use best practices and benchmarks, and design interactive activities via discussion, small group work, exercises, and feedback to display proficient knowledge and skills.

COURSE OUTLINE

CHANGE IN CONTEXT

- Introducing Change in Context
- Transformation and Drivers of Change
- Globalization and Economics
- Digitalization and Technological Advancements
- People Workforce, Consumer and Market Change
- The Project Economy
- The Need for Change
- Transformation Fundamentals.

TRANSFORMING BUILDING BLOCKS

- Building Block overview
- The North Star
 - Articulate & Crystallize
- Customer Insights and Megatrends
 - Understand and Empathize with Customers.
 - The Sprint Approach: Empathize, Ideate, Prototype, Test, Refine.
 - The 3 Principles: Involve real customers, find leading customers, Conduct the research yourself.
- Transformation Operating System
 - Non-hierarchical structure.
 - Flat, cross-functional Rapid Response Teams (RRTs)
 - Lightweight governance & strong program management
 - Appropriate Risk Appetite.
 - Well-defined KPIs
 - Venture-style investment rounds
- Volunteer Champions
 - Building and Maintaining the Volunteer Champions: Identify, Recruit, Motivate, Empower.
 - Next generation of leaders: Employ, Establish, Retain
- Inside-Out Employees
 - The three-step process: aspiration, understanding, sharing.
 - The SEE Model: Strength, Evoke, Elate.
 - Transformation at every level: Leader, Mid-Level Manager, Front-Line Employee.

TRANSFORMATION LIFE CYCLE

- Inspire
 - Choose the Transformation Leader.
 - Establish the North Star.
 - Create cross-functional Rapid Response teams.
 - Recruit the Volunteer Champions and define team charters.
 - Establish a central team.
 - Implement coordination and launch communication.
- Mobilize
 - Assess the current state of the organization.
 - Develop a future state blueprint.
 - Plan the approach.
- Shift
 - Ideate, Experiment and Refine.
 - Track external market changes.
 - Execute on governance.
 - Track and reinforce employee growth.
 - Build new Rapid Response Teams.

PROJECT LEADERS IN TRANSFORMATION

- Transformations are not Projects.
- Project Managers in Transformation.
- Be a Strategic Partner.
- From Managing to Leading.
- Transformation Project Leaders Key Competencies.
- Transformation Project Leaders Required Knowledge.
- Project Leader Role.
- Project Leader Knowledge Area.
- Executives in Transformation.
- How to Be a Transformative Leader.
- Transformational Leadership Path for Project Leaders.
- Chief Transformation Officer
- More Traits of the Successful CTO

To register or for complete course information

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