

# MAPPING TRANSFORMATION

The greatest cities in the world were changed and shaped by their subway systems. The systems shaped the cities' cultural norms, vitality, and growth. Transformation can do the same for your enterprise if you know how to implement and follow the map.

## REVEAL

Interview a cross section of employees to reveal beliefs, assumptions, and hidden drivers of performance.

Articulate a transformation framework, including **Breakthrough Outcomes**.

Establish a **Leadership Coalition**, a cross-level, cross-functional group that directs and monitors the organization's transformation.

**YOU ARE HERE**  
Welcome to **Sustainable Transformation.**

FRAMEWORK CREATED

PROJECTS LAUNCHED

Determine a **Keystone Project**, a mega project which will cause a state change.

Intentionally **engage** and train middle management.

1

### REVEAL

The first step to transformation is knowing what beliefs could be holding you back.

2

### EXECUTIVES

Second, determine how you are going to break free of those beliefs and transform.

3

### WORK TEAMS

Third, create breakthrough projects that engage employees in the transformation.

4

### ALL EMPLOYEES

Finally, develop training needed to sustain the transformation.

Begin **Breakthrough Competencies Trainings**. Develop leadership competencies needed for the transformations and implement coaching.

## CHANGES IMPLEMENTED

**Develop** leaders to lead from a new framework.

Create **Breakthrough Projects** with specific measurable results.

Start an **Enrollment Campaign** that will engage key constituencies in the transformation.

Rapidly redesign work so that the **transformation** can be sustained.