LEADING TRANSFORMATION #60:

TRANSFORMATION PROJECTS (TPs)

All participants in Transforming Leadership and Governance Seminars or Studies are required to be significantly engaged in a TP before they are able to graduate.

A. TRANSFORMATION PROJECTS ARE USEFUL BECAUSE THEY

1. Provide opportunities for seeing how the principles and processes for transformation work in real life; and, hence promote actual learning.
2. Launch change initiatives; and hence help in overcoming inertia.
3. Drive change. They serve as the wheels on which change initiatives operate.
4. Align strategic change actions to desired outcomes; and to products with high leverage for life-enhancing impact.

B. TO SUCCESSFULLY LAUNCH, LEAD, AND MANAGE A TRANSFORMATION PROJECT, CHANGE LEADERS HAVE TO

1. ESTABLISH OUTCOMES

What are the desired outcomes for the TP? What are the life-change implications of these outcomes? How would the outcomes enhance the lives of the constituencies being served?

1. ESTABLISH METRICS: KEY MEASURES OF SUCCESS

What should be the key measures of success? How would they be measured, reported and evaluated?

1. COMMISSION A TRANSFORMATION PROJECT TEAM

Identify and commission a core group of people who will provide leadership for the TP.

1. CLARIFY CHARTER: MANDATES WITH BOUNDARIES

Clarify and seek agreement on what the TP Team is charged to do; the authority it has to work with; and the boundaries within which it has to operate.

1. EVALUATE PROGRESS

Evaluate progress by tracking performance in relation to the key measures of success. Use the results of the evaluation to improve plans and actions.

1. CELEBRATE WINS

It is motivating to celebrate short-term wins along the way. It is not necessary to wait for the big finale before celebrating. Otherwise, many may give up along the way and hence jeopardize the change initiative.

1. COMMISSION LEADERS OF ONGOING INITIATIVE

When the TP is both sustainable (can continue without current leaders and external hand-outs) and scalable (can be multiplied), new leaders need to be identified, equipped and entrusted with the long-term leadership of the change initiative.

After the commissioning of new Leaders, the TP is deemed successful and closed. A new initiative—organization, movement or network—with new leaders is born!

REFLECTION QUESTIONS

1. What Transformation Project(s) can help you successfully initiative and lead a change that you deem vital to your institution?
2. What would be your key measures of success?
3. What would the Transformation Project Team need to give special attention to in order to ensure success?