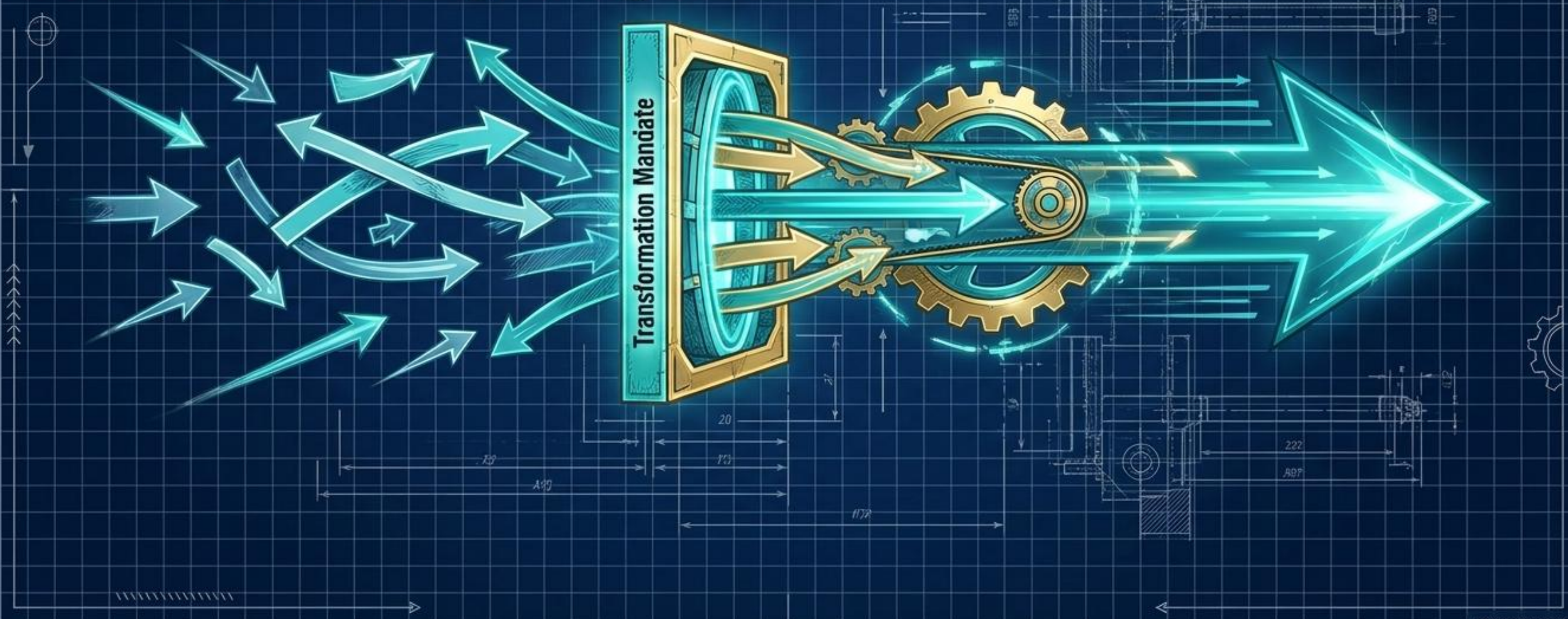


Domain 1 (Leadership) | Capability 5: Transformation

The Transmission Engine

Mobilizing the Intelligent Organization



Strategy Only Matters If Work Changes.

AI and intelligent automation lower the cost of starting.

When every team can experiment, draft, or automate quickly, leaders face a new risk: creating motion without movement.

The Mandate

Good Transformation does not create more activity. It creates focused movement.

It helps leaders decide what starts, what stops, what gets funded, and what must change in the operating model to turn strategic intent into reality.

Redefining Transformation

Shifting from administration to a distinct leadership capability.

Transformation is NOT...

A generic project management method.

A collection of disconnected projects, pilots, or workshops.

A slogan, campaign, or communications exercise.

A replacement for Data, Technology, Factory, or People domains.

A one-time launch event.

Transformation IS...

A leadership capability for mobilizing the enterprise around strategic change.

A way to connect strategy, resources, roadmap, decisions, capacity, and operating rhythm.

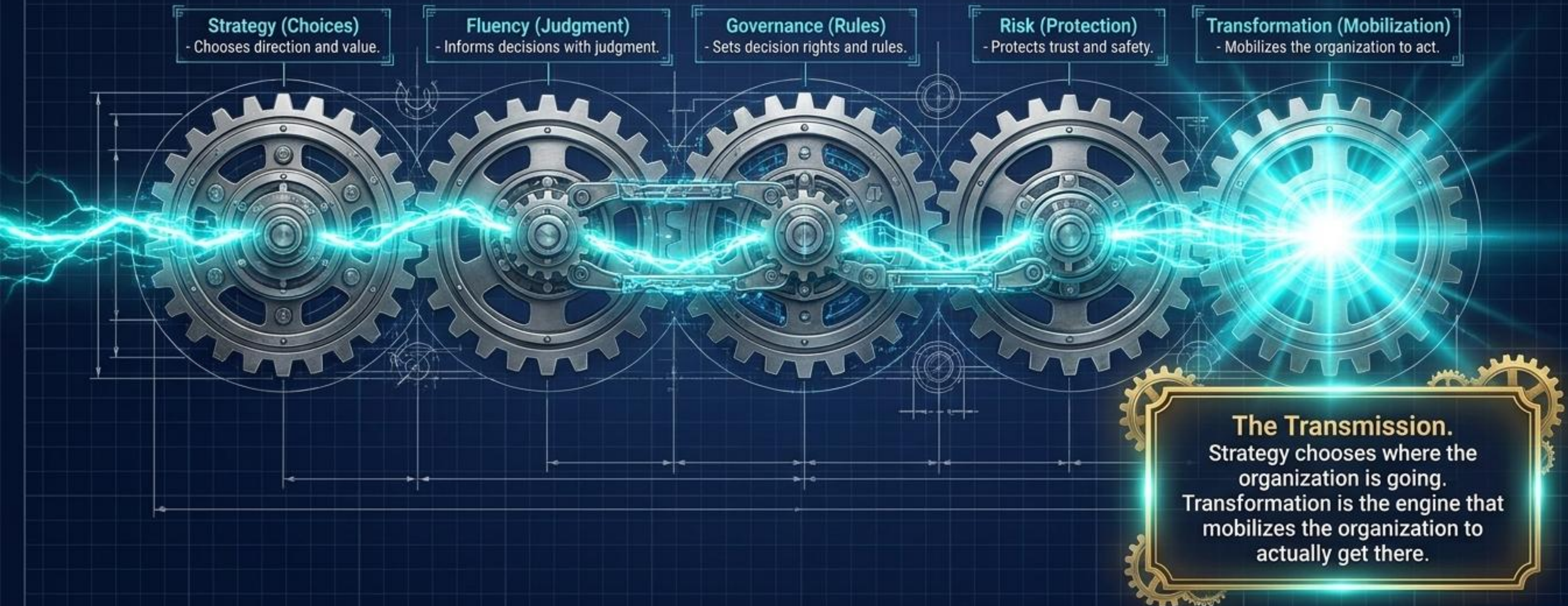
A practical discipline for protecting focus and making trade-offs visible.

A way to coordinate these domains without doing their work for them.

A repeated ability to start, stop, pause, redirect, and sustain work based on evidence.

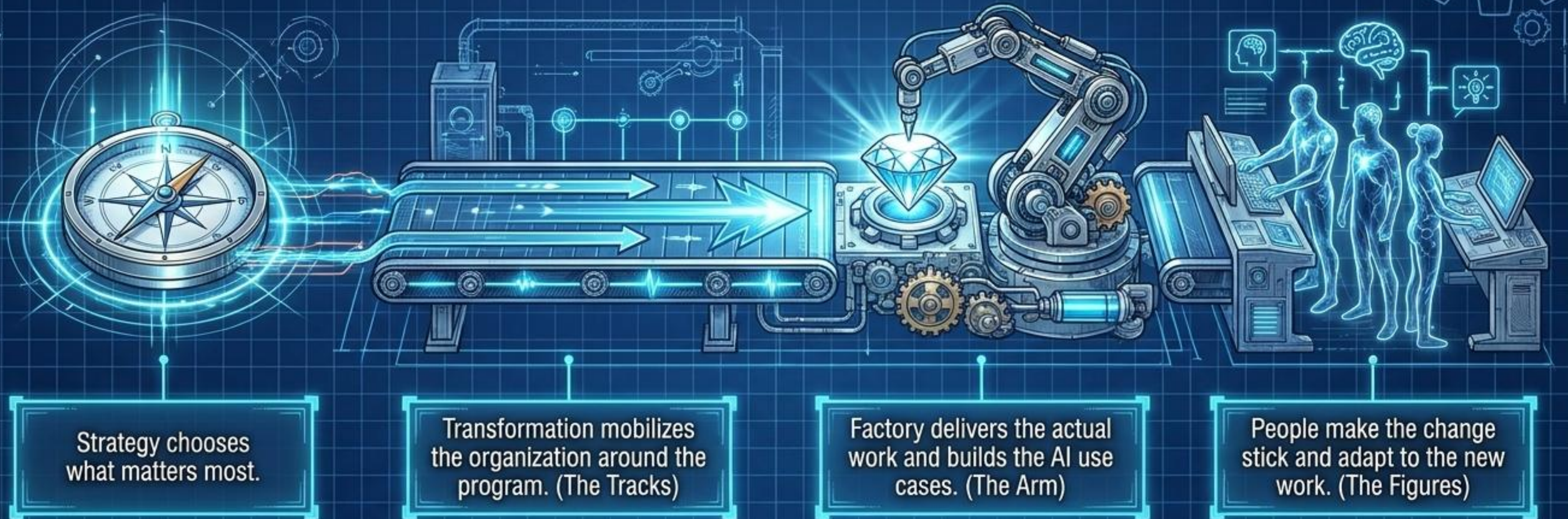
The Anatomy of Leadership

These are not isolated tasks; they are a continuous operating sequence.



The Boundary Line

Establishing clear accountability across the enterprise system.



Transformation is the organization's ability to mobilize leaders, resources, decisions, and operating rhythm around the enterprise changes needed to execute strategy.

The 5 Core Behaviors of Transformation

A continuous operating sequence for executing change.

Transformation is not a passive tracking exercise. It requires five active, continuous leadership behaviors to ensure that strategic intent is converted into measured value without losing momentum.



Setting the Engine in Motion

1. Mobilize

2. Focus

3. Sequence



Mobilize:

Name the sponsor, the accountable lead, the mandate, the ambition, the scope, and the specific leadership commitment needed to move.



Focus:

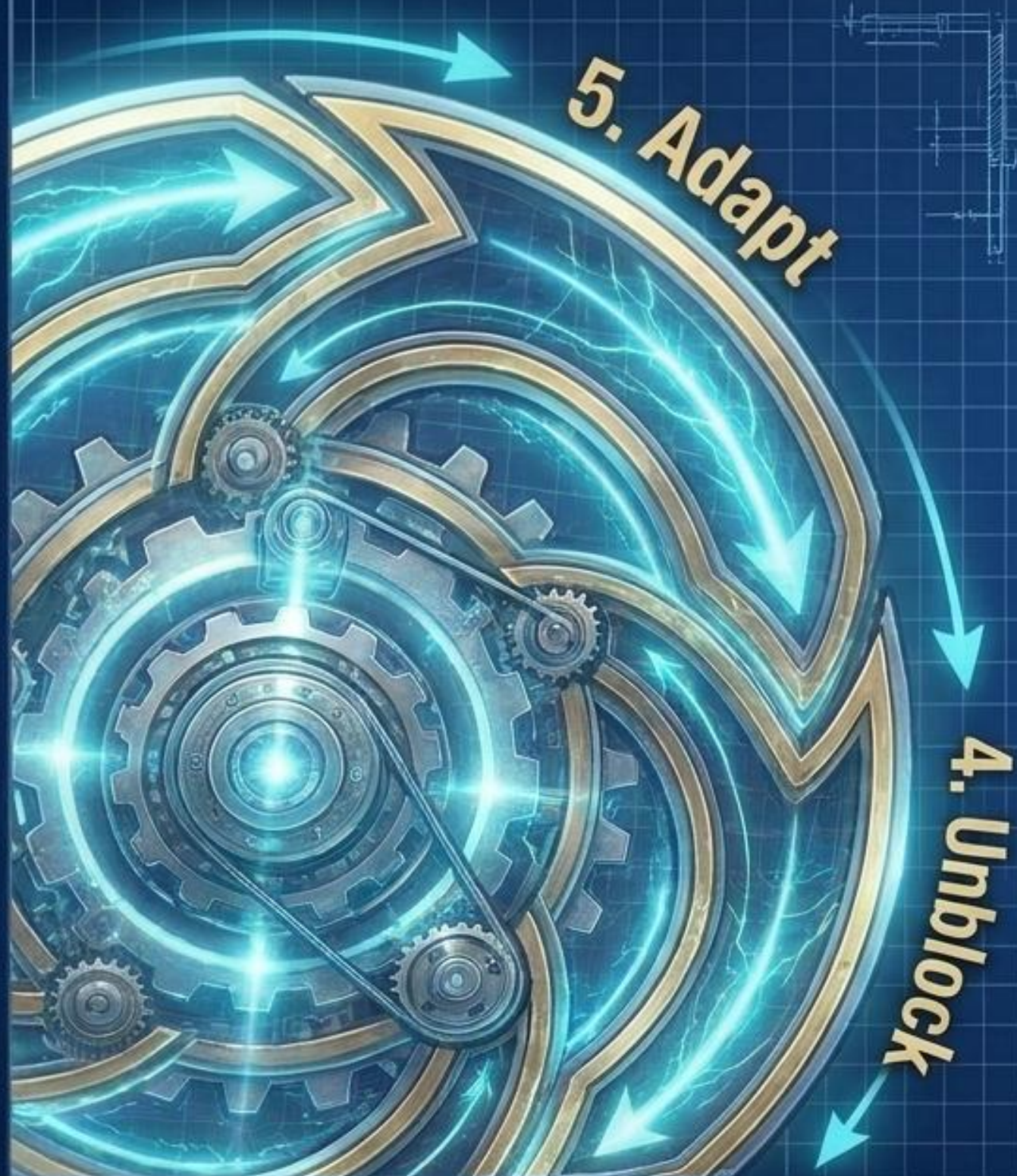
Protect attention. Actively decide what starts, what stops, what pauses, what accelerates, or what waits. If everything is a priority, nothing moves.



Sequence:

Turn strategic choices into a visible roadmap. Assign owners, set timelines, map dependencies, and explicitly make the required capacity trade-offs.

Maintaining Momentum & Reality-Checking



Unblock:

Use the leadership rhythm to resolve decisions, clear risks, untangle dependencies, resolve conflicts, and address resource constraints quickly.



Adapt:

Review real evidence. Redirect work when hypotheses fail, update the roadmap, and ensure that operational changes are actually sustained by the business.

The Ultimate Test

If leaders are not routinely using evidence to stop or redirect failing work, the “Adapt” behavior is missing, and the engine will stall.

The Transformation Toolkit

Lightweight artifacts. Visible accountability.

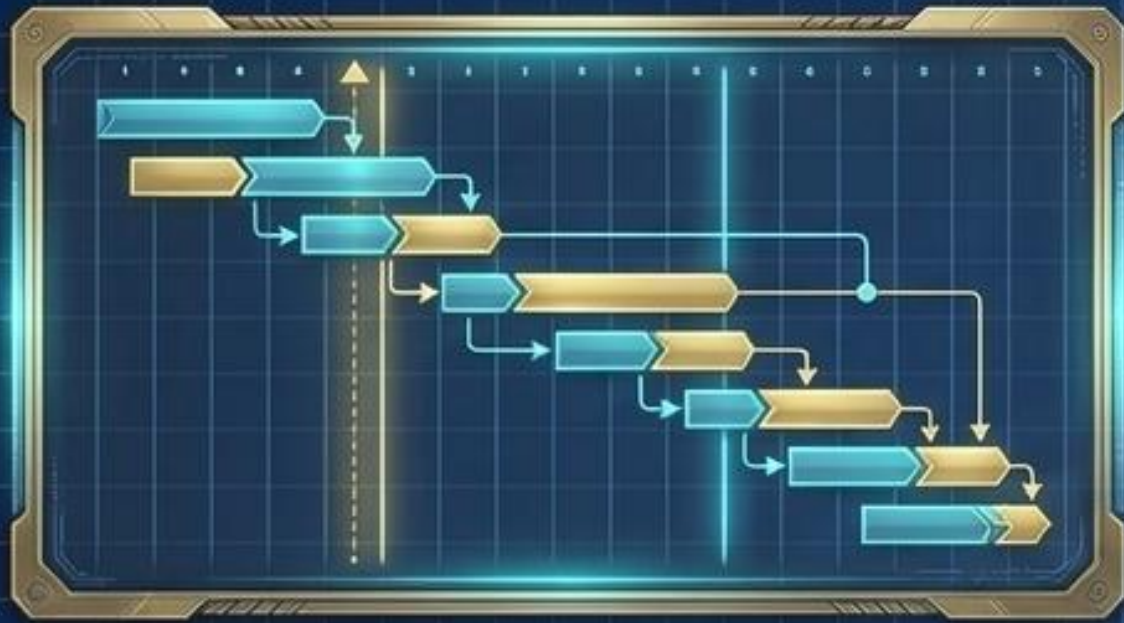
Transformation should produce a small number of useful outputs. The goal is not more program paperwork. The goal is focused movement, better trade-offs, faster decisions, and visible progress.

1. Transformation Mandate and Roadmap

2. Decision, Dependency, and Capacity Log

3. Leadership Operating Rhythm

Artifacts 1 & 2: The Map and The Ledger



Transformation Mandate and Roadmap

Purpose	Defines why the transformation exists, the scope, owners, sequencing, and capacity trade-offs.
Standard	Must be short enough for leaders to use and specific enough to drive hard choices.

Approval Status					
Approval	☒	☐	☐	02/19/2018 11:50 PM 02/12/2018 11:35 PM	• Status • Separated
Approval	☒	☐	☐	02/12/2018 12:30 PM 02/12/2018 12:55 PM	• Status • Separated
Approval	☒	☐	☐	03/12/2018 12:30 PM 03/12/2018 12:53 PM	• Status • Separated
Approval	☒	☐	☐	03/12/2018 12:30 PM 02/12/2018 12:52 PM	• Status • Separated
Approval	☒	☐	☐	03/12/2018 12:30 PM 02/12/2018 12:57 PM	• Status • Separated
Approval	☐	☐	☐	03/12/2018 12:30 PM 02/12/2018 12:57 PM	• Status • Separated

Decision, Dependency, and Capacity Log

Purpose	Records the decisions, bottlenecks, resource constraints, starts, stops, and pauses that determine whether work actually moves.
Standard	Must be visible to the right leaders and actively used. If it does not influence decisions, it is useless.

Artifact 3: The Leadership Operating Rhythm

Turning strategy from an event into a management habit.



The Canonical Rule

- A beautiful governance model that does not change behavior is just a calendar burden.
- Every meeting must end with a decision, action, owner, delegation, or escalation.

Measuring the Mandate: The Maturity Scale

Score based on concrete evidence, not aspiration.

0 - Absent: Capability does not meaningfully exist.

1 - Ad Hoc: Depends on individuals or improvisation. Scattered experiments.

2 - Repeatable: Basic way to do this more than once.

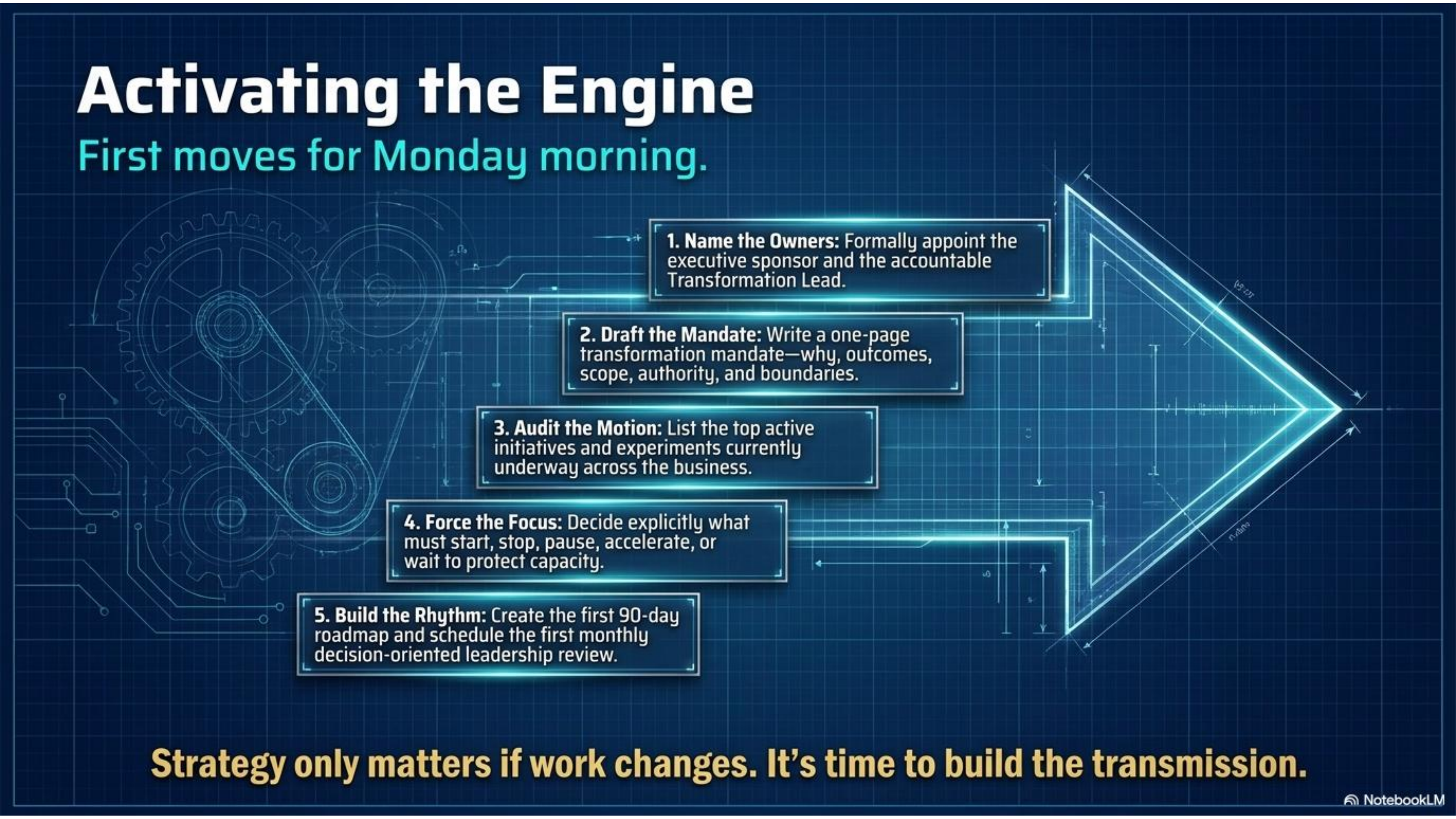
3 - Defined: Documented, owned, and communicated roadmap.

4 - Managed: Unified roadmap with executive sponsorship and clear capacity trade-offs.

5 - Optimized: Continuously adapts, redirects resources, and sustains change faster.

Activating the Engine

First moves for Monday morning.



1. Name the Owners: Formally appoint the executive sponsor and the accountable Transformation Lead.

2. Draft the Mandate: Write a one-page transformation mandate—why, outcomes, scope, authority, and boundaries.

3. Audit the Motion: List the top active initiatives and experiments currently underway across the business.

4. Force the Focus: Decide explicitly what must start, stop, pause, accelerate, or wait to protect capacity.

5. Build the Rhythm: Create the first 90-day roadmap and schedule the first monthly decision-oriented leadership review.

Strategy only matters if work changes. It's time to build the transmission.