ITD WORLD
Your Global Coaching &
Leadership Development Partner

Organizational Transformation

Table of contents

01

Letter from the Editors

Letter from the Editors

Dear our valued readers!

Welcome to our latest newsletter edition, focusing on the critical and often challenging journey of **Organizational Transformation**.

In today's rapidly evolving business environment, the ability to adapt, innovate, and transform is paramount for survival and success. This edition is dedicated to exploring the multifaceted aspects of leading and navigating significant change within your organization.

Our first section, **Why Organizational Transformation?**, delves into the fundamental reasons driving the need for change in today's landscape. We examine the different types of transformation, the common challenges encountered, the key elements required for successful initiatives, and the indispensable role of leadership throughout the process.

Following this, we feature valuable insights from Ron Carucci, originally published in the Harvard Business Review, in a section titled **How Leaders Get in the Way of Organizational Change**. This piece offers a candid look at common leadership pitfalls that can hinder transformation efforts, including underestimating the scope of work, overestimating organizational capacity, and misjudging how initiatives are perceived by others.

We trust this edition will provide you with valuable perspectives and practical guidance as you embark on or continue your organization's transformation journey.

Warm regards,

ITD World Vietnam

02

Why Organizational Transformation?

Source:
https://itdworld.com/blog/human-resources/organizational-transformation/

Why Organizational Transformation?

The Imperative for Organizational Transformation in Today's Business Landscape

The modern business world is a dynamic ecosystem constantly in flux due to factors like:

- Technological advancements (AI, automation, big data) – which are happening at an unprecedented rate. In this increasingly digitalized world, businesses that fail to adapt risk becoming obsolete.
- Shifting customer expectations (demand for personalization, omnichannel experiences) – which requires companies to revamp their operations and processes to meet these evolving needs.
- Heightened competition – the globalized business landscape means companies now face intense competition from all corners of the world – not just from local competitors. As such, they need to reconsider their current initiatives and define focus areas to secure an edge and remain relevant.
- Disruptive innovation from new entrants.
- Changing workforce dynamics – the rising millennial and Gen Z workforce demands a purpose-driven work environment, flexibility, and opportunities for growth.

To stay ahead of the curve, organizations must embrace change as a strategic priority.

- **Enhanced agility and adaptability:** Transformation fosters a culture of continuous learning and experimentation, allowing companies to react swiftly to changing market conditions and seize new opportunities.

Why Organizational Transformation?

- **Improved efficiency and productivity:** Streamlining processes, workflows, and leveraging technology is crucial to significantly boosting operational efficiency and employee productivity, leading to cost savings and increased output. In fact, according to a study by Deloitte, 53% of leaders surveyed claimed that a shift in the operational mode has resulted in a whopping rise in overall performance.
- **Innovation and competitive advantage:** Embracing change fosters a culture of innovation, which enables organizations to develop new products, services, and business models, thereby securing a competitive edge in the marketplace.
- **Attracting and retaining top talent:** Prioritizing workplaces that value continuous learning, adaptation, and growth. Transformation creates an environment conducive to acquiring and retaining talented employees.

Types of Organizational Transformation

Organizational transformation typically encompasses a wide range of changes, targeting different aspects of the organization.

1. Strategic transformation
This type involves a fundamental shift in the organization's overall goals, direction, and competitive strategy. It is often necessary when companies decide to enter new markets, launch new product lines, or adopt a new business model altogether.

Example: A traditional brick-and-mortar retailer transforming into an omnichannel business with a strong online presence.

2. Operational transformation
Here, the focus is on improving the efficiency and effectiveness of core business operations – by streamlining processes, leveraging technology, and optimizing workflows.

Why Organizational Transformation?

Example: A manufacturing company implementing automation technologies to improve production speed and quality.

3. Digital transformation

In today's increasingly digitalized world, organizations must leverage digital technologies such as automation, big data analytics, and cloud computing to enhance operations, improve customer experiences, and develop new business models.

Example: A bank using AI-powered chatbots to provide 24/7 customer service and personalized financial recommendations.

4. Cultural transformation

This type aims to shift the organization's underlying values, beliefs, and behaviors by promoting a culture of innovation, collaboration, and adaptability.

Example: A hierarchical company transitioning to a more agile and team-based structure to empower employees and accelerate decision-making.

5. Behavioral transformation

As the name might have suggested, it is about changing individual and group behaviors to align with the organization's new strategy. For this purpose, activities such as training, coaching, and creating a supportive environment for continuous learning and development are often deployed.

Example: Implementing a company-wide initiative to promote a culture of continuous learning and encourage employees to take ownership of their professional development.

6. Merger & acquisition integration

This happens when there's a need to combine two or more organizations into a single, unified entity. It typically involves cultural alignment, streamlining processes, and establishing clear communication channels.

Why Organizational Transformation?

7. Turnaround transformation
A drastic initiative undertaken by organizations facing financial difficulties or decline, it often involves cost-cutting measures, restructuring, and asset sales to achieve financial stability and return to profitability.

Challenges of Organizational Transformation

"People don't resist change. They resist being changed!"
Peter Senge

Despite their best efforts, most transformation initiatives by companies fall short – in fact, according to management guru John Kotter, the failure rate is <u>as high as 70%</u>. Implementing successful change is challenging, given that leaders frequently underestimate the complexity of such initiatives (which then leads to stumbles and setbacks). As found out in a study by the Harvard Business Review, 67% of leaders reported experiencing an underperforming transformation in the last few years.

Below are some of the most common challenges – plus strategies to address them:

● **Resistance to change**
Reason: People are creatures of habit; as such, our innate tendency is to fear the unknown consequences of change.

Solution:
- Effective communication: Clearly explain the rationale behind the change and how it benefits everyone.
- Employee participation: Involve team members in the change process to foster a sense of ownership.
- Change management strategies: Utilize training, coaching, and support programs to ease the transition.

Why Organizational Transformation?

- **Outdated models and processes**

Reason: Clinging to old ways of working is a common hindrance to progress and agility.

Solution:
- Data-driven decisions: Leverage data and analytics to identify areas for improvement and make informed decisions about new processes.
- Embrace experimentation: Encourage a culture of experimentation and innovation to find better ways of doing things.
- Invest in tech stacks: Utilize technology to automate tasks, streamline workflows, and improve efficiency.

- **Assumption of a one-size-fits-all approach**

Reason: A cookie-cutter approach might not address the unique needs of different departments or teams.

Solution:
- Tailored strategies: Develop customized transformation plans for different areas of the organization.
- Decentralized decision-making: Empower teams to identify and implement changes relevant to their work.
- Flexibility: Remain agile and adapt the transformation plan as needed based on progress and feedback.

- **Rapid technological advancements**

Reason: The current fast pace of technological change is often overwhelming and difficult to keep up with.

Solution:
- Continuous learning: Foster a culture of lifelong learning and encourage employees to develop new skills.
- Strategic investment in technology: Invest in key technologies that align with the organization's long-term goals.
- Partnerships: Consider partnerships with tech companies to gain access to expertise and resources.

Why Organizational Transformation?

- **Generation gap**

Reason: Differences in working styles and preferences between generations are what give rise to friction during change.

Solution:
- Intergenerational collaboration: Create opportunities for knowledge sharing between generations.
- Mentorship programs: Implement mentorship programs where senior employees guide younger ones through the change process (and vice versa – also referred to as "reverse mentoring").
– Diversity and Inclusion: Promote a culture that values diverse perspectives and experiences.

- **Change fatigue**

Reason: Being bombarded with constant change will eventually cause many team members to feel overwhelmed and disengaged.

Solution:
- Phased implementation: Break down the transformation into smaller, more manageable phases.
- Celebrate wins: Recognize and celebrate successes along the way to maintain motivation.
- Open communication: Maintain open communication channels to address concerns and provide ongoing support.

- **Lack of clear leadership plans**

Reason: Unclear vision and direction from leadership is a common cause of confusion and hinders progress.

Solution:
- Strong leadership commitment: Executives need to champion the change and clearly communicate the vision.
- Strategic roadmap: Develop a detailed roadmap outlining the transformation goals, milestones, and implementation plan.
- Regular communication: Leaders should communicate regularly with employees to keep them informed and engaged.

Why Organizational Transformation?

- **Differing departmental priorities**

Reason: Different departments often have conflicting priorities that hinder collaboration during transformation.

Solution:
- Shared goals: Align departmental goals with the overall transformation objectives.
- Cross-functional teams: Create cross-functional teams to foster collaboration and break down silos.
- Performance management: Implement metrics that track progress towards shared goals.

"Change is hard because people overestimate the value of what they have — and underestimate the value of what they may gain by giving that up."
James Belasco & Ralph Stayer

Key Elements of Organizational Transformation Initiatives

• **Vision and strategic goals**
The foundation of any successful transformation lies in a clear vision, which should paint a compelling picture of the organization's desired future state, ambitious yet achievable. It serves as the "why" behind everything – a guiding star for all transformation efforts.

Example: "We will become the leading provider of sustainable energy solutions, revolutionizing the industry and positively impacting the environment."

To turn this vision into action, specific and measurable strategic goals are crucial. These goals break down the vision into actionable steps and should consider factors like market trends, customer needs, and competitor analysis.

Why Organizational Transformation?

- **Leadership and sponsorship**
Executive leaders play a pivotal role – they need to be champions of the transformation, actively sponsoring the initiative and providing ongoing support. This translates into visible leadership, clear communication of the vision and goals, and resource allocation to make it happen. Assembling a dedicated leadership team with the expertise and authority to drive change across different areas of the organization is equally important.

- **Effective change management**
Navigating the human side of change is another crucial success factor. A well-defined change management strategy should outline how the organization will address employee concerns, build buy-in, and provide support throughout the transition. Keeping employees informed about the process, the rationale behind the changes, and the progress made builds trust and reduces resistance.
One thing organizations may consider is creating "change champion" roles within departments to act as internal advocates.

- **Employee engagement and communication**
Actively involving employees fosters a sense of ownership and increases their commitment to the initiative's success. This can involve soliciting feedback, creating opportunities for idea generation, and empowering teams to take ownership of their roles in the new structure. Leaders must establish open communication channels to allow team members to voice their concerns, ask questions, and provide feedback. This two-way communication fosters trust and allows for course correction as needed. Internal communi-cation platforms, town hall meetings, and Q&A sessions may be utilized to share updates and address any potential issues.

Why Organizational Transformation?

● **Focus on people and culture**
Employees are the backbone of any transformation. Equipping them with the skills and capabilities needed to thrive in the transformed organization is essential. This might involve training programs, upskilling initiatives, and providing opportunities for continuous learning.

Additionally, organizations need to invest in building a culture of adaptability and innovation for long-term success. A culture that embraces change, encourages experimentation, and rewards innovation fosters a dynamic environment where the company may thrive.

● **Alignment and integration**
For a transformation to succeed, all elements need to work together seamlessly. Ensuring the transformation strategy aligns with departmental goals, individual performance metrics, and reward and recognition systems creates a unified approach and motivates employees to contribute to the overall success. At the same time, companies should organize cross-functional teams to work on transformation initiatives, encouraging knowledge sharing and breaking down silos.

● **Measurement and evaluation**
Establishing clear success metrics is vital to tracking progress and measuring the effectiveness of the transformation. These key performance indicators (KPIs) allow for adjustments and course correction as needed. Regular assessment of progress, gathering feedback from stakeholders, and identifying areas for improvement ensure the initiative remains on track and delivers the intended benefits.

Why Organizational Transformation?

The Role of Leadership in Organizational Transformation

Effective leadership plays a significant part in increasing the success rate of organizational change. Research by Boston Consulting Group (BCG) shows an 80% jump in transformation success when leaders define a clear purpose – in other words, the "why" behind the transformation. This purpose should be inspiring and resonate with employees, giving them a sense of direction and motivating them to embrace the change.

On the other hand, transformations can be disruptive and may give rise to uncertainty among employees. As such, leaders who acknowledge these emotions and provide support, such as communication, training, and resources, foster a more positive and adaptable workforce. In fact, a study by the Harvard Business Review highlights that over half (52%) of respondents from successful transformations felt their organizations provided significant emotional support during the process.

03

How Leaders Get in the Way of Organizational Change

Source:
https://hbr.org/2021/04/how-leaders-get-in-the-way-of-organizational-change

How Leaders Get in the Way of Organizational Change

Despite the vast body of knowledge available to leaders on how to effect lasting, positive organizational change, too many executives continue reaching for the same comfortable levers that consistently miss the mark. Thus, the oft-cited failure rate of organization transformations continues hovering around 70%. If you've got a major change on the horizon (or have one stuck in a ditch), here's how to avoid (or extract yourself from the grips of) three of the most common saboteurs of organizational change.

Scope naiveté: Underestimating the work

Simply put, most leaders want transformational change to be easier than it is. There's not a first-time change leader who hasn't said, "This is so much harder than I expected." In response, I commonly ask, "On what did you base those expectations?" I usually get an agape look and silence in response.

By its nature, transformational change creates discontinuity because it touches the entire organization. In the case of the financial services company, shifting from product to service centricity meant every aspect of the organization, from sales to operations, was going to be touched by the need for change.

By contrast, incremental change — for example, implementing a new technology platform or launching a new product — touches discrete aspects of the organization. My client made the mistake many companies do: Assuming that a larger volume of incremental changes would add up to transformation. So, they sprayed the organization with disconnected initiatives whose efforts weren't coordinated, that were actually under-resourced for what they were expected to deliver, and whose project leaders lacked the authority to make material decisions or impose consequences on those unwilling to cooperate.

How Leaders Get in the Way of Organizational Change

Instead of accelerated change, the result was obstructed change — a system clogged with an overload of disparate efforts that everyone stopped caring about.

When you mix this with a barrage of glitzy one-way communication campaigns, many naturally conclude that the change is "all sizzle, no steak." Pep-rally town halls attempting to hype the potential benefits of the transformation are met with cynical disbelief as those dealing with the disconnected, competing, under-resourced, and poorly led initiatives wonder how leaders could be so out of touch.

Multifaceted transformational change needs to be appropriately scoped, resourced, and most importantly, integrated. Every initiative must be linked to every other initiative. In the case of my client, efforts to market the benefits of newly positioned services needed to be synched with the efforts of operations people to actually deliver those services. Messages to customers needed to synch with new skills those delivering the services needed to acquire. Centralized services from corporate needed to dovetail with local branch offices' ability to customize services. And it all needed to be sequenced and paced in a way the organization could productively absorb. Though the need for all of this was foreseeable, none of this work had been considered when the transformation was conceived. Once these efforts were appropriately integrated, means and ends began to match, and real change eventually aligned with the messages.

Change laziness: Overestimating the organization's capacity

What many executives responsible for declaring change forget is that those who have to deliver the change still have day jobs. They neglect to calculate the capacity those impacted by change will need to make it successful while still carrying out their day-to-day responsibilities.

How Leaders Get in the Way of Organizational Change

Many executives set change in motion and get distracted by the next shiny object that excites them soon after. Instead of working on changes needed in their personal leadership, they make videos reminding people of the "strategic importance" of change, have their communications people write newsletter articles with their byline, and inadvertently declare premature victory by citing early progress on efforts that don't actually amount to tangible change. Transformation lazily gets reduced to nothing more than a campaign.

With the financial services company, we viewed no less than 17 beautifully produced videos featuring many senior executives, read scores of newsletter articles touting examples of early adopting customers of the company's new services, and read through hundreds of emails from the 23 initiative leaders updating the organization on their various activities. The open rate of these emails was around 18%.

Despite so much information "communicated" about the change, our assessment revealed widespread confusion about its purpose and a slew of misperceptions about what was actually going on. Worse, since the inception of this transformation, the organization had layered on multiple additional changes that leaders claimed were connected to the transformation, but in reality, were not. For example, human resources began implementing a new HR information platform across the whole company that they'd put off for years. They labeled it "People Service" to create the illusion of a connection to the broader transformation in hopes to garner greater buy-in.

Transformational change starts with an honest acknowledge-ment of how hard the work will be, how much capacity and discipline the organization actually has, and the personal commitments of sponsoring executives to change first.

How Leaders Get in the Way of Organizational Change

Further, communicating change effectively requires listening to the organization twice as much as telling the organization about the change.

First, we recommended pausing a number of efforts. Leaders shut down initiatives the company had neither the capacity nor resources to implement successfully. Then, they instituted listening circles in which leaders were only allowed to ask questions, and not get defensive while hearing employees talk about the mess that had been made. We helped identify aspects of people's day jobs that could be paused in order to redeploy needed capacity toward change. And we identified six critical leadership capabilities that executives leading a service company must all have, assessed the company's top 45 leaders against these capabilities, and put development and coaching plans in place for each of them. Their updates to the organization now included acknowledgement of the capabilities they assessed low on and what they were doing to improve. This gave the transformation an instant boost of credibility as the organization could now see these leaders put their own skin in the game. Public commitments to personal change are a leader's signature of integrity on changes they commission.

The perceived pet project: Misjudging how others see you

It's no secret that many transformation efforts are born of a leader's personal convictions and interests. The success of such projects often leads to the advancement of that leader's career. And there's nothing wrong with that. That is, unless the leader tries to hide it behind lofty spin about "the greater good" or downplays the grueling sacrifice required by others to make change happen.

How Leaders Get in the Way of Organizational Change

Sponsors of change fear that acknowledging their personal connection to a transformation might hinder gaining the organization's commitment. And if leaders only want the benefits with none of the personal cost, lost commitment will indeed be the result.

But leaders who are willing to roll up their sleeves and do their part to advance an arduous transformation are smart to let the organization know how and why the change is personal to them. (Leaders for whom a major change is nothing more than a smokescreen behind which they hope to advance their career shouldn't be foolish enough to think the organization doesn't see right through it.)

In the case of my client, the transformation was conceived largely by an executive who had joined the company as head of strategy about a year prior. She had come from another financial services company that failed to make the same migration to selling services. She knew the industry was shifting and would mercilessly leave companies behind that neglected to stay ahead of growing customer trends. And if she could succeed at leading that change here, it would set her up as a likely successor to the CEO. Being relatively new to the company, she feared people would assume she was exclusively out for the top job, so she overcompensated by depersonalizing the change, which backfired. What people concluded was that she was only there for the short-term stock bump but would eventually give up, cash out, and move on.

Ironically, her story of past failure revealed deep personal convictions that gave the change greater merit, and her public ownership of wanting to stay at the company long term (obviously not specifying in what capacity) quickly put her in a more trustworthy light.

How Leaders Get in the Way of Organizational Change

Through a series of virtual town halls, she expressed her passion for the transformation and why she believed the organization could be successful and acknowledged her insecurity about being new to the company and wanting to be accepted. By owning her story, she helped people to stop ascribing the self-interested motives she assumed she was avoiding and instead double down on their own motives for why the change would be good for everyone.

Transformational change must become personal for every employee if it's going to stick. With her story as a foundation, we conducted a series of virtual workshops that invited employees to connect their own sense of purpose to the aspirations of the transformation. In small groups, employees got to share their vision for how their role would shift and the impact their work could eventually have on customers, the company, and their careers.

If you're in the throes of or about to start a major transformation, I trust you have a sense for how hard it will be. The unforeseen obstacles you'll face will test your endurance and optimism. Do the necessary work to prepare yourself and your organization for the journey. The one obstacle you can best prevent from derailing transformation is yourself.

GLOBAL ELITE

LEARN FROM THE BEST · TO BE THE BEST

SENIOR LEADERSHIP DEVELOPMENT PROGRAM

World #1 Executive Coach & Leadership Thinker
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DR PETER CHEE
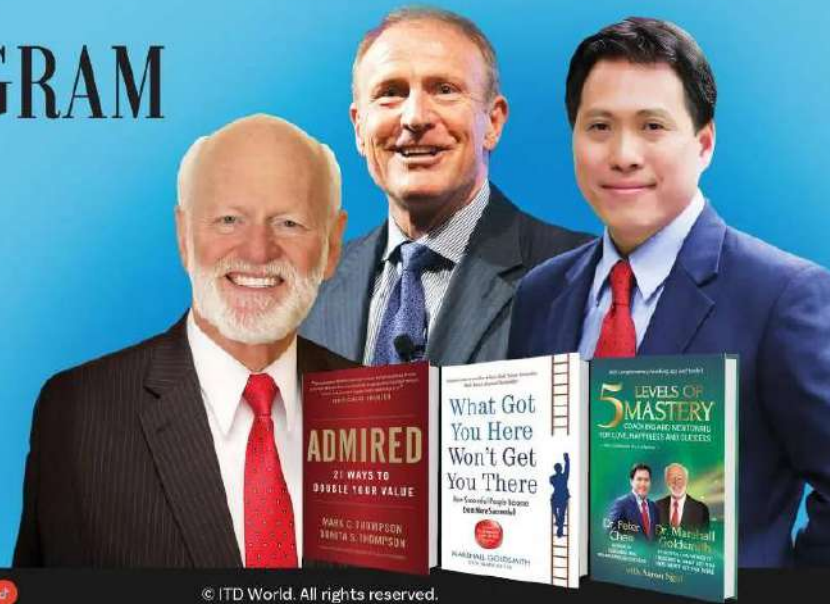
The Global Elite Senior Leadership Development Program (SLDP) is a customized mega-guru signature solution designed for senior top level executives who are committed to differentiate their leadership impact to enable sustainable growth in their organizations and community.

The SLDP is masterfully created to vitalize CEOs, C-Suite Executives, Business & Department Heads for exponentially multiplying their contributions, influence, and profound impact in work and life for a better world.

What Makes Global Elite SLDP Outstanding?

- 360 feedback diagnosis & discovery
- Transformative 1-1 executive coaching
- Elite team coaching with top gurus
- Cutting-edge learning, app, & senior leaders alliance
- Multiply growth by becoming a master coach
- All of these are delivered within 2 separate phases as outlined below.
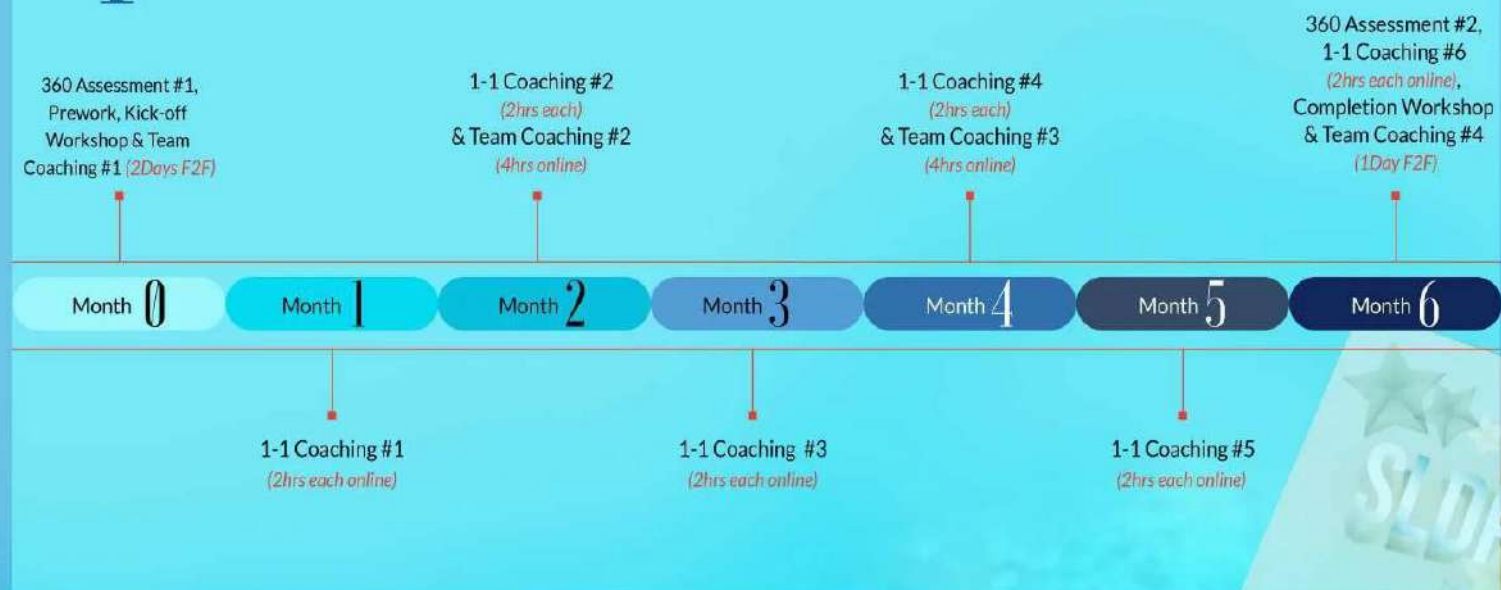
360 Feedback Diagnosis & Discovery
• Tested and proven diagnostic tool to evaluate global leadership excellence capabilities
• Gain insights on strengths to multiply and crucial areas for development
• Discover solutions for effective collaboration and influence with key stakeholders
• Identify areas to focus on during 1-1 and team coaching
• Demonstrate leadership growth, and transformation through the pre-and-post assessment.

Transformative 1-1 Executive Coaching
• Unlock Leadership Excellence ~ Transform leaders through personalized coaching with the world's top coaching gurus.
• Achieve Breakthrough Results ~ Drive positive transformation by instilling behaviors and habits that benefit both leaders and their organizations.
• Amplify Organizational Impact ~ Equip leaders to inspire and empower their teams, achieving ambitious goals and remarkable outcomes.
• Lead by Example ~ Transformed leaders become role models, inspiring others to pursue growth and excellence.
• Sustain a Legacy of Success ~ Foster sustainable leadership excellence that drives organizational transformation and long-term sustainable growth.

roadmap

PHASE 1 SLDP

360 Assessment #1, Prework, Kick-off Workshop & Team Coaching #1 *(2Days F2F)*

1-1 Coaching #2 *(2hrs each)* **& Team Coaching #2** *(4hrs online)*

1-1 Coaching #4 *(2hrs each)* **& Team Coaching #3** *(4hrs online)*

360 Assessment #2, 1-1 Coaching #6 *(2hrs each online)*, **Completion Workshop & Team Coaching #4** *(1Day F2F)*

Month 0 | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6

1-1 Coaching #1 *(2hrs each online)*

1-1 Coaching #3 *(2hrs each online)*

1-1 Coaching #5 *(2hrs each online)*

Elite Team Coaching with Top Gurus

• Build High-Performing Teams ~ Foster trust and collaboration to create cohesive, results-driven teams.

• Align and Execute with Excellence ~ Integrate team goals with organizational priorities to achieve maximum impact and execution.

• Navigate Team Dynamics ~ Overcome challenges effectively with strategies to maximize unity and productivity.

• Inspire Peak Performance ~ Equip leaders with actionable tools to drive accountability, innovation, and exceptional team results.

• Learn from Thought Leaders ~ Gain exclusive insights and strategies from global experts to empower team transformation.

Cutting-edge Learning, App & Senior Leaders Alliance

• Innovative Learning Methods ~ Gain from a customized blend of in-person, team, and online methodologies.

• Access Valuable Resources ~ Utilize cutting-edge mobile app, toolkit and materials for outstanding results.

• Practical Application Focus ~ Engage in workshops, virtual sessions, and hands-on projects for real-world impact.

• Global Network Alliance ~ Collaborate with senior leaders from other leading organizations during Phase 2 of the SLDP journey.

• Leverage on Global Gurus ~ Tap the wisdom of mega-guru mentor-coaches throughout the SLDP journey.

PHASE 2 — Multiplying Growth & Results as a Certified Master Coach (CMC) — CMC SLDP

Prework & Kick-off

Executive Coaching for Profound Transformation
5hrs x 3Days online
(with Action Learning Application)

Strategic Business Coaching for Competitive Advantage
5hrs x 3Days online
(with Action Learning Application)

Certified Master Coach (CMC) Summit
(with Capstone 1 Project)
2Days F2F,
360 Assessment #3
Creating a High Performance Coaching Culture

Month 0 | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6

Life Coaching for Holistic Happiness
5hrs x 3Days online
(with Action Learning Application)

Disruptive Team Coaching for High-Performance
5hrs x 3Days online
(with Action Learning Application)

Coaching Culture for Sustainable Growth
5hrs x 3Days online
(with Action Learning Application)

Capstone 2 Project leading to Certified Chief Master Coach
(6months - optional)

1. Life Coaching
• Gain deep insight into the psychology of coaching and the different approaches to powerful coaching
• Understand the Coaching Mastery Model (CMM) and the Situational Coaching Model (SCM)
• Apply the 9 best practices of master coaches to deliver outstanding results
• Deploy 5 Levels of Mastery assessment advantage to identify priorities, competencies gaps in work & life
• Embrace coaching techniques and tools to enable the Disciplines of Love, Happiness and Success
• Use the 5 Phases of Purpose Alignment to enable a most fulfilling purpose-driven life
• Master the 8 Elements of Life Synergy, KASH, PFIR Model, and the 7 Patterns of Joy and Love
• Utilize the 5 Levels of Mastery System and toolkit to coach people to reach World Influence Mastery

2. Executive Coaching
• Understand the executive coaching process and the secrets of enabling lasting behavior and habit change
• Apply the 360 Feedback interview and surveys to enable awareness, acceptance and transformation
• Align executive coaching with life purpose, passion, values and vision for sustainable growth

PHASE 2 Multiplying Growth & Results as a Certified Master Coach (CMC) ⭐ **CMC SLDP**

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Coaching Culture for Sustainable Growth
5hrs x 3Days online
(with Action Learning Application)

Capstone 2 Project leading to Certified Chief Master Coach
(6months - optional)

- Deploy tools and techniques for executive career coaching for high performance
- Enable coaching for different groups of top executives, key talents, successors, average-performers
- Gain insights into coaching executives in times of great need (e.g. radical changes, crisis, big vision)
- Learn how to overcome resistance to coaching and coach the uncoachable
- Create coaching tools for specialized areas (e.g. leadership authenticity, leadership presence, stakeholder influence)

3. Disruptive Team Coaching
- Understand the value of team coaching and the creation of high-performance teams
- Apply effective assessments and best practices of disruptive coaching and high-performance teams
- Know when and how to select the suitable team coaching solution and design options
- Gain insights on disruptive team coaching processes, methods, and tools
- Practice disruptive design thinking team coaching applications for game-changing results
- Equip individual team members to ensure habit change for high-performance

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5hrs x 3Days online
(with Action Learning Application)

Capstone 2 Project leading to Certified Chief Master Coach
(6months - optional)

• Enable high-performance leadership team retreats for senior leaders and key talents
• Unleashing the full potential of diverse, virtual, cross-functional, projects and top teams

4. Strategic Business Coaching
• Understand best practices of team coaching for strategic competitive advantage
• Apply team coaching using the strategy process to unleash the potential of strategic leaders
• Use team coaching authoritatively in the context of corporate and functional strategy
• Employ Scenario planning and Scenario based team coaching to win in a VUCA world
• Use team coaching in the face of crisis, business turnaround, realizing a compelling vision, and Strategic change
• Engage in Coaching for innovative business model, ventures, and disruptive business startups
• Master strategic group coaching techniques and processes

5. Coaching Culture
• Gain insights on organizational change, and effective culture transformational methods and processes

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)

CMC SLDP

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Capstone 2 Project leading to Certified Chief Master Coach
(6months - optional)

- Understand and embrace the role as Chief Master Coach and CEO to coach and grow internal coaching talent
- Apply best practices to create a high-performance coaching culture for sustainable growth
- Aligning coaching culture with organizational vision, mission, values, strategies, and objectives
- Implement effective coaching culture assessment methods and processes to ascertain progress and achievements
- Establish results matrix, rewards and recognition schemes to accelerate culture change
- Execute the right coaching intervention for quick, big, and continuous wins in transformation
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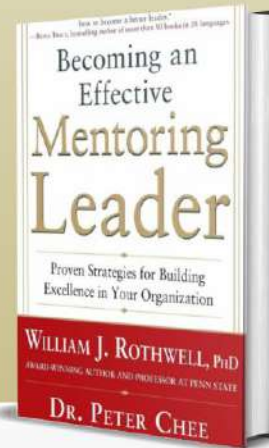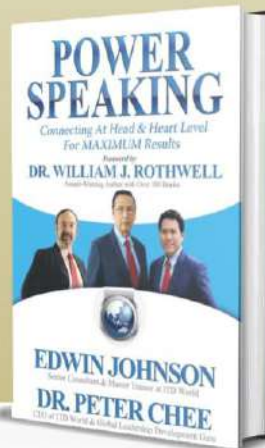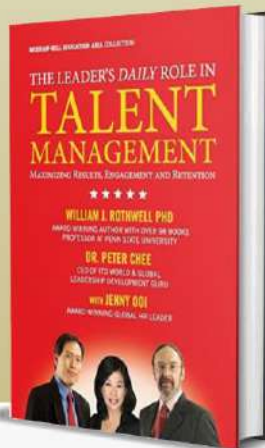For further enquiries, please visit **www.itdworld.com**

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Monthly Issue

2025

September 2025

Topic: *Learning & Development*

August 2025

Topic: *Talent Acceleration*
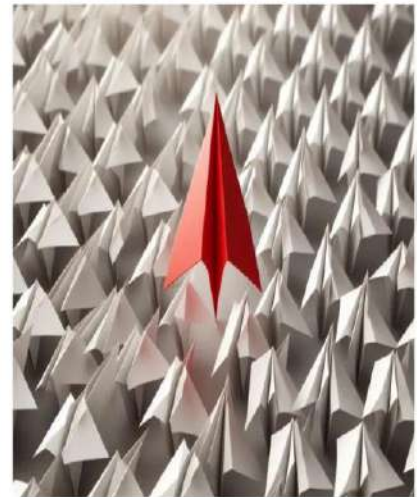
July 2025

Topic: *Leading through Disruption*

June 2025

Topic: *Competency Management*

May 2025

Topic: *Digital Leadership*

April 2025

Topic: *HR Transformation*

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