



HUW H. THOMAS

STRATEGY | TRANSFORMATION | LEADERSHIP

NINE ESSENTIAL SKILLS FOR TRANSFORMATION LEADERSHIP

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THE MISSION

It has never been more important for organisations to successfully execute and capture sustained value from transformational organisational change.

With the disruptive threat of artificial intelligence looming, rising regulatory burdens and emerging competition bolstered by technology, the forces for change have never been greater nor more impactful.

In rising to this challenge as an executive or senior manager, you must become a transformational change leader. Static ways of working are no longer viable. The only way to thrive in the modern context is for your culture to become a learning-oriented, adaptive powerhouse.

Transformational leadership combines vision, inspirational communication, authentic role-modelling and people-centred communication to amplify your influence, nurture collaborative innovation and cultivate leadership at all levels for adaptive culture.

Also, at the senior executive level a fundamental shift in beliefs and capability is required from other management positions. While proficiency of your functional area is a given, you must also master inspiring communication, strategic thinking, expert decision-making, scaled influence, sophisticated relationships, politics and more.

These executive leadership skills are even more critical in a transformation context so investing in leadership development early in a transformation is valuable. This includes improving individual leadership traits, as well as the collective leadership and governance capability of the guiding executive team.



NINE ESSENTIAL SKILLS FOR TRANSFORMATION LEADERSHIP

The following are nine skills executives need for successful transformation leadership. I say 'leadership' and not simply 'leaders' as transformation leadership is both a collective team capability, as well as an individual one. The more these traits are shared among executive teams and cultivated throughout the organisation, the more powerful, adaptive and change-capable your workforce will be in driving transformation. To aid rapid explanation, I've included a simple principle that defines each in practice and a self-reflective question that opens the door to personal insight and development.



TRANSFORMATIONAL CHANGE ORGANISATIONAL MATURITY LADDER

<i>Change Maturity Level</i>	<i>Key Strength</i>	<i>Critical Issue</i>	<i>Rating</i>
Adaptive Cultural Phenomenon	<i>'Change is in our cultural DNA'</i>	<i>'We need to sustain this'</i>	<i>Mastery</i>
Transformational Leadership & Governance	<i>'Highly aligned, portfolio of changes'</i>	<i>'Enable transformational leadership at all levels'</i>	<i>Advanced</i>
Project Change Management	<i>'Human-centric, efficient, siloed projects'</i>	<i>'Facilitate portfolio governance & collaboration'</i>	<i>Average</i>
Solution Implementation	<i>'Solution-centric project implementation'</i>	<i>'Develop change frameworks, methods & skills'</i>	<i>Underperforming</i>
Frozen	<i>'BAU Focus'</i>	<i>'Radical mindset shift required'</i>	<i>Declining</i>

In the age of AI and other, global mega changes, building a transformational change capability and an adaptive culture is now a necessity.

While many organisations have mastered the science of implementing new technology and processes, these solutions alone yield no tangible value. In fact, at the point of implementation they have often absorbed millions of dollars of investment, with no return (yet).

It is not until those solutions are fully utilised by employees and when employees learn new skills and adapt their behaviour, that value is created. And people often don't use technology (or new products, processes and operating models) effectively, either because they don't understand it, don't see the value in it or simply haven't made time to think about it, amid myriad other priorities.

In addition, with the pressure to change rapidly, organisations must be able to implement many major changes in a single year. This creates a new problem for executive leaders: how do we stay across so many changes while also running the business and keeping investors, customers and regulators content?

This is where executive teams must invest in several critical transformation enablers to radically boost change effectiveness and lasting maturity level:

1. The transformation leadership mindset and skills of the executive team and managers at all levels
2. Change portfolio governance practices that simplify and streamline transformation oversight
3. The development of an adaptive culture, where the prevailing beliefs and behaviour of employees is one of openness and ownership for change.

WHY GET BETTER AT LEADING TRANSFORMATIONAL CHANGE?

Change is all anyone talks about but few have mastered how to do it.
Is it time for you and your organisation to stand out from the crowd?

ORGANISATIONALLY

- ▶ Get greater ROI from your investment in organisational change
- ▶ Increase employee support and adoption of change
- ▶ Mitigate the psychosocial risk of chaotic change and the associated legal and financial implications
- ▶ Make strategy implementation work
- ▶ Reduce change resistance in your culture
- ▶ Equip leaders with the skills to create trusting, committed followers
- ▶ Gain a competitive advantage by being first to adapt organizationally to customer preferences
- ▶ Boost employee engagement, commitment and productivity.

INDIVIDUALLY

- ▶ Future-proof your career in a rapidly changing world
- ▶ Better influence team performance
- ▶ Routinely equip yourself with new perspectives and skills
- ▶ Stay on top of your workload
- ▶ Increase career and life fulfillment
- ▶ Stay engaged, productive and performing
- ▶ Stay relevant amid increasing talent competitiveness
- ▶ Be ready, willing and able to accept the best career opportunities
- ▶ Earn respect and industry recognition for your impact.





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Huw is the go-to speaker, facilitator, high-performance coach and trusted advisor to corporate leaders with a transformation mandate.

After leading dozens of major consulting projects across more than 15 industries and four countries, Huw has become a sought-after thought leader in strategy implementation, executive leadership and organisational change.

Huw applies an innate strategic mindset and proven behavioural psychology to dramatically enhance senior executives' leadership, strategic thinking, communication, decision-making, relationships and well-being.

Huw also possesses real executive experience. After years acquiring world-class consulting skills at a global firm, Huw led the scaling of several professional services firms, including the 5x revenue growth of one startup in under five years.

Huw is also a practicing non-executive company director with a strong understanding of corporate governance.



EXPERT PROFILE

WHAT CLIENTS SAY

"Huw confidently challenges and supports senior leaders, ensuring they take ownership, while bringing out their best."

Graham Millett, Chief Executive Officer

"Huw is an exceptionally talented individual who possesses an extraordinary ability to build relationships."

Caroline Jack, Director

"Huw's leadership coaching and facilitation greatly assisted our executive team to stay focused on performing at our best."

Jo Vaughan, Chief People Officer

"Huw has played an instrumental role in who I am as a leader today"

- Gareth Sheriff, General Manager

"Huw is a world class coach and mentor"

Kristine Condell,
Chief People & Culture Officer

CONTACT



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"The same thinking in the same environment leads to the same actions and the same results."

Want better results?

Be open to new ideas, seek expert advice and embrace the discomfort of growth."

Huw H. Thomas

NEXT STEP

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