	Leadership in the Transformational Reinvention of Organisations			Foundation Knowledge to Actively Participate in Organisational Transformation		
	AusTTA Associate	**AusTTA Practicing Member**	**Fellow of Transformational Leadership**	**Operational**	**Tactical**	**Strategic**
Required Knowledge Area	Aspires to become a Professional Transformation Leader	Experienced Leader, able to reinvent an entire organisation	Experienced Leader, able to reinvent complex organisations	Wants to be successful in a transforming work environment	Managing & supporting a Transformational journey	Board/C-suite set strategy & oversee through Transformation

1 STRATEGY

	AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	Operational	Tactical	Strategic
1.1 Customer Focus (empowerment & supply chain focus)	In addition to Foundation Level (Operational & Tactical): * Use of tools & techniques eg: value proposition canvas so design & supervise products & services based on customer pains & gains. * Can map As-Is & To-Be customer journey & interaction processes	In addition to Associate level & Foundation Level Strategic: * Design & lead Transformations based on reconceptualising/ reinventing the customer engagement processes & behaviours & understands the complexities involved * Can analyse costs/benefits of customer engagement * Has adapted, adopted and/or leveraged CRM and/or other tools to improve customer engagement	In addition to Practicing Member level: * Refine the problem statement regarding customer engagement & customer empowerment * Understand that innovation can use big data analytical tools to obtain meaningful insights into customer needs & behaviours (current & future) * Analyse competitors & industry trends, understands convergence	Basic Required Awareness: * Know, value & categorise what a customer is & link work performed to customer value created * Understand & design products & services based on customer pains & gains (empathy) * Identify behaviors of front line workers in a customer centric vs non-customer centric organisation	In addition to Operational Foundation level: * Grasp the importance of customer centricity through any Transformation journey to provide clarity & focus * Understand the need to align every facet of the supply chain to deliver the customer value proposition * Identify non-customer centric behaviors & provide effective feedback to correct those behaviours * Articulate the value from different customer segments	In addition to Operational & Tactical Foundation Level: * Articulate the hard & soft benefits of end-to-end customer focus to drive the Transformation journey * Measure & create KPIs to be drive the customer centricity of an organisation going through change * Understand and apply design thinking/human centred design (outside-in versus inside-out)
1.2 Strategy (scenarios & Stakeholders)	* See strengths/weaknesses of own organisation & the challenges ahead. Contributes to shaping the Transformative solution * Understand and manage the complexities that contribute to driving a restructure * Develop multiple scenarios of possible futures * Identify & influence key stakeholders * Good people & coaching skills, influences culture	* Create a Transformation Strategy with specific milestones & points of reflection * Use Transformation tools eg: scenario action planning, PARTS competition model, BCG matrix * Implement effective culture change programs * Manage multiple internal stakeholders at all levels & external stakeholders eg media, clients & suppliers	* Use EBM discipline to co-create new strategies to balance operational reality with reinventing the business * Use EBM tools to design & oversee big data analytical tools to prepare for future changed environments (unknown/unknown) * Align & measure internal & external stakeholder attitudes. Implement an adaptive culture	* Link day-to-day activities to strategy & understand how each person contributes to it * Understand the need for fundamental Transformation of the business model, including the use of tools (eg: Porter's 5 Forces) * Exposure to tools for managing implementation of Transformation strategies (eg: RACI)	* Develop effective change strategies for a business unit * Identify operational impacts of changing a business model * Use basic scenario action planning processes * Recognise the interdependence of different organisational elements & the importance of alignment (eg: McKinsey 7s Framework)	* Able to develop organisation level strategies that depart from historic business models * Approve a dynamic Transformation strategy with specific targets * Use scenario action planning to develop & manage strategies to deal with unknown technologies & unknown business models
1.3 Manage Risk (unknown/unknown & risk tolerance)	* Understand enterprise risk management & associated delegation, escalation, measurement & reporting processes in a rapidly changing environment * Align implementation of Transformative initiatives with approved risk appetite * Identify interdependencies & input into cross-departmental risk management processes	* Create risk tolerance frameworks for managing risk through the Transformation journey using measurement tools - delegation & escalation processes * Work at C-suite level to align company strategy & risk appetite through major Transformational change * Manage innovation & Transformation risks in a realistic manner including likelihood, impact, frequency	* Set the organisations risk appetite * Create & enforce an organisation-wide framework to align tolerance limits with company strategy through the Transformation process * Analyse risk patterns that will occur through the Transformational process, measure risk exposure (probability & impact analysis) * Conduct risk audits associated with fundamental change	* Identify areas of risk operationally & where processes, tools, people or structures change * Recognise and mitigate operational risk through a Transformative change including realistic escalation & scenario action planning	* Identify & mitigate (where possible) unforeseen risks associated with dynamic risk environment * Implement new governance processes associated with delegation & empowerment * Understand reaction to escalation & escalation processes to deal with fundamental Transformation * Transparent & courageous reporting of incidents with mitigation solutions	* Approve parameters & check changes in governance through the Transformation journey & in the new business model * Create a realistic risk tolerance framework that will enable the Transformation * Mandate open reporting of incidents & check escalation processes are reliable
1.4 'Get' Disruption (new technologies, science & business models)	* Understand the relationship between a business model & operating model * Curious & informed about developments in technology, science & business models & keen to apply to be part of the associated Transformation * Exposed to rapid Transformational growth, understand the difference between scale-in & scale-out	* Co-create & apply new business models to fit changing organisational requirements * Deeply involved with emerging technologies & scientific developments, able to predict possible scenarios * Oversee scale-in, scale-out &/or direct funding (PE etc) for Disruptors	* Co-create & implement new business models at a Board advisory level using EBM methodologies * Imagine, create & refine ways to exploit new technology solutions & scientific breakthroughs (big data, IoT, AI moving towards a market of one) * Guide Disruptors to grow extremely rapidly - financial, legal, cultural, governance etc	* Informed as to realistic future developments in technologies & sciences with their impact on daily operations * Operational impact of these developments on operating models * Encouraging of and open to the evolution of new technologies (eg: human-machine interfaces)	* Understand concepts associated with changing technologies, scientific breakthroughs & evolving business models * Recognise the interdependence of changing operating models to benefit from these developments * Open to experimentation (eg: MVP)	* Have a knowledge & understanding of new technological & scientific developments to be able to assess their potential impact, challenges & benefits * Balance urgency with caution while being courageous in exploring applications & opportunities

2 PEOPLE

	AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	Operational	Tactical	Strategic
2.1 Leadership (capability & focus)	In addition to Foundation Level - Operational & Tactical: * Experienced in some Transformations, can articulate operational vs Transformational leadership styles * Diagnose followership in a Transformation eg evangelists, engaged, alienated, conforming, pragmatic surviving, passive following etc * Apply critical thinking to a Transformation challenge	In addition to Associate level & Foundation Level Strategic: * Identify & develop Transformation leaders * Clarity of Transformational direction, planning & execution based on real-world experiences * Support capability growth through coaching & training * Share power & knowledge, is constantly challenging * Coaching pipeline of identified transformation talent	In addition to Practicing Member level: * Constantly seeking the latest research into Transformational leadership tools, techniques & capabilities * Understand & can apply different models: Critical thinking, EBM, vertical dyad model, member exchange models etc * Understands the importance of EQ and self reflection/transformation. * Deploys strategies for post transformation stress.	Basic Required Awareness: * Understand the difference between leadership & management capabilities * Awareness of the reality of the new technologies, sciences & business models with the potential to impact work * Identify capability required to adapt to the changing operational environment	In addition to Operational Foundation Level: * Understand the different pressures that emerge for frontline & management through a Transformation * Explain the difference between transactional, situational & contingency leadership * Develop a capability grid to be incorporated into the Transformation planning	In addition to Operational & Tactical Foundation Level: * Open & supportive to the Transformation journey * Balanced leadership with very clear thinking regarding the outcomes expected from the Transformation * Global mindset & courage to try new ideas * Basic understanding of Evidence Based Management (EBM).
2.2 Culture/Behaviours (communication & change - see C.1 to C.4 below)	* Comprehend the different impacts between change, Transformation & BAU activities * Use stories & metaphors to deepen understanding throughout the Transformation journey * Manage difficult conversations upwards & downwards * Have advanced behaviour management experience	* Process & inclusive thinking - manage interdependencies & drive the holistic aspects of Transformation * Implement un-biased measurement of attitudes * Co-create & stress-test communication strategy & messaging for Transformation-as-usual & rapid response * Openess to being coached & self development	* Apply advanced communication processes & technologies to engage stakeholders in all messaging * Implement real-time measurement of attitudes * Translate complexity into understanding using complex adaptive systems theory & latest behavioural thinking * Devise contextual cultural change program that will work in tandem with the transformation program (personal with genuine commitment/skin in the game).	* Communicate basic rationale, process & objectives of Transformation with clarity, timeliness, comprehension & relevance * Knows communication channels (omni channel distribution) & the different approaches required for each including the gossip network	Diagnose end users / customer communication needs, for both individuals & groups, through Transformation * Accountable for day-to-day operational communication up, down & laterally * Open & authentic, including when meeting resistance	* Build deep & open 2-way communication * Communicate Transformational objectives: state, elaborate, illustrate, exemplify * Care for and, wherever possible, protect all those affected adversely by Transformation
2.3 Ethics & Purpose (inclusion, integrity & clarity)	* Commit to driving & applying high ethical standards in Transformational & change environments * understand how this is different to BAU activities * Understand social purpose, integrity (organisational & individual) & inclusion as the basis for a dynamic organisation	* Get buy-in to the strategic imperative for socially responsible & individual ethical decision making in Transformation * Co-create a behavioural change program drive a step-change improvement in behaviours	* Diagnose misplaced ethical standards or malpractice as part of Transformational diagnosis * Co-create a Transformational vision aligned to the organisations purpose & culture * Balance relationship between people, structure & culture to satisfy the 'legitimate interests of not just stockholders, or customer, or employees, but all three' * Demonstrate compassion and understanding of the needs of front line workers.	* Basic understanding of ethical principles & how they impact decision making through Transformative reinvention * Ability to recognise unethical behaviour and the process to correct.	* Demonstrate & promote active ethical decision making when facing the challenges of Transformation * Understands triple bottom line theory/practice & its relevance to an organisation & its people * Understands social impact & the value of social impact to employees & customers	* Own the organisation's 'Social Licence to Operate' * Understand issues associated with being ethical & ethical behaviours & principles in decision making through periods of rapid change * Set the process of escalation for ethical issues.
2.4 Ways of working (culture, operating model)	* Look into the future for a new way of working * Desire to breakdown barriers: hierarchy, silos, internal/external relationship understanding (suppliers, customers), remote/on-site working, man/machine work * Understand the connection between operating models & the way people interact in a work environment	* Design, test & implement multiple model variations that need to be harmonised through the transition & after in an adaptive world * Develop new purpose, vision & values statements * Address barriers to Transformation using modern methods & technologies to overcome & align. * Create harmony after disruption	* Using EBM & critical thinking to select appropriate business & operating models * Open the organisation to external interactions & align to the external environment - PESTEL * Engage in think tanks to shape the future & influence regulatory bodies where appropriate	* Understand the changing landscape of work, from traditional employee to project based / freelance modes * Articulate challenges & benefits in this landscape * Commit to breaking barriers in hierarchy, organisational silos, customers, suppliers & competitors	* Understand agile & similar change practice models (Prosci etc) & how the application of these models is changing organisational design & operating models * Able to differentiate between behaviours & culture as well as facilitate Transformational change in both	* Adopt diverse & long term thinking with critical assessment at all levels in the organisation * Willing to explore future organisational, operational, business & financial models * Embrace the opportunities to transform the ways of working as a result of new technologies, scientific breakthroughs & business models

3 IMPLEMENTATION

	AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	Operational	Tactical	Strategic
3.1 Measurement (EBM, benefits tracking)	In addition to Foundation Level * Operational & Tactical: * Measure, assess & report tangible/intangible benefits of change in an impartial & timely manner * Systematically use independent measurement (behavioural & evidence based) to shape & monitor change programs, recognising human-related limits in applying data analytics	In addition to Associate level & Foundation Level Strategic: * Accountable to identify & deliver the tangible & intangible benefits assumed in multiple business cases * Establish robust independent tracking processes to manage all benefits through Transformation * Drive an organisation-wide evidence-based decision making based on historic & predictive data at all levels	In addition to Practicing Member level: * Apply rigorous EBM processes to identify & deliver benefits associated with Transformation. * Use evidence-based rigour to develop business cases for Transformation at Board and/or C-suite level * Establish independent benefits tracking functions * Inculcate an organisation*wide culture of EBM using the latest tools & techniques eg CAT, 'wicked problems'	Basic Required Awareness: * Understand that uncertainty around Transformation requires ongoing monitoring & discussion based on available evidence * Identify hard & soft potential benefits & the need to monitor these to ensure delivery at an operational level	* Identify & monitor different sources of reliable data to track progress through the Transformation Journey * Welcome & possibly contribute to the independent tracking & reporting of all the identified benefits of the Transformational journey	In addition to Operational & Tactical Foundation Level: * Able to implement appropriate governance structures to track representation against Transformational goals / KPIs (eg: Balanced Scorecard) * Monitor, measure & analyse changes in external environment & assess implications on internal strategic decisions & goal setting during the Transformation
3.2 Innovation (collaboration & commercialisation)	* Understand how innovation & collaboration are driving transformative megatrends * Identify entrepreneurs & organisations who are leading these changes - technology, science, organisational customer & employee centred * Recognise the benefits & differences of diversity of thought	* Regular engagement with new technologies & associated tools to enable organisations to reinvent themselves - innovation, incubation, collaboration, investing (internal/external) * Critical assessment of new technologies, systems, science & business models as they are emerging * Invent new approaches to innovation, collaboration & commercialisation	* Drive innovation through the fabric of an organisation eg: Cross-industry, cross-department, cross-hierarchy * Combine appropriate mix of innovation, collaboration & commercialisation * Drive evidence-based environments where risks, opportunities, costs & benefits are recognised & benefits of failure understood	* Understand technological, scientific & business model megatrends & potential impact on daily operations * Collaboration across all levels/silos & across industries to drive positive disruptive Transformation * Clarity of need to facilitate different ways of thinking to enable innovation including managing failure	* Deep factual understanding of megatrends & potential disruptive impact on the organisation/industry/consumer * Knowledge of the range of Transformational future models to adapt to the changing landscape * Remove barriers to collaboration & innovation * Facilitate new ideas & managing possible failure	* Trend & speed of megatrends & potential disruptive impact on the organisation/industry * Commit to urgency & change to enable Transformational collaboration & innovation * Review magnitude & urgency of Transformative initiatives
3.3 Compliance (Governance, legal, finance & tech)	* Understand how profound change impacts inter-relationships & dependencies between legal, financial, technical, operational, human, environmental, social * Regulatory, compliance & internal controls need to be adapted eg data & cyber security, employee management, shareholder/government obligations, stakeholder reporting, compliance requirements &industry-specific regulations	* Understand & fully comply with laws, regulations & internal controls impacted by Transformational change in technology, science or business/operating model * Develop & implement governance control mechanisms best suited to manage external/internal controls at every stage of the Transformation	*Comply with the spirit of the law for social change * Liaise/ensure an open dialogue with Government/ regulators & boards the full range of compliance issues impacted by Transformation * Establishes best practice' compliance oversight processes based on data analytics for efficiently & effectively meeting regulatory requirements during the whole Transformational journey including changing the rules if required.	* Understand the impact on operational compliance of Transformational change - way of working, organisation design, use of new technologies (AI, IoT, Blockchain etc) * Identify areas where external regulations & internal controls (quality, safety, environmental, social)will need to considered in any major change program	* List regulatory, compliance & internal control areas that need to be managed with care through the Transformation journey * Design processes to oversee external/internal requirements are maintained, transitioned & embedded during the Transformational processes	* Oversight of areas requiring attention (compliance, regulatory & internal controls) to then ensure appropriate safeguards are in place * Ensure clear accountability & independent audit/ oversight is in place & plans are developed/ implemented to minimise associated risk
3.4 Portfolio Management (incl program & project management)	* Projects management capabilities including stakeholder engagement, communication strategies, organisational design, scenario planning, project management software, benefit realisation, project budgeting, managing resistance etc * Identify & control interdependencies to align project needs with BAU activities & organisational strategies * Possible Foundation PRINCE2, PMP or Managing Successful Programmes qualification	* Design & run a number of large complex programs & analyse in depth to identify mistakes made * Manage program/project decisions based on available &appropriate evidence * Adept at scenario planning at a complex level eg external coopetition * Engaging expectations of internal and external stakeholders * Possible certification eg: Lean, Agile, complex program & project management, PM software etc	* Design & run extremely complex programs of Transformational change organisation-wide * Create a team who can deliver on-time, on-budget, on-specification in a 'real world' complex environment * Managing the Board/Sponsor's expectations and external stakeholders (eg: Government and suppliers) * Advanced Transformation certification - AusTTA Transformational Leadership Program or equivalent	* Understand project management fundamentals, including benefits & linkage to corporate strategy * Managers all major program/project decisions based on significant change at an operational level & able to articulate ways of mitigating these * Articulate the need for multiple but coordinated change projects inherent in a Transformation	* Experience in design & running projects, able to foresee areas of resistance or challenges * Deep factual understanding with being part of a broader program / portfolio environment * Link broader organisational & external BAU requirements to own program(s) of work	* Oversight of complex Programs & portfolios of projects/programs * Implement appropriate control & reporting to ensure visibility & control throughout the Transformative process * Understand organisational strategy & importance of alignment with large complex change initiatives

Behaviours/Competencies

(A) PROFESSIONALISM

	AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	Operational	Tactical	Strategic
A.1 Technically astute	Aware of digital, technical, scientific & business model innovations.	Deeply aware of digital, technical, scientific & business model innovations. Connects these to business benefits & human values	Deeply aware of digital, technical, scientific & business model innovations. Connects these to business benefits & human values			
A.2 Transformational professional	Aware of some transformation tools, processes & techniques to maximise the benefits & minimise distress	Use worlds best transformation tools, processes & techniques to maximise the benefits & minimise distress	Use worlds best transformation tools, processes & techniques to maximise the benefits & minimise distress			
A.3 Evidence Based Decisions	Basic understanding of the role of evidence based management & critically appraise topics (EBM, CAT)	Understand & apply the role of evidence based management & critically appraise topics (EBM, CAT), even under pressure	Understand & apply the role of evidence based management & critically appraise topics (EBM, CAT), even under pressure			
A.4 Manages teams	Create strong teams, develop/mentor skills development. Use modern tools to bind cross functional or cross hierarchy teams	Create strong teams, develop/mentor skills development. Use modern tools to bind cross functional or cross hierarchy teams	Create strong teams, develop/mentor skills development. Use modern tools to bind cross functional or cross hierarchy teams			

(B) BEHAVIOURS

	AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	Operational	Tactical	Strategic
B.1 Inspire change	Relaxed when creating & leading major change programs. Command respect & loyalty, they are Leaders that people want to follow.	Relaxed when creating & leading major change programs. Command respect & loyalty, they are Leaders that people want to follow.	Relaxed when creating & leading major change programs. Command respect & loyalty, they are Leaders that people want to follow.			
B.2 Embrace unknown	Confident in being able to cope with the unknown. When necessary, can take calculated risks & remove their own safety net	Confident in being able to cope with the unknown. When necessary, can take calculated risks & remove their own safety net	Confident in being able to cope with the unknown. When necessary, can take calculated risks & remove their own safety net			
B.3 Care & accept responsibility	Comfortable with intractable problems & embracing unproven solutions.	Comfortable with intractable problems & embracing unproven solutions. Manage 360o expectations in a relaxed & open fashion	Comfortable with intractable problems & embracing unproven solutions. Manage 360o expectations in a relaxed & open fashion			
B.4 Drive/sustain pace	Protect people emotionally & physically during change. Deliver on-time, on-budget multi-project programs. Can cut through red tape	Protect people emotionally & physically during change. Deliver on-time, on-budget multi-project programs. Can cut through red tape	Protect people emotionally & physically during change. Deliver on-time, on-budget multi-project programs. Can cut through red tape			

(C) COMMUNICATION

	AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	Operational	Tactical	Strategic
C.1 Create stories	Identifies metaphor & narrative to connect stakeholders to the 'Why?'.	Identifies metaphor & narrative to connect stakeholders to the 'Why?'. Builds compelling stories with meaning at all levels	Identifies metaphor & narrative to connect stakeholders to the 'Why?'. Builds compelling stories with meaning at all levels			
C.2 Strong & open .	Over-communicate to ensure all individuals understand their contribution & remain engaged throughout. Active listeners who communicate at all levels in an authentic clear, credible & inspiring manner.	Over-communicate to ensure all individuals understand their contribution & remain engaged throughout. Active listeners who communicate at all levels in an authentic clear, credible & inspiring manner.	Over-communicate to ensure all individuals understand their contribution & remain engaged throughout. Active listeners who communicate at all levels in an authentic clear, credible & inspiring manner.			
C.3 Simplify	Use straightforward language without lessening complexity. Able to bring order & simplicity to ambiguity & complexity.	Use straightforward language without lessening complexity. Able to bring order & simplicity to ambiguity & complexity.	Use straightforward language without lessening complexity. Able to bring order & simplicity to ambiguity & complexity.			
C.4 Gravitas & authenticity	Always maintain executive presence & composure in all communications	Always maintain executive presence & composure in all communications	Always maintain executive presence & composure in all communications			

(D) PERSONALITY

	AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	Operational	Tactical	Strategic
D.1 Stoicism / Self Awareness	Courageous, clever, curious, compassionate & creative (5 Cs).	Courageous, clever, curious, compassionate & creative (5 Cs). In-tune with their intuition & open to self-improvement. Open, warm, trusting & interested, yet, inside are also worldly-wise	Courageous, clever, curious, compassionate & creative (5 Cs). In-tune with their intuition & open to self-improvement. Open, warm, trusting & interested, yet, inside are also worldly-wise			
D.2 Critical Thinker	Are unforgiving for lack of performance, obstruction or lack of transparency, able to make tough decisions. Breaks through all barriers to success in a timely & dispassionate manner.	Are unforgiving for lack of performance, obstruction or lack of transparency, able to make tough decisions. Breaks through all barriers to success in a timely & dispassionate manner. Do not seek ego gratification	Are unforgiving for lack of performance, obstruction or lack of transparency, able to make tough decisions. Breaks through all barriers to success in a timely & dispassionate manner. Do not seek ego gratification			
D.3 Ethical	Are committed to social improvement & accept responsibility for the potential negative impacts on people's lives	Are committed to social improvement & accept responsibility for the potential negative impacts on people's lives	Are committed to social improvement & accept responsibility for the potential negative impacts on people's lives			
D.4 Passionate	Inspiring & enthusiastic, whilst being considered. Long term plans linking vision to practicality. Aware, adapting easily to changing environments	Inspiring & enthusiastic, whilst being considered. Long term plans linking vision to practicality. Aware, adapting easily to changing environments	Inspiring & enthusiastic, whilst being considered. Long term plans linking vision to practicality. Aware, adapting easily to changing environments			