



## Setting change in motion

The five force multipliers  
of transformation

How to deliver a people-focused  
transformation for better business  
and human outcomes

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# People-focused transformation for better human and business outcomes

Change isn't just constant. It's relentless—and intensifying. Geopolitical instability, climate change, and the rise of artificial intelligence (AI) have made volatility the norm for organizations. The ones that can ride the waves of disruption, harness emerging technologies, and hard-wire and soft-wire resilience and adaptability into their cultures will be the ones that unlock their long-term potential and thrive.

## INTRODUCTION

The term “transformation” has been overused for years—often linked to failed efforts and disappointing results—so invoking it may actually command less commitment than it used to. But transformations are different today and a necessity to drive success: They’ve become multi-dimensional, less predictable, more frequent, and fueled by the expectation of rapid delivery to keep up with customer, worker, and societal demands.

Workforces are commonly overwhelmed by multiple, open-ended transformations at once, navigating them in parallel with increasingly complex pressures of business-as-usual operations. They are happening in flatter, less hierarchical organizations with multi-generational workforces, hybrid working arrangements, and changing and varied worker expectations.

Against this disruptive backdrop, how can leaders be confident that their transformation efforts will achieve the desired (and constantly evolving) improvements in business and human performance? And how can they reach beyond the immediate transformation to provide a positive worker experience and strengthen the organization’s capacity to navigate future challenges?

In an age of awe-inspiring technology, the pace and success of transformation still lies in people. The best-laid transformation plans falter when humans resist, obfuscate, attempt to undermine, or simply don’t have the right skills to realize them. Organizations that can energize their people and equip them with the right skills can build the muscles for perpetual change and outperform their peers.

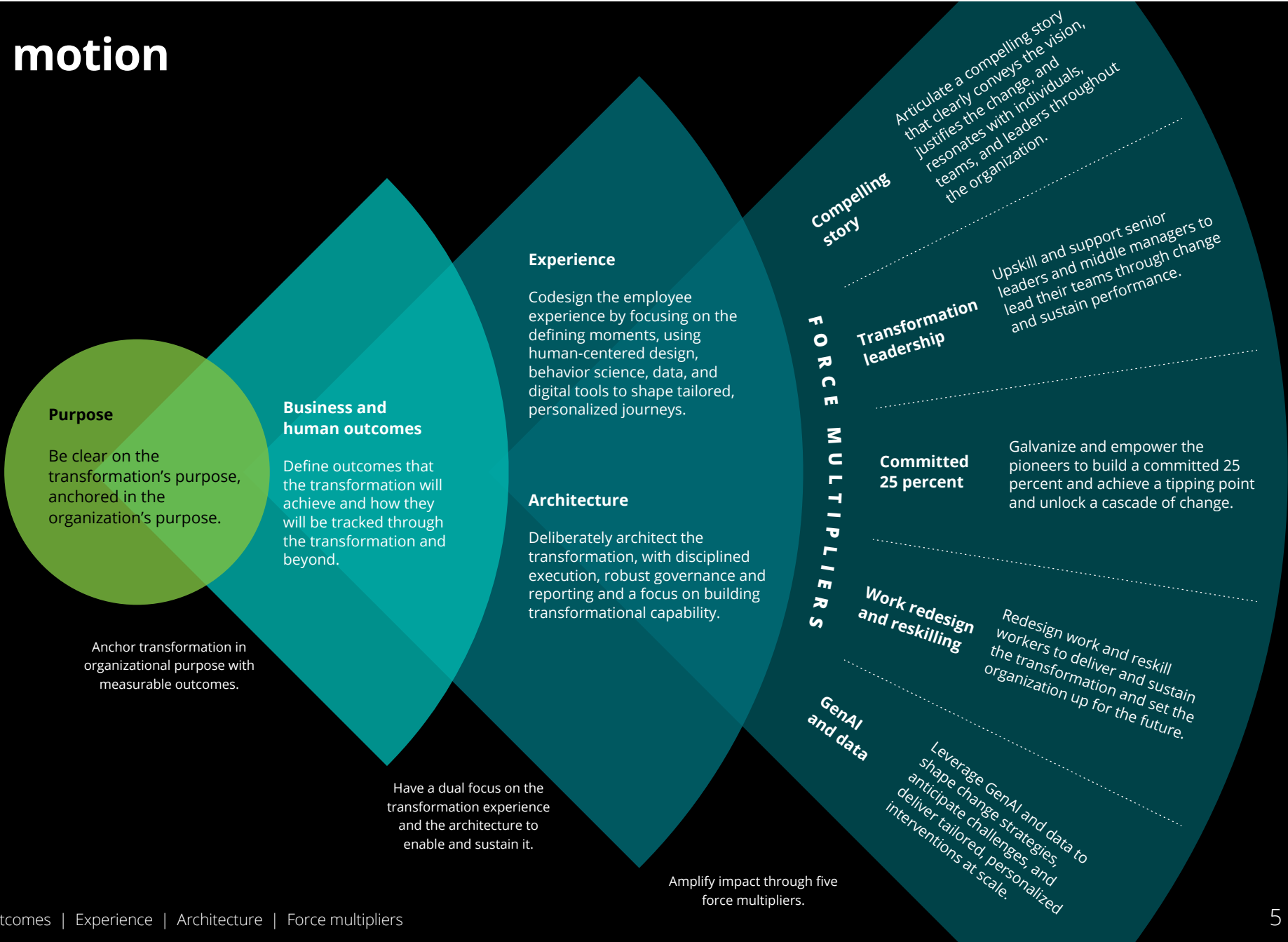
With decades of research, experience, and insights from supporting thousands of organizations with their transformation agendas, along with advances in fields such as data, GenAI, and behavior science, Deloitte advocates an approach that:

- Starts with organizational **purpose** and defined business and human **outcomes**
- Takes a human-centered approach that focuses on people’s **experience** through the transformation, enabled through a deliberately **architected** transformation and delivered with disciplined execution
- Emphasizes **five force multipliers** that are tailored for each transformation to magnify impact:
  1. Tell a compelling story
  2. Build transformation leadership
  3. Galvanize a committed 25 percent
  4. Redesign work and reskill workers
  5. Harness the power of GenAI and data



# Setting change in motion

Transformational change, grounded in purpose, is set in motion by clarity on business and human outcomes, a focus on the experience and architecture, and accelerated by five force multipliers.



# Transform with purpose



## PURPOSE

# Transform with purpose

**A successful transformation is anchored in purpose that sets people in motion and earns their commitment to change. Extrinsic motivators such as financial rewards and recognition remain important—but intrinsic motivators matter as well, in particular among younger generations. The opportunity to do meaningful, impactful, purpose-driven work aligns to their values (Figure 1).**

It's crucial to ensure the goals of a transformation align with the organization's core purpose.

Remember your organization's reason for being and ensure the transformation is furthering this and that communications anchor to it.

Keep asking, who are the people whose lives would be worse without this change? Anchoring back to purpose helps people throughout the

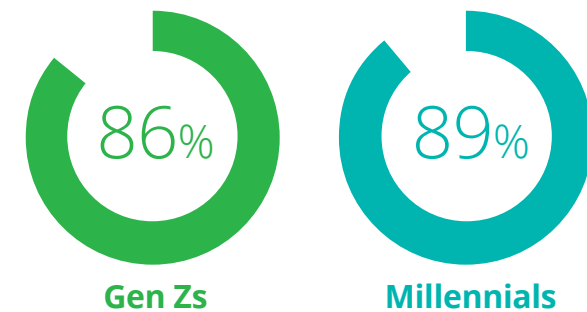
organization work towards it, creating a shared language, trust, and confidence and helps build the agility to further transformation objectives, even outside the formal program.

As one of Deloitte's client CEOs aptly puts it: "The key to our success has been an unrelenting focus on purpose and the outcomes we aim to achieve. By continually coming back to our why, we've asked different questions, shifted how we think, and been able to do and achieve so much more."

In some cases, a transformation can challenge the organization's purpose and provide a catalyst to re-evaluate and even redefine it. This in itself can be a powerful means of re-engaging the organization and galvanizing it behind both a renewed purpose and the transformation.

**Figure 1:**

Deloitte's 2024 Gen Z and Millennial Survey revealed that nearly 9 in 10 respondents in both groups say having a sense of purpose in their work is very or somewhat important to their overall job satisfaction and wellbeing.<sup>1</sup>





# Transformation begins and ends with outcomes

Organizations face cynicism and lack of confidence when targeted outcomes from past efforts aren't clear to see. Deloitte research shows that three out of four leaders struggle to define what transformation success is.<sup>2</sup> A focus on the process or outputs can obscure the outcomes those steps achieved.





# Transformation begins and ends with outcomes

**Productivity is often the prime measure of value gained, but the most successful transformations avoid over-indexing on a few KPIs and look at a range of financial, customer, process, and—importantly—workforce outcomes and indicators. Among the transformations that report the most impressive value outcomes, leaders share a common mindset of wanting to measure what is important, not just what is easy.**

Any change program must begin with clarity on target outcomes, in both business and human terms. Business outcomes define the ways the transformation will create value for the organization, while human outcomes define how the transformation will create value for people—such as stronger skills, better designed

and more meaningful work, opportunities for advancement, and a greater sense of alignment to the organization's purpose. Achieving these requires clarity at the start of the transformation on what success will look like, how this will affect stakeholder groups, and what metrics will improve as a result. It also requires the sensing and agility required to continuously drive to outcomes if they evolve throughout the life of the transformation.

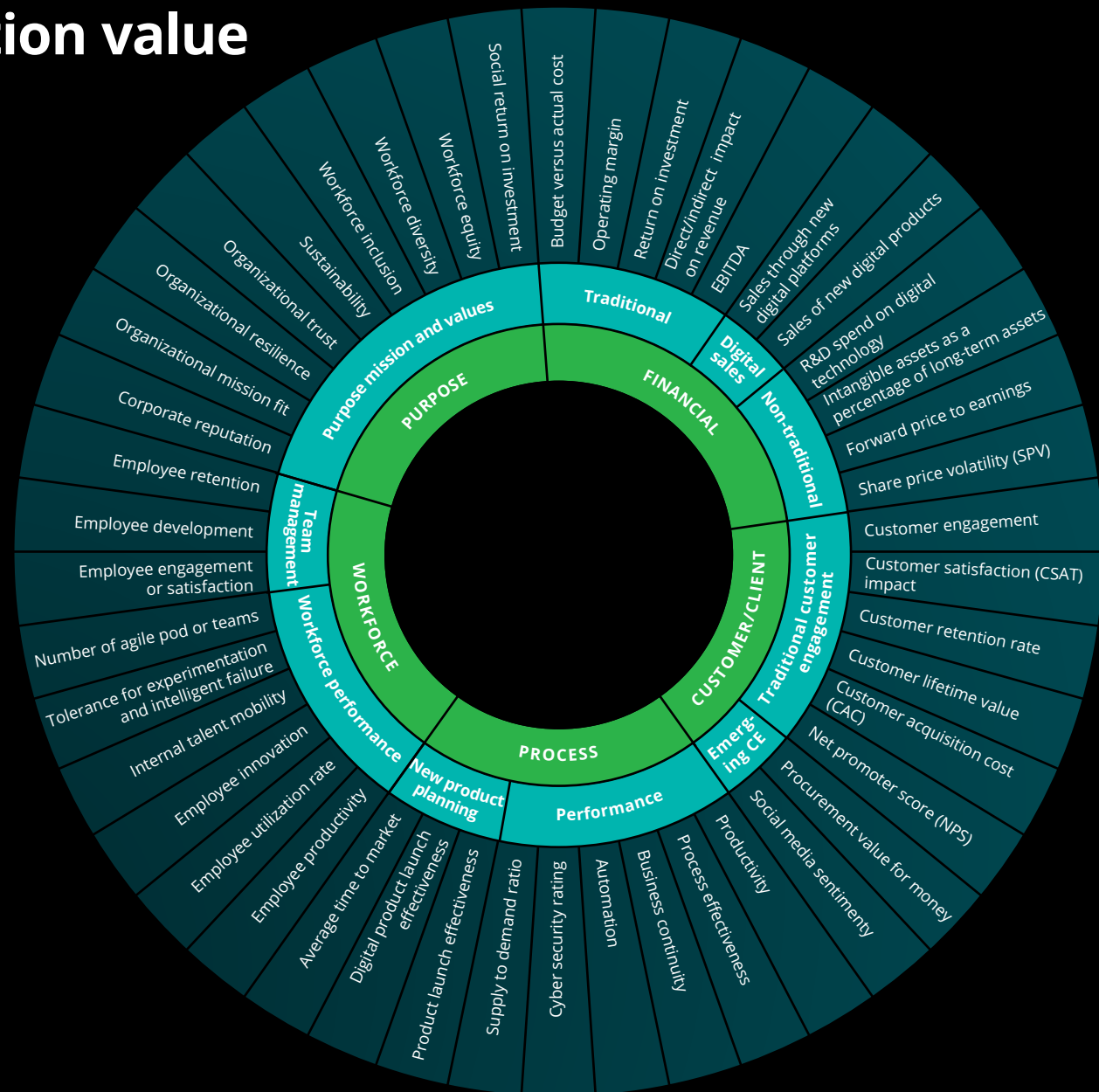
This value creation can be further broken down by different stakeholder groups, who contribute to and gain from the transformation in different ways. Clarity around these distinctions provides the foundation for alignment and measurement, and transparency helps to build trust and momentum and inform course

correction throughout the journey. By defining and prioritizing outcomes, teams stay agile and adapt as they encounter roadblocks, all while remaining oriented toward meaningful objectives. Importantly, an organization should continue to track these outcomes beyond the formal end of a transformation, using the data to monitor benefits realization and to inform any reinforcement interventions that may be required.

**3 out of 4 leaders struggle to define what transformation success is.<sup>2</sup>**

# A framework for transformation value

Deloitte's research has led to a taxonomy of 46 transformation value KPIs. Among these, 26 of the KPIs are used by fewer than 55 percent of the organizations surveyed. Of the 20 that are most commonly used, the majority cluster around a few themes, whilst other themes are ignored. By contrast, value leaders look to employ the full spectrum of value KPIs.<sup>2</sup>



# Take a human-centered approach to designing the transformation experience

Transformation is not just a transition, it's an experience. Many organizations make the mistake of focusing on the destination without thinking about the journey. This can make transformations feel transactional and impersonal, leaving workers feeling like something is being imposed on them, rather than something they are empowered to contribute to.





## EXPERIENCE

# Take a human-centered approach to designing the transformation experience

**Too often, a one-size-fits-all approach ends up fitting no one—and overwhelmed workers have neither the capacity nor the attention to separate the signal from the noise. Organizations need to focus on the transformation experience, paying attention to the “last mile” where the broad strokes of organizational transformation become real to workers in the context of their roles, in a relevant and meaningful way that motivates them to contribute.**

Just as leading organizations pay close attention to their customer journeys, preferences, and feedback, they can also take a human-centered approach to transformation. This requires a deep

understanding of stakeholders and how they are affected by the transformation and other disruptions happening at the same time. It means segmenting stakeholders and designing their experiences through the transformation, focusing around the defining moments, and building in extraordinary moments of elevation that rise above the everyday routine.

Data, digital tools, and GenAI help organizations micro-target these efforts, enabling management of change in a segmented way and increasingly at the unit of one, where stakeholders are engaged in ways that are pertinent to their individual roles and preferences and segment-specific questions

and concerns are addressed promptly through personalized engagement. An understanding of behavioral science can also enhance the worker experience—nudges, choice architecture, and an understanding of cognitive biases can help drive behavior changes at the team and individual level.

## EXPERIENCE

# Take a human-centered approach to designing the transformation experience

This is different from the conventional, often technocratic approach that has a small group do the analysis, develop a transformation plan, and only then start to engage the organization for buy-in. Change happens inside complex, adaptive systems where effects can be unpredictable and unintended consequences are frequent. To use an analogy from a pharmaceutical client: “You can test and provide something at the single molecule level, but that doesn’t determine how it will work in the complex human body. Just because something works in one part of the organization, that doesn’t mean it will scale—or that you should try.

This means it is important to accept ambiguity and practice agility. You can take an iterative approach, piloting and refining transformation interventions as you learn and observe. Then, scale these learnings across the organization. This approach relies on sensing mechanisms, extensive two-way feedback, and genuine dialogue and debate. It also means empowering those closest to the changes and best placed to determine what will work best in their domains and giving them the freedom to tailor accordingly. By enabling workers to influence the transformation, organizations ensure the change feels more meaningful and sustainable.

**Change happens** inside complex, adaptive systems where effects can be unpredictable and unintended consequences are frequent.

# Deliberately architect the transformation and deliver with executional discipline

Transformation is no longer a contained, one-off or linear endeavor—if it ever was. So delivering targeted, personalized, engaging experiences is no easy task. Today's workers face multiple simultaneous transformations alongside daily business pressures and continuous market disruptions. For this reason, it's essential to understand change as an ongoing portfolio. Without a structured approach, organizations risk overwhelming their people, leading to resistance, fatigue, and poor outcomes.





# Deliberately architect the transformation and deliver with executional discipline

**Organizations must move beyond ad-hoc change efforts and deliberately architect their transformations by combining infrastructure and executional rigor with flexibility and agility to iterate and evolve. This ensures that change is not just managed, but that it's effectively co-created, absorbed, and sustained by the people who will carry it forward.**

This requires a holistic view of enterprise-wide transformation efforts. Organizations need to understand both their capacity and capabilities to deliver change and their workforces' ability to absorb it, so leaders can make informed decisions on how to prioritize and sequence

changes and achieve change equilibrium (see Figure 2, page 16).

Disciplined, coordinated execution with governance structures, reporting, and metrics can help track progress and course-correct. Establishing a Transformation Office or similar governing body can help ensure that changes are delivered efficiently and align with the overall business strategy.

Long-term change management capabilities, such as change Centers of Excellence (COEs), can embed best practices and ensure sustained focus. These structures should include “always-on” sensing mechanisms such as two-way

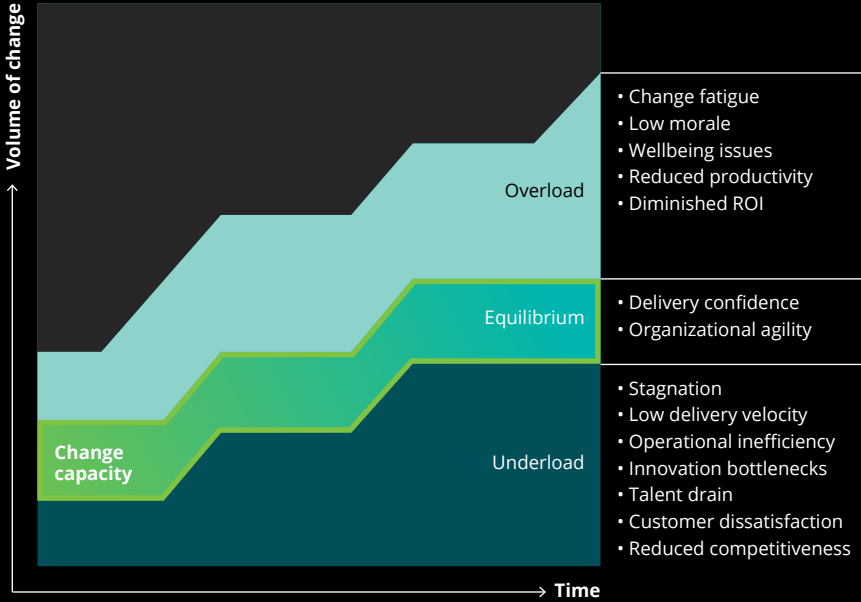
feedback channels or people panels to ensure constant monitoring of progress, business readiness, and worker sentiment. This approach, coupled with data and digital tools, can enable the scale, personalization, and continuous follow-up needed for effective transformation.

Finally, reinforcing mechanisms should be put in place to hardwire change into the organization—whether through changing the way the work itself is done, aligning the operating model, updating processes, or embedding new behaviors—to ensure that change is not only achieved but also becomes a permanent part of the organizational DNA.

# Achieving change equilibrium

Organizations, leaders, teams, and individuals have a limited capacity for change. To prevent overload, organizations must carefully regulate their pace and volume while assessing and strengthening their capacity and capability to manage it effectively and sustainably.

Figure 2



## Measure change capacity

Sentiment/ engagement surveys	Change networks as listening posts	Leadership assessments	Resource assessments	Change impact data and single view of change
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## Manage the volume of change

Prune the portfolio	Manage change as a portfolio	Architect delivery	Influence leaders	Empower teams
Avoid decision biases and prioritize strategically, even if it means stopping some good initiatives, to allow the most critical ones to thrive.	Connect/visualize change across the organization, so people can see the whole change load and assess doability, predicting where overload might occur.	Focus on change experience with personalized and tailored engagement and packaging/sequencing change—reducing the cognitive load on employees.	Use data to influence executives to consider the change load on their teams in their decision making.	Give the front line more ownership and control of the change they will 'pull' as well as timing and sequencing.

## Increase capability and capacity for change

Align collective purpose	Focus on the committed 25 percent	Invest in building capability	Redirect resources	Embed agility	Amplify best practices
Build a strong sense of organizational purpose, understanding and alignment to strategy and sense of belonging.	Overinvest in the influencers and early adopters who will commit to change early and will energize those around them.	Build skills around program delivery, transformation leadership, individual resilience and change management.	Informed by data, refocus resources to areas of potential overload.	Shift culture to embrace change with agile mindsets and ways of working.	Learn from past changes with retrospectives and robust knowledge management—replicate and scale what works and avoid what doesn't.

# The five force multipliers of transformation

In organizational transformation, experience shows that certain elements can have an outsized influence and amplify the impact of a change initiative. By focusing on five key force multipliers, leaders can magnify their efforts, provide a more positive experience for their workforces, and achieve greater outcomes with the same or fewer resources.

1. Tell a compelling story
2. Build transformation leadership
3. Galvanize a committed 25 percent
4. Redesign work and reskill workers
5. Harness the power of GenAI and data



# 1

### Tell a compelling story

In his bestseller *Sapiens*,<sup>3</sup> Yuval Noah Harari explains that “humans think in stories, and we try to make sense of the world by telling stories.” Our ability to create and believe in shared myths has been crucial to the development of societies. The same can be said of organizational cultures.

A powerful narrative is more than just a means of communication or a way to make the abstract relatable and memorable—it is essential for leading and managing the organization. Clearly articulating “where we are going” and “how we are going to get there” can energize the organization behind a transformation as much as a strategy document or roadmap. Providing a “north star” gives direction to people and informs their priorities and choices above and beyond the formal transformation initiatives.

Without providing clarity through a simple, vivid and inspiring story, workers can struggle to understand the vision, the purpose behind the transformation, and what it means for them. Workers are more likely to embrace and commit

to change when they feel emotionally connected to the story that drives it. To unlock this commitment, leaders need to craft and convey relatable and inspiring stories that resonate on both rational and emotional levels and instill a sense of shared purpose and priorities.

Creating a compelling narrative starts with building a future vision people can truly believe in. This story must be anchored in the organization’s core purpose while offering a clear direction forward that everyone can rally behind. Sparking a challenge to the status quo can push people to confront the need for change and make a conscious commitment to act.

# Tell a compelling story

Doing this well means being able to describe complex challenges in simple ways that resonate. It's important to acknowledge the challenges without making them seem insurmountable and to recognize past successes, progress and the strengths that you want to preserve and build upon. Finally, it is important to set the case for change and clearly outline the ways in which the transformation outcomes will be achieved.

An effective story not only addresses the “why” behind the transformation but also creates a personal, emotional connection. Empathy is critical. Leaders should synthesize and internalize what the change means for them before they craft the narrative that will drive trust and energy among others. Segmentation to fine-tune communications for different perspectives can

help frame a narrative that will resonate with and inspire everyone. By providing clarity on how change will affect their teams, roles, and ways they can contribute, leaders can turn a distant goal into a shared journey everyone believes in.

Telling the story is not a one-off task: Many organizations make the mistake of surging communications at the start but allowing a void later. This can waste momentum and invite disengagement. Transformation takes a consistent communication cadence to ensure that key messages and priorities become second nature and confidence in the transformation is upheld throughout.

Leaders should also use multiple channels and formats to keep the story fresh and engaging. Town halls, kick-offs, and leadership comms are useful, but those need to be part of a broader dialogue that you sustain throughout the transformation. Combine stories with experiences that bring them to life. Give employees opportunities to share views about what the transformation means to them and ask frank questions about ways they can contribute and what benefits they can expect.

Ultimately, a powerful story that challenges the current state and resonates emotionally can help foster the trust and confidence an organization needs to propel the envisioned change forward with energy and commitment.

# 2 Build transformation leadership

Dysfunctional relationships, siloed mindsets, an absence of trust, a lack of clear direction—any of these can quickly derail even the best-conceived transformations. Leaders need to be incredibly resilient, navigate multiple perspectives and different options, and operate with the uncertainty and ambiguity implicit in any transformation.

While everyday leadership focuses on stability, transformation leadership disrupts the status quo. A compelling vision can motivate teams to embrace change. And while senior leaders set the vision, direction, and strategy, middle managers are closer to the teams and the work. They're the ones responsible for translating that vision into day-to-day action. Without active engagement from both, transformation efforts risk losing focus and failing to gain workers' trust and commitment.

However, there is often a disconnect between senior leaders and middle managers. Middle managers can feel like they are receiving the change without having played a role in shaping it. They may resist the additional work being

asked of them to lead their teams through transformation without understanding the "why." It's important to involve this critical layer of the organization earlier and more actively, ensuring they have the time and space they need to internalize the change, if they are to be able to take an authentic, energizing narrative to their teams.

Despite the critical roles leaders and middle-managers play in transformations, organizations tend to overlook investing in building the required change capabilities. A complex transformation provides the perfect learning opportunity to hone these vital skills and behaviors across leadership levels, not only to understand and model the future state but also to empower teams.



# Build transformation leadership

Critically, this includes adopting principles of agile leadership, enabling adaptability, collaboration, and responding proactively to evolving circumstances. This means taking a holistic approach to leadership that focuses on purpose-driven values, supportive systems, and connected teams. Champion leaders who foster trust, embrace a growth mindset, and prioritize continuous learning and development. This coordinated approach enables leaders at all levels to act as catalysts for change, fostering employee engagement and long-term success.

A large real estate organization embarked on a transformation program in parallel to a major acquisition. Recognizing many of its leaders had limited experience in driving change of this scale, the company mobilized two leadership development programs—one focused on the leadership team and their direct reports, the other on people managers and transformation champions. The program included virtual sessions, coaching, role play exercises and practical tasks to do with their teams. It covered topics such as defining and communicating a compelling change story, building personal resilience and coaching your team through change. Over 200 people were upskilled, enhancing leadership capability to drive change and engage and support their teams through the transformation.

Developing transformation leadership starts with building the capabilities—both technical skills and enduring human capabilities—that enable leaders to drive change with confidence and clarity, not just in words but through actions that inspire belief. Leaders must model the future state in practice as part of a cohesive leadership cascade that aligns vision, strategy, and messaging consistently from the top down to minimize confusion.

However, effective leadership is not just about setting the directions for a transformation program and leading change within teams. It's about knowing how to collaborate, influence, and drive high performance across the boundaries of the organization—as well as the communities and ecosystems in which it operates—to achieve the transformation outcomes.

## 3 Galvanize a committed 25 percent to create a movement

Leaders play a crucial role in driving transformation, but the most influential people in an organization are not always at the top of the hierarchy. In increasingly networked organizations, change often happens side-to-side rather than top-down. Yet in many transformations, the percentage of people actively involved is often in the low single digits.

People's sense of belonging determines which voices they truly listen to. In most organizations, trust and influence are built within teams or departments—"influential nodes" that often hold more sway over behavior and attitudes than formal leadership does. Organizations that can identify, empower, and galvanize these influencers can then have them visibly model the change and activate others, which in turn can magnify the impact of their efforts and increase the likelihood of sustaining the change.

The number of influencers you need to enlist might be fewer than you think. Getting 51 percent of your organization on board for a radical change might seem insurmountable, but research has shown that when a committed group grows to approximately 25 percent, a critical threshold

is met.<sup>4</sup> Once-stable norms are overturned, positive feedback loops unleash a cascade of behavior change. Importantly, this is not about the authority of those in the group, but their commitment to the cause.

Getting **51 percent** of your organization on board for a radical change might seem insurmountable, but research has shown that when a committed group grows to approximately **25 percent**, a critical threshold is met.<sup>4</sup>

# Galvanize a committed 25 percent to create a movement

In the context of transformation, it is important to involve people early and to find and activate your committed 25 percent—those who are influential, credible, and already enthusiastic about the transformation. Building the committed 25 percent means identifying the right people—pioneers, influencers, and high-potential talent—and giving them meaningful roles in shaping and driving the transformation, ensuring the investment in commensurate time, profile, and capabilities to play an impactful role.

In some cases, influencers may not support the change from the outset. Work to understand their perspective on the current state and give them agency to help shape an alternative future. Connection with those who are already committed can help accelerate this process.

The committed 25 percent can help identify pain points with the current state, design solutions, and shape ways to support those affected by the change. They act as influencers who embody the future state, model the shifts in behavior, and encourage their colleagues to follow suit. They can also be a vital sensing mechanism, providing feedback on challenges and sentiment, and play the role of sounding board and coach to transformation leaders.

A government department undergoing a large transformation identified and mobilized a small, but committed and influential 12-person team of early pioneers and invested in building their capability to lead change and empowered them to play a key role in the program—leading the shaping of the transformation vision, co-

developing or stress testing solutions and advising the leadership team on likely points of contention and how to overcome them. Over six months, the cohort grew to a thriving 250+ strong community who formed the heart of the transformation program.

**Building the committed 25 percent** means identifying the right people—pioneers, influencers, and high-potential talent—and giving them meaningful roles in the transformation.



# 4

### Redesign work and reskill workers

“What got you here won’t get you there.”  
The strategies and capabilities that led to past success may no longer be sufficient for the next stage of growth. To unlock further value, organizations must rethink not just what work is done, but how it is delivered.

Successful transformation requires a deliberate reassessment of work—what should start, stop, evolve, or continue—to align with strategic objectives. Equally critical is determining who should perform the work, considering skillsets, costs, and the right balance between permanent employees, contractors and partners; onshore vs offshore and human vs digital.

Redesigning work itself supports transformation outcomes, enhances productivity, increases capacity, and fosters employee engagement. For example, a large public sector organization reimaged its frontline operations as part of an enterprise-wide transformation. By involving employees in the redesign, the organization

gained deeper workforce insights, identified future skill needs, and better aligned work to support transformation and customer outcomes.

**Skills are the ultimate currency of the workforce** and are central to delivering transformation. Organizations must assess where existing skills fall short and strategically invest in reskilling to maximize value. Leveraging skills data analytics allows organizations to pinpoint the capabilities needed—whether technical expertise, leadership, or soft skills—and develop targeted strategies to build them.

# Redesign work and reskill workers

Traditional training methods no longer keep pace with the speed of transformation. Organizations must embrace agile, innovative learning solutions tailored to diverse learning styles. Embedding learning into daily work enables employees to acquire and apply new skills in real time, improving retention and return on investment. For instance, a large government agency undergoing a major technology transformation implemented a holistic learning academy.

By integrating tailored learning journeys, gamification, and immersive, work-based learning, the organization accelerated skills development and fostered a culture of continuous learning. This not only helped sustain the transformation, but set up the organization and its workers for the future of work.



Embedding learning into daily work enables employees to acquire and apply new skills in real time, improving retention and return on investment.

## 5 Harness the power of GenAI and data

The rapidly advancing capabilities of GenAI will disrupt both how people work and how organizations transform. By automating routine tasks, providing richer data-driven insights, and enabling more personalized interventions, GenAI promises to bring more efficiency and effectiveness to change management and transformation.

GenAI's fast analysis of large data volumes can provide real-time insights, patterns, and predictions to help identify transformation risks and opportunities—and speed critical decisions about issues like worker sentiment and potential roadblocks. GenAI can also streamline and microtarget engagement and support to workers through transformation for a more personalized and manageable experience. GenAI-powered chatbots and virtual assistants can replace static FAQs and bulk emails with more relevance and personalization—meeting workers where they are, fostering higher levels of engagement, and reducing resistance to change.



GenAI can also **streamline** and microtarget engagement and support to workers through transformation for a more personalized and manageable experience.



# Harness the power of GenAI and data

For example, tools like NotebookLM can rapidly produce specific and relevant podcasts based on existing content. Platforms such as WorkforceX are automating the end-to-end creation, distribution and measurement of employee engagement activities throughout the change process—communications content is rapidly designed and personalized to people based on their unique characteristics for more targeted engagement with the ability to measure for impact to ensure refinement, helped by automated prompts and suggestions from the GenAI change expert. Engaging videos can be produced in minutes for a few dollars, to a standard that would have previously taken weeks and cost thousands—if they were produced at all.

GenAI also makes the change program more visible and understandable by offering real-time data to guide course adjustments. For example, it can help identify areas of resistance early to steer targeted interventions. By using GenAI, organizations can make the change process more efficient, precise, and personalized, while building resilience for future transformations.





By using GenAI, organizations can make the change process more **efficient, precise, and personalized**, while building resilience for future transformations.

A force for progress,  
with people at  
the center



# Evolution of organizational transformation

Amid relentless disruption, evolving customer and employee expectations and game-changing technologies, organizations must embrace five critical shifts in how they manage change and transform themselves.

	FROM...	...TO
 <b>Creating a movement</b>	<b>Push</b> Using top-down directives to push transformation throughout the organization; employing change networks as communication cascades. 	<b>Pull</b> Creating a grassroots movement where a momentum comes from within. Empowering, equipping, and giving meaningful transformation roles to the committed 25 percent.
 <b>Hyper personalized</b>	<b>Mass</b> Relying on broad, one-size-fits-all strategies or crude segmentation. 	<b>Micro</b> Focusing on personalization and co-design, recognizing that each employee experiences transformation differently.
 <b>Adaptive journey</b>	<b>Linear</b> Assuming transformation follows a linear, step-by-step process. 	<b>Adaptive</b> Evolving in response to real-time feedback, external shifts, and employee needs; making iterative adjustments.
 <b>Powered by GenAI and technology</b>	<b>Data</b> Harnessing traditional data sets in the organization to distribute relevant messages and analyze progress. 	<b>Intelligence</b> Integrating GenAI and technology using real-time data to intelligently guide, predict obstacles, and personalize interventions at scale.
 <b>Inspirational leadership</b>	<b>Leadership</b> Pushing the transformation agenda. 	<b>Followership</b> Through inspiration, trust, and shared purposed, not only directing transformation but employing it and empowering employees to become active participants.



# A force for progress, with people at the center



The future of transformation isn't just about adapting to disruption—it's about harnessing it. As the pace of change accelerates and organizations navigate increasingly complex landscapes, those that put people at the heart of transformation will thrive. By blending purpose, technology, and human-centered design, and amplifying these with powerful force multipliers, we move beyond traditional methods into a new era of adaptive, dynamic, and personalized change.

Transformation is something empowered individuals will live and embrace. Rather than a hurdle, it's a force that can propel people and organizations forward. It's time to set change in motion, not just for today's challenges, but for tomorrow's opportunities.

# Let's talk

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# Let's talk

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