

AusTTA Criteria for Certification of Professional Transformation Leaders Associates, Practicing Members and Transformational Fellows



Leadership in the Transformational Reinvention of Organisations			
AusTTA Associate	AusTTA Practicing Member	Fellow of Transformational Leadership	
Aspires to become a Professional Transformation Leader	Experienced Leader, able to reinvent an entire organisation	Experienced Leader, able to reinvent complex organisations	
Required Knowledge Area			
1 STRATEGY			
1.1 Customer Focus (empowerment & supply chain focus)	<p>In addition to Foundation Level (Operational & Tactical):</p> <ul style="list-style-type: none"> * Use of tools & techniques eg: value proposition canvas to design & supervise products & services based on customer pains & gains. * Can map As-Is & To-Be customer journey & interaction processes 	<p>In addition to Associate level & Foundation Level Strategic:</p> <ul style="list-style-type: none"> * 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 	<p>In addition to Practicing Member level:</p> <ul style="list-style-type: none"> * Refine the problem statement regarding customer engagement & customer empowerment * Use EBM tools to design & oversee big data analytical tools to obtain meaningful insights into customer needs & behaviours (current & future) * Analyse competitors & industry trends, understands convergence
1.2 Strategy (scenarios & Stakeholders)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * Create a Transformation Strategy with specific milestones & points of reflection * Use Transformation tools eg: scenario action planning, PARTS cooperation model, BCG matrix * Implement effective culture change programs * Manage multiple internal stakeholders at all levels & external stakeholders eg media, clients & suppliers 	<ul style="list-style-type: none"> * Use EBM discipline to co-create new strategies to balance operational reality with reinventing the business model to address the unknown/unknown * Adept with scenario modelling tools to prepare for future changed environments (unknown/unknown) * Align & measure internal & external stakeholder attitudes. Implement an adaptive culture
1.3 Manage Risk (unknown/unknown & risk tolerance)	<ul style="list-style-type: none"> * Understand enterprise risk management & associated delegation, escalation, mitigation, 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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
1.4 'Get' Disruption (new technologies, science & business models)	<ul style="list-style-type: none"> * Understand the relationship between a business model & operating model * Curious & informed about developments in technology, science & business models & keen to apply be part of the associated Transformation * Exposed to rapid Transformational growth, understand the difference between scale-in & scale-out 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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

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Required Knowledge Area			
2 PEOPLE			
2.1 Leadership (capability & focus)	<p><u>In addition to Foundation Level - Operational & Tactical:</u></p> <ul style="list-style-type: none"> * 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 	<p><u>In addition to Associate level & Foundation Level Strategic:</u></p> <ul style="list-style-type: none"> * 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 	<p><u>In addition to Practicing Member level:</u></p> <ul style="list-style-type: none"> * 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
2.2 Culture/Behaviours (communication & change - see C.1 to C.4 below)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 * Openness to being coached & self development 	<ul style="list-style-type: none"> * 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).
2.3 Ethics & Purpose (inclusion, integrity & clarity)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 <u>needs of front line workers</u>
2.4 Ways of working (culture, operating model)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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

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Required Knowledge Area			
3 IMPLEMENTATION			
3.1 Measurement (EBM, benefits tracking)	<p><u>In addition to Foundation Level * Operational & Tactical:</u></p> <ul style="list-style-type: none"> * 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 	<p><u>In addition to Associate level & Foundation Level Strategic:</u></p> <ul style="list-style-type: none"> * 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 	<p><u>In addition to Practicing Member level:</u></p> <ul style="list-style-type: none"> * 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'
3.2 Innovation (collaboration & commercialisation)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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
3.3 Compliance (Governance, legal, finance & tech)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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
3.4 Portfolio Management (incl program & project management)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * Design & run a number of large complex programs & analyse in depth to identify mistakes made * Manage projects associated with unknown technologies & unknown business models * Adept at scenario planning at a complex level eg external competition * Engaging expectations of internal and external stakeholders * Possible certification eg: Lean Agile complex program 	<ul style="list-style-type: none"> * Design & run extremely complex programs of Transformational change organisation-wide * Manages all major program/project decisions based on available & appropriate evidence * 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

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Behaviours/Competencies					
(A) PROFESSIONALISM					
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	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	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	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	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					
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.	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	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	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	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

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Behaviours/Competencies					
(C) COMMUNICATION					
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	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	Over-communicate to ensure all individuals understand their contribution & remain engaged throughout. Active listeners who communicate at all levels in an authentic	Over-communicate to ensure all individuals understand their contribution & remain engaged throughout. Active listeners who communicate at all levels in an authentic	Over-communicate to ensure all individuals understand their contribution & remain engaged throughout. Active listeners who communicate at all levels in an authentic	Over-communicate to ensure all individuals understand their contribution & remain engaged throughout. Active listeners who communicate at all levels in an authentic
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.	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	Always maintain executive presence & composure in all communications	Always maintain executive presence & composure in all communications
(D) PERSONALITY					
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	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	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	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	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

AusTTA - Capabilities and Behaviours Required to Achieve Foundation Level Knowledge of Operational, Tactical and Strategic Transformation Issues



Foundation Knowledge to Actively Participate in Organisational Transformation							
Operational		Tactical		Strategic			
Wants to be successful in a transforming work environment		Managing & supporting a Transformational journey		Board/C-suite set strategy & oversee through Transformation			
Required Knowledge Area							
1 STRATEGY							
1.1 Customer Focus (empowerment & supply chain focus)		<p>Basic Required Awareness:</p> <ul style="list-style-type: none"> * 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 		<p>In addition to Operational Foundation level:</p> <ul style="list-style-type: none"> * 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 		<p>In addition to Operational & Tactical Foundation Level:</p> <ul style="list-style-type: none"> * 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)		<ul style="list-style-type: none"> * Link day-to-day activities to strategy & understand how each person contributes to it * Understand what is driving the need for fundamental Transformation of the business model, including the use of tools (eg: Porter's 5 Forces) * Develop & execute scenario action planning * Exposure to tools for managing implementation of Transformation strategies (eg: RACI) 		<ul style="list-style-type: none"> * 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) 		<ul style="list-style-type: none"> * 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)		<ul style="list-style-type: none"> * 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 		<ul style="list-style-type: none"> * Identify & mitigate (where possible) unforeseen risks associated with dynamic risk environment * Implement new governance processes associated with delegation & empowerment * Instill new responsible reaction & escalation processes to deal with fundamental Transformation * Transparent & courageous reporting of incidents with mitigation solutions 		<ul style="list-style-type: none"> * 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)		<ul style="list-style-type: none"> * Informed as to realistic future developments in technologies & sciences with their impact on daily operations * Understand potential impact of these developments on operating models * Encouraging of and open to the evolution of new technologies (eg: human-machine interfaces) 		<ul style="list-style-type: none"> * Understand concepts associated with changing technologies, scientific breakthroughs & evolving business models * Flexible & creative in the redesign of operating models to benefit from these developments * Open to experimentation (eg: MVP) 		<ul style="list-style-type: none"> * 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 	

AusTTA - Capabilities and Behaviours Required to Achieve Foundation Level Knowledge of Operational, Tactical and Strategic Transformation Issues



Foundation Knowledge to Actively Participate in Organisational Transformation			
	Operational	Tactical	Strategic
	Wants to be successful in a transforming work environment	Managing & supporting a Transformational journey	Board/C-suite set strategy & oversee through Transformation
Required Knowledge Area			
2 PEOPLE			
2.1 Leadership (capability & focus)	<p>Basic Required Awareness:</p> <ul style="list-style-type: none"> * 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 	<p>In addition to Operational Foundation Level:</p> <ul style="list-style-type: none"> * 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 	<p>In addition to Operational & Tactical Foundation Level:</p> <ul style="list-style-type: none"> * 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)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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)	<ul style="list-style-type: none"> * Basic understanding of ethical principles & how they impact decision making through Transformative reinvention * Ability to recognise unethical behaviour and the process to correct. 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * Own the organisation's 'Social Licence to Operate' * Demonstrate & demand high standards of 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)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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

AusTTA - Capabilities and Behaviours Required to Achieve Foundation Level Knowledge of Operational, Tactical and Strategic Transformation Issues



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	Operational	Tactical	Strategic
	Wants to be successful in a transforming work environment	Managing & supporting a Transformational journey	Board/C-suite set strategy & oversee through Transformation
Required Knowledge Area			
3 IMPLEMENTATION			
3.1 Measurement (EBM, benefits tracking)	<p>Basic Required Awareness:</p> <ul style="list-style-type: none"> * 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 	<p>In addition to Operational Foundation Level:</p> <ul style="list-style-type: none"> * 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 	<p>In addition to Operational & Tactical Foundation Level:</p> <ul style="list-style-type: none"> * Able to implement appropriate governance structures to track implementation 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)	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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)	<ul style="list-style-type: none"> * 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 be considered in any major change program 	<ul style="list-style-type: none"> * 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 	<ul style="list-style-type: none"> * 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)	<ul style="list-style-type: none"> * Understand project management fundamentals, including benefits & linkage to corporate strategy * Analyse the challenges to full implementation of 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 	<ul style="list-style-type: none"> * Experience in design & running projects, able to foresee areas of resistance or challenges * Understand issues associated with being part of a broader program / portfolio environment * Link broader organisational & external BAU requirements to own program(s) of work 	<ul style="list-style-type: none"> * 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

AusTTA - Capabilities and Behaviours Required to Achieve Foundation Level Knowledge of Operational, Tactical and Strategic Transformation Issues



Foundation Knowledge to Actively Participate in Organisational Transformation		
Operational	Tactical	Strategic
Wants to be successful in a transforming work environment	Managing & supporting a Transformational journey	Board/C-suite set strategy & oversee through Transformation
Behaviours/Competencies		
(A) PROFESSIONALISM		
A.1 Technically astute	Understand the basic principles behind emerging disruptions & the impact these disruptions will potentially have on the organisation.	
A.2 Transformational professional	Good understanding of world's best Transformation tools & techniques & the outcomes/benefits that can be achieved by using these tools & techniques.	
A.3 Evidence Based Decisions	Good understanding of the role of evidence based management & the impacts of not following such practices	
A.4 Manages teams	Good understanding of team structures & leadership of functional & cross functional teams & the role they play in developing/leading these structures & teams to deliver sustainable high performance.	
(B) BEHAVIOURS		
B.1 Inspire change	Good understanding of & experience in deploying change programs & the impact these can have on an organisation.	
B.2 Embrace unknown	Good understanding of tool & techniques to deal with ambiguity & how to leverage them.	
B.3 Care & accept responsibility	Good understanding of problem solving tools & techniques & how to leverage them.	
B.4 Drive/sustain pace	Good understanding of the impact of pace across change initiatives & how this be managed & optimised.	

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Behaviours/Competencies		
(C) COMMUNICATION		
C.1 Create stories	Good awareness on how to create stories & the 'why' for a Transformation.	
C.2 Strong & open	Able to communicate operational issues & challenges in an open articulate manner	
C.3 Simplify	Can explain complex transformational and technological issues in simple clear comprehensible language without losing complexity issues	
C.4 Gravitas & authenticity	Communicate th a manner that commands respect using simple language. Listens to questions and answers openly and clearly	
(D) PERSONALITY		
D.1 Stoicism / Self Awareness	Good understanding of Courageous, Clever, Curious, Compassionate & Creative (5 Cs).	
D.2 Critical Thinker	Able to breakdown issues and challenges into component parts to assess underlying causes	
D.3 Ethical	Have a clear ethical view on Transformation, technology changes and different operational models including the human issues	
D.4 Passionate	Be committed to minimising distress and maximising the benefits of Transformation. Have a strong desire to assist in the planning and implementing in a social responsible manner	