

Transformation Session

How to deliver sustainable transformational change

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By Kash Haroon

For video of this presentation click [here](#)

Is this you?

You're told "we need to transform".. But not really sure what that means..
Or don't really know how....

You've got a tiny/non-existent budget – and a huge expectation from
others

The Problem – Outdated Thinking

Traditional “top down” change management approaches still being used

Hierarchy creates confusion, silo-based working and slows progress

People are an after-thought vs pace of delivery

The Reality – Knowledge Work

The people doing the work hold critical knowledge

Knowledge workers are engaged differently – the work is emergent

Relational leaders who take their people with them on the journey

A Typical Conversation..



“We need transformation...”

“What does “transformation” actually mean..?”

“OK and how to I pin that down?...”

“be curious, ask questions, collect and make sense of the data, with them..”

...”But what about all the people who think this is just another fad?”

“learn how to manage resistance to change by involving people in solutions to the key issues.”

“...and focus on the leaders who understand the importance of this”

...”What does that look like practically?”

The Role of The Enabler

Enablers —often called **change agents**—are key in delivering transformational change, serving as catalysts who facilitate, guide, and sustain large-scale shifts. Their role is complex and extends well beyond simple project management.

Enabling agents are essential for **bridging the gap** between vision and execution, ensuring that transformational change is not only implemented but also embraced and sustained across all organisational levels

Aspect	Description
Definition	Individuals or groups who identify, drive, facilitate, and manage transformational change within organisations.
Key Responsibilities	<ul style="list-style-type: none"> - Build trusted relationships - Discover/assess organisational needs - Develop strategic plans - Support leaders to communicate vision and benefits - Oversee implementation and influence action - Monitor progress and adapt as needed.
Internal vs. External	<ul style="list-style-type: none"> - Internal agents: Possess deep organisational knowledge, navigate culture and politics effectively. - External agents: Offer fresh perspectives, objectivity, and specialist expertise¹
Core Skills	<ul style="list-style-type: none"> - Empathy and active listening - Strategic thinking - Effective communication and collaboration - Data collection, stakeholder engagement - Creative problem-solving (working well in the complex)
Role in Transformation	<ul style="list-style-type: none"> - Act as liaisons between leadership and staff. - Advocate for the change. - Works with leaders to address resistance competently - Ensure leaders bring their people with them (vs inflict change on / to them) - Ensure alignment with organisational goals - Instil a culture of sustainability/continuous improvement.
Examples in Practice	- During a digital transformation, enabling agents may build capability, gather feedback, and adjust the rollout based on the needs of the people
Peer-Reviewed Scenario	In NHS digital transformation projects, change agents coordinated communication, facilitated staff training, and ensured feedback loops, leading to higher adoption rates and reduced resistance (see NHS Digital, 2022). INTELLIGENT 

Identify areas you already have capability and work to define transformation

73% agree or strongly agree (53% chose 4, 20% chose 5) 27% are neutral (chose 3). No disagreement. This indicates a strong positive sentiment towards curiosity and inquiry.

- Adaptable and confident in navigating change ambiguities.

80% agree or strongly agree (40% chose 3, 27% chose 4, 13% chose 5) 20% are neutral (chose 2) No strong disagreement. This suggests high confidence in handling change, with some room for improvement

- Committed to collaboration, change and maintaining a supportive presence.

74% agree or strongly agree (67% chose 4, 7% chose 5) 27% are neutral (chose 3) No disagreement. This indicates strong commitment to collaboration and support during change.

- Self-aware and empathetic towards others' reactions to change.

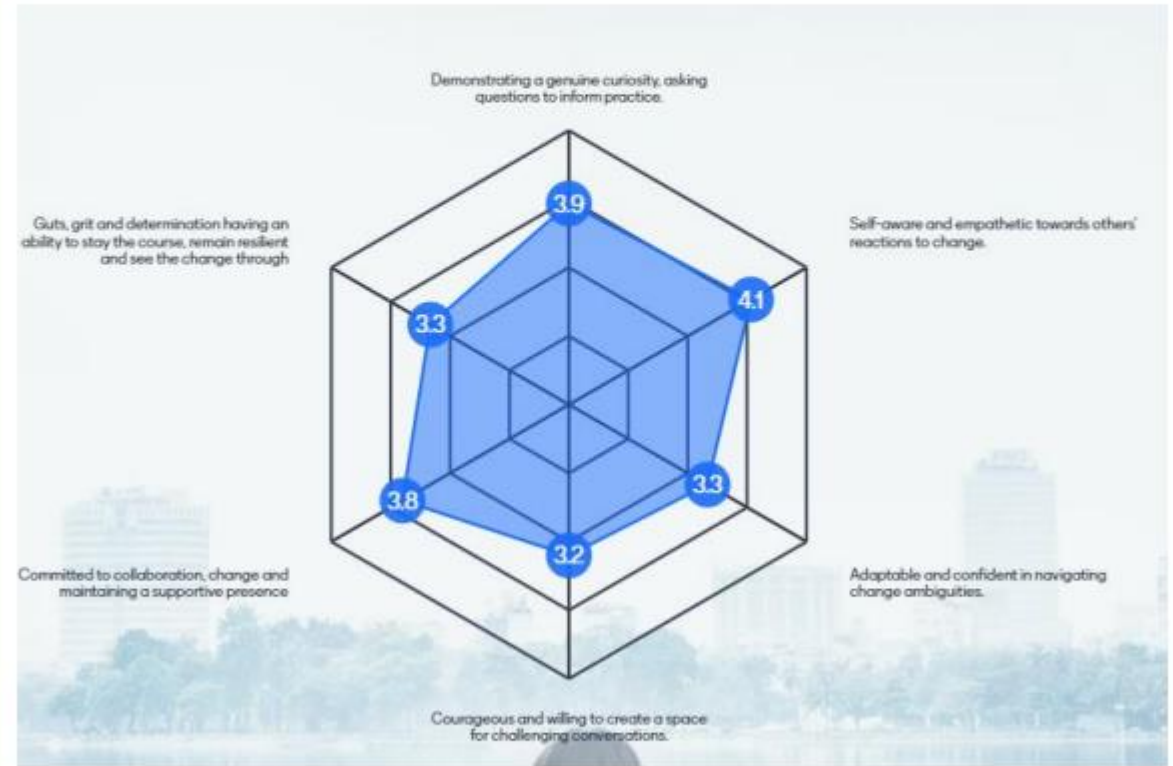
80% agree or strongly agree (53% chose 4, 27% chose 5) 20% are neutral (chose 3) No disagreement. This suggests high emotional intelligence among respondents.

- Courageous and willing to create a space for challenging conversations.

81% agree or strongly agree (47% chose 3, 27% chose 4, 7% chose 5) 20% are neutral (chose 2) No strong disagreement. This indicates a good willingness to engage in difficult discussions, with some room for improvement.

- **Guts, grit and determination having an ability** to stay the course, remain resilient and see the change through

92% agree or strongly agree (53% chose 3, 40% chose 4) 7% are neutral (chose 2) No strong disagreement. This suggests very high levels of determination and resilience among respondents.



The HS2 Story – reveal what’s happening to the leaders, so that they can do something different



Work with leaders who have the **appetite** and **patience** to support and build real change capability

Establish what we need in the organisation

Establish the capability we currently have,

Create the space for development, and action

Measure progress throughout the journey

Capture the “wins” and look to where capability has developed

27.8% average increase in effectiveness as improvement practitioners

- Consulting Skills: 40% improvement (from 6.28 to 8.80)
- Organisational Design: 19% improvement (from 6.09 to 7.25)
- Change Management: 21% improvement (from 6.05 to 7.34)
- Cultural Development: 17% improvement (from 5.57 to 6.54)

Cornwall Case Study

Link to case study

Case Study: Building Change Enablement Capability Across Cornwall County Council

This case study explores how Cornwall County Council strengthened its capacity for enabling transformational change.

Introduction

This case study explores how Cornwall County Council strengthened its capacity for enabling change through a targeted programme in collaboration with Intelligent OD and the Local Government Association (LGA). Designed to go beyond traditional HR-based approaches, the programme equipped a diverse cohort of leaders from HR, change, and transformation with practical skills to drive organisational development (OD) and cultural transformation across the council.

Executive Summary

Cornwall Council successfully strengthened its change enablement capabilities through a targeted development programme delivered in partnership with Intelligent OD and the Local Government Association.

Facing significant organisational restructuring following a PIVC-led target operating model implementation, the council needed to build internal capacity to translate high-level strategic insights into practical organisational change.

The programme equipped 16 participants from HR, change, and transformation roles with practical OD skills, resulting in a 27.8% average increase in effectiveness as improvement practitioners.

Here is a quote from the Programme Sponsor:

"This programme has been instrumental in building the capability and confidence of our leaders in enabling Transformational Development, Design, Change and HR professionals. The theory and case studies allowed the team to develop practical their own skills and expertise, report back to the wider support environment that they had been involved. The biggest impact for me, was seeing the team build their capability to lead their teams, and their ability to lead a wider leader using their expertise and the transfer of their business acumen to support the programme for change." - *Maria Kent, Chief People Officer/ Director of Transformation and Programme Sponsor*

Term	Focus/Scope	Nature of Change	Intentionality	Key Mindset Required	Role of the Leader	Role of Enabling Agent
Change	Any aspect of organisation or process	Can be incremental or radical	Can be planned or reactive	Openness and adaptability	Sets direction, communicates purpose	Supports, facilitates, monitors
Improvement	Quality, efficiency, or performance	Positive, incremental	Usually intentional	Continuous improvement, curiosity	Champions best practice, motivates teams	Identifies gaps, provides solutions
Transformation	Whole organisation or major function	Radical, comprehensive	Highly intentional	Visionary, willingness to disrupt	Inspires, models new behaviours, aligns vision	Designs and implements frameworks
Reinvention	Identity, business model, or core approach	Fundamental, creative	Highly intentional	Boldness, creativity, resilience	Leads by example, encourages experimentation	Facilitates new thinking, removes barriers
Evolution	Processes, culture, or technology	Gradual, adaptive	Often unintentional	Patience, learning orientation	Supports long-term development, removes obstacles	Coaches, enables learning
Organisational Development	Whole organisation (strategy, people, processes)	Structured, planned, systemic	Highly intentional	Systems thinking, collaboration	Sponsors, models commitment, allocates resources	Designs interventions, builds capability
Local Government Reorganisation	Local authority structures and responsibilities	Structural, large-scale	Policy-driven	Flexibility, public service ethos	Navigates political landscape, communicates vision	Manages logistics, supports transition

Enabling agent refers to change managers, consultants, or internal champions who drive and support the process.

Tools and Methodologies:

1. Contracting

2. Building Awareness

**3. Supporting your
client to think
differently**

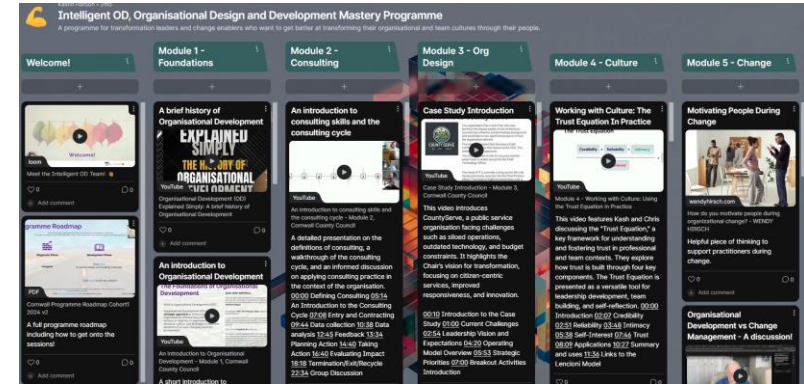
Click here for handout

LGA Transformation Roundtable – Participant Handout

This handout is designed to help you reflect on your role in transformational change, identify practical tools to support your work, and prompt further discussion and action in your organisation.

What I've learned...

1. You can build change / transformation enablement skills



2. You already have some of this capability present in your teams/organisation



Tower Hamlets Learning Academy Team. Were already conducting transformation work – they called it practice improvement!

3. Good leaders (who get it), make the best clients – because they do what it takes to take their people with them

Director of HS2 Operations – understood the problem, how he himself got in the way, created the platform to collaborate with others in and accelerated the change programme

4. Make friends with the digital realm/tools and learn about AI!

Used interactive digital tools, simulation-based learning and resulted in significant ROI through sustained capability that remained after external support ended

"The biggest impact was seeing the team build their capability to trust their instinct, and their skills to draw from a wider toolbox using their discretion and the specifics of their business issues to support leaders progress their challenges."
Marie Kerr, Director of Transformation