

Insights from Deloitte's Center for the Edge

Achieving large-scale transformation in a series of smaller pragmatic steps



Rethinking the DNA of your organization

In times of exponential and destabilizing change which we've described in our annual Shift Index (by the way, check out our new [Shift Index iPad app](#)) making the right move is more important than making a big move. How can firms leverage the forces that drive change to achieve much more with much less?

The answer may lie in adopting what we call a "Pull" strategy. While adopting 'Pull' requires rethinking the DNA of your organization, the undertaking need not be daunting. This is what we refer to as "small moves, smartly made" which is a methodology to help executives achieve fundamental change through smaller, pragmatic steps. Unlike traditional change approaches, these 'pragmatic pathways' reduce risk by decreasing initial investments and shortening payback periods.

In our paperback edition release of [The Power of Pull](#), we explore how organizations can align themselves with the new infrastructures in the digital landscape to:

- Access new sources of information
- Attract likeminded individuals from around the world
- Create serendipity to increase the likelihood of positive chance encounters
- Form creation spaces to drive themselves and their colleagues to new heights
- Transform themselves to adapt to the flow of knowledge

A Pragmatic Pathway to broad internal change

How can your company maximize upside potential, minimize investment and compress lead times? Pragmatic Pathways is our framework for executives seeking to embark on this difficult, but necessary transformation. The principles include:

Circumvent Internal Resistance: Often, the most significant obstacles for change occur internally. Seek alignment where possible, but when alignment isn't feasible, circumvent conflict rather than face it head on. Find ways around detractors and lengthy approval processes by minimizing initial investments, shortening timelines, and seeking out those in the organization most willing to embrace change.

Leverage Your Ecosystem: Help your organization establish its place in its broader ecosystem (which consists not only of your suppliers and customers, but groups in adjacent businesses and your consumer's influencers). By partnering with companies with complementary skillsets and expertise, you will be able to find better solutions, faster and with less initial investment than you could on your own.

Employ Disruptive Tools: Use new tools such as social media and cloud computing to aid in the change process. They can serve to increase the speed of information flow, transparency, and scalability, as well as aid in better decision making, flatten organizational hierarchies and circumvent bottlenecks that act as roadblocks.

Aim for Immediate Impact: Design your change initiative to have tangible benefits as soon as possible. Through the natural process of trial and error that comes from quickly developing and testing ideas, change agents can simultaneously gain traction by quickly showing the benefits of their initiative while also adjusting and correcting areas of failure.

Achieve Long Term Transformation: While these principles are designed to have short term impact, they also help organizations develop cultures and practices become more fluid and flexible. Step by step, these small moves transform organizations and enable them to respond to future disruptions more easily.

Look for our Pragmatic Pathways paper releasing in just a few weeks

More views from the Edge

- Archived webcast **Small Moves, Smartly Made: A Catalyst for Big Changes Scaling Edges Lab:** Information on our day long workshop to help clients apply the principles of "Small moves, smartly made" to the challenges they are facing
- **The Job Training Conundrum:** Forbes.com interviews John Hagel on the best ways to provide to ongoing training for employees
- **Shift Index App:** A new iPad App version of the Shift Index designed for executives
- **The Limits of the Virtual:** Why face to face interaction will continue to be important
- **Friedman vs. Florida:** How to thrive in a world that is both flat and spiky
- **The Future of Our Open Source World:** Open source shouldn't just stop with software
- **Mind the (Skills) Gap:** Understanding the role of ecosystems in talent development
- **Social Analytics:** Applied across all functions, social analytics can focus attention on the most pressing internal performance issues

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