

## Book Discussion Guide

### *TransformAble: How to Perform Death-defying Feats of Business Transformation*

By Angie Tuglus

*TransformAble* is a very approachable book about how to successfully deliver business transformation—whether you’re talking digital, product, platform, operational, cultural...any type of transformation. It includes comics depicting common situations and deadly pitfalls, and brings some fun and humor to a challenging topic.



This book club discussion guide is designed to help you think through the concepts in the book, but more importantly, to think through your own experience and current transformation challenges.

## DISCUSSION GUIDE

### Intro:

- Why do you think organizations continue to fail at transformation?

### Chapter 1: Initiation

- How often have you seen a transformation conducted without any initiation at all?
- Which of the five Tuglus Transformation Laws do you like the most? Why?
- Which of the five Tuglus Transformation Laws do you think is least understood? Why?
- As you are kicking off a transformation, how can you make sure your transformation team is initiated? Consider the hiring process, onboarding, team formation, and ongoing team management.

### Chapter 2: Preparation

- How well does your organization truly understand its current state? Where do you think the biggest blind spots are?
- What are the greatest complexities of your current state?
- How would you ensure you conducted a really good current state analysis...
  - A. If it were conducted with all internal team members?
  - B. If you brought in a third party to do it?
- Are you considering disruption as something that both threatens *and* provides opportunities?
- What are the greatest disruptive opportunities you could leverage to deliver business value?
- What are the greatest disruptive threats to your organization?

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## The Vision Story

- If you are currently undergoing a transformation, consider your Vision Story. How effective is it? Is it well known and understood? Does it inspire and engage?
- If you are starting a transformation, form your Vision Story. Then share and discuss with the group. Is it clear yet compelling?

## Chapter 3: Reconnaissance & The Transformation Story

- Why do people skip Recon?
- What happens when Recon is skipped? Share stories where you have seen this happen.
- Many organizations engage in a “Plan & Define” phase as part of a program. This is not the same as Recon. Discuss the difference.
- Imagine trying to build your Transformation Story without having executed a Recon Mission. Discuss the components of the Transformation Story relative to the Vision Story.

## Chapter 4: The Transformation Program

- What are some of the greatest mistakes made in assembling a transformation team?
- Why is it so important to maintain focus on business value achievement throughout the journey, and not just focus in on delivering the program?
- How will you make sure commitment to the transformation is maintained?
- Identify your organization’s superpower.

## Chapter 5: Lock It In

- Why do people fail to lock in the value of their transformation?
- What can be done to prevent that?
- What cultural or procedural aspects of your organization could motivate people to conclude a transformation before the value is locked in?
- Imagine you do not recruit secret weapons. Now imagine you do. How much of a difference do you think this makes on...
  - A. The ultimate success of the transformation?
  - B. The speed at which you will lock in value?



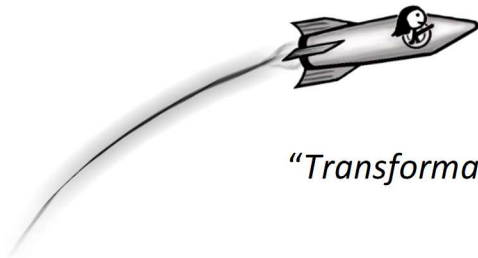
**Conclusion:**

- How has this book changed how you will approach your next transformation?
- Has this book helped you diagnose a past transformation failure? Share your tale.
- You now understand the criticality of know-how and commitment throughout a transformation. In your experience, do transformations fail more because of lack of know-how, or because of lack of commitment? Discuss the interconnected nature of the two.
- What are the top 3 concepts in this book that you believe most people do not understand, but need to?
- Which pitfall was your favorite? Why?
- Which comic will you be using in a presentation soon, to educate or warn people?

**Free Companion Material to TransformAble:**

For some fun, short case studies, read the related Tragic Tales of Transformation series here:

<https://www.tuglus.com/tragictransformation.html>



*“Transformation is perilous but absolutely possible.”*

– Angie Tuglus

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