



In this month's bulletin we feature some of our most popular articles.

Regular readers will know that we're passionate about helping leaders change their organisation's default future – which is the place they will end up if no action is taken other than that currently planned.

But successfully changing an organisation's default future requires more than defining a vision. It involves understanding and overcoming the forces that control the organisation's trajectory.

In fact we're so passionate about the topic that, at the suggestion of a client, we're writing a book on the subject. The working title is Beyond Default and we're aiming to publish it next year.

We're currently interviewing executives who have wrestled with this challenge and if you have an experience you'd be willing to share please get in touch. Equally, we're always interested in testing our ideas and sharing our point of view with people who are also interested in the topic. So don't hesitate to get in touch.

In the meantime we hope you'll find the articles interesting and of practical value.

Best regards
[David Trafford](#)

Beyond Default – Moving Your Organisation to an Improved Future

Strategy implementation, transformational change and merger integration continues to be a challenge for many organisations, with a high proportion of these initiatives failing to deliver their intended outcomes. One reason that such initiatives fail is that the organisation's default future is not taken into account and that the forces controlling its destiny are ignored. Only by addressing these forces will organisations be able to move beyond their default future to an improved future.

Read the full article [here](#).

How Information Technology Drives an Organisation to its Default Future

Technology, particularly information technology, is a major force driving an organisation to its default future. This force not only includes the legacy of past technology choices and the impact of emerging technologies, but the mindset and competencies of the IT organisation. The full impact of this driving force needs to be fully understood by business and technology executives if they are to make informed choices on how best to navigate their organisation to an improved future.

Read the full article [here](#).

The Six Core Conditions for Change Success

One of the reasons for the poor success rate in delivering change is that leaders focus on the wrong future: the one they hope to get rather than the one they're likely to get. What is all too often ignored is that the destiny of an organisation is determined by a set of powerful forces that act as invisible 'rail tracks' taking it to its default future. Only by understanding these forces and putting in place the necessary conditions for change will leaders be able to alter the trajectory of their organisation away from its default future to an improved future.

Read the full article [here](#).

Operating Model Performance is Defined by its Design

The performance of an enterprise is dependent upon its operating model, and the performance of the operating model is defined by its design. As operating models are multi-faceted the design choices include how work is done and where, the technology required to support core business processes, and how people are organised and managed. As change is now the norm for most organisations, their operating model is continually undergoing change and therefore needs to be agile.

Read the full article [here](#).

About Formicio

We work with people who want to improve their organisation's future for the better – to change its current trajectory away from its default to one that they know it can be.

We provide both thought leadership and thought partnership in all aspects of change from formulating strategy to managing migration.

Throughout our work we believe that it's important for the client to retain ownership of the challenge and find an approach that will work for their organisation. Our role is to support and facilitate the process, while keeping the client true to their intent.

Specifically we can help:

Explore alternative futures that are not only better, but achievable.

Establish the conditions necessary for successful transformational change.

Develop capabilities needed to 'pull' an organisation into an improved future.

More details can be found on our [website](#).

Parting thought

"The future is already here – it's just not very evenly distributed."

William Ford Gibson, 1948 - American-Canadian writer

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Using Organisational Capabilities to Pull the Present into the Future

One of the most powerful forces determining an organisation's default future is its existing organisational capabilities – the very capabilities that have contributed to past and current success. But are these capabilities the ones needed for future success? If the target improved future is different to the default future, then it's highly likely that different organisational capabilities will be needed. It is not to say that all existing capabilities will need to change, only those preventing the organisation altering its trajectory away from its default future. The aim is to have the organisational capabilities in place that will 'pull' the organisation to its targeted improved future.

Read the full article [here](#).

The Rise of Killer Complexity

Our world is essentially non-linear and becoming more complex. This complexity is visibly pervasive in our workplace, government and everyday living. Furthermore the thinking and models of the past industrial revolution and experiences of past centuries cannot solve today's problems as we try to engineer a future that supports a growing population without destroying our environment. Artificial Intelligence may form part of the answer.

Read the full article [here](#).

Developing Portfolio Management as an Organisational Capability

All organisations practise portfolio management to some degree, though few have developed it as an organisational capability where building and maintaining a dynamic, balanced portfolio of initiatives and assets is part of their DNA. Having such a capability in place creates transparency and enables leaders across the enterprise to make informed decisions on investments that have the most positive impact on strategy.

Read the full article [here](#).

Strategy – The World of Choices and their Implications

The core of strategy development is making a small number of choices about things that will drive the organisation to an improved future.

Some of these choices will be truly strategic in that once decided upon they are difficult, if not impossible, to reverse or un-do. And often the greatest risks to implementing strategy rest in the lack of organisational capabilities and embedded mindsets of those who are benefitting from the present.

Read the full article [here](#).

More Insights are available at www.formicio.com