



CASE STUDY

NATO's Allied Command Transformation Up-Skills Its Transformational Capabilities

NATO's Allied Command Transformation (ACT) was faced with its own transformational challenges to better serve its twenty-eight nations' fighting forces in the changing Global Strategic Environment. To meet this challenge, NATO sent a team of officers experienced in leading transformational change to Being First to advance their knowledge, skills and tools to world-class levels.

BREAKTHROUGHS
Develop Strategic Change Consultants



“Being First provided us with the catalyst with which we jump-started our Allied Command Transformation’s approach to our transformational journey. The Being First team inspired our multinational middle and senior management community, and provided us with the means with which we could bind the tremendously rich mix of cultures in NATO together, and then create genuine transformational change.”

Retired Vice Admiral Tony Johnstone-Burt,
ex-Chief of Staff, ACT, NATO

Challenge

The Chief of Staff of the ACT recognized the Command needed to raise its capability to lead its own transformation if it was to meet its evolving mission and remain relevant to the Alliance. The strategies for preparing the Alliance’s fighting forces across its 28 nations needed to be more responsive to the changing face of strategic threats. The Com-

mand, while highly structured in traditional command and control style, was aware that it required new ways of thinking and strategies to meet the challenges of the uncertain and dynamic realities faced by its member nations. To prepare its forces to be more responsive to signals for rapid shifts in strategy in the field, it needed to develop change

leadership capability in its Flag Officers and further develop its internal change resources. The Chief of Staff knew they needed to address mindset, culture, and engagement

practices to support implementation of their new strategies, and needed to do so primarily using internal resources.

Solution

We partnered with the Chief of Staff to name a Transformational Development Team of internal resources who were of appropriate rank and position to have access and influence with the Command's leadership. Together, we developed a change strategy for a two-year transformational program. We met with ACT's Flag Officers to drive a visioning process for a more relevant future for the Command. The Command sent its Transformational Development Team members to

Being First's Advanced Change Leadership Program—4Sight—to advance their capabilities, mindsets, relationships and strategies to work within the Command's military constraints and make progress on the strategy's implementation. When the Supreme Commander necessitated a reduction in the scope of the plan, we trained and coached these people to adapt, revise, and continue to perform on behalf of their transformational mission.

Results

- ▶ Raised the awareness of the Flag Officers to envision a more resilient future for the Command
- ▶ Aligned the Transformational Development Team around refocusing the strategic guidance of the Command to its new mission
- ▶ Raised the capability of the Team members to be better change leaders and work effectively within the constraints of their military reality
- ▶ Created engagement strategies that informed and mobilized all ranks to contribute to the strategy and transformational program
- ▶ Unleashed the motivation, intentions, and intelligence and skills of the Transformational Development Team's members to better serve the Command
- ▶ Catalyzed a partnership between NATO and the Army War College to address transformational leadership in the military

ABOUT BEING FIRST

Being First is a Breakthrough company, providing advanced expertise in personal and organizational transformation since 1988. We open leader's minds, develop their self-mastery and equip them with the advanced Conscious Change Leadership skills to transform themselves, their organizations, communities and cultures.

As Strategic Advisors to the C-Suite, we provide an integrated System of Transformation that builds transformational leadership capability by providing your leaders with the consulting, training and development, coaching, methodology, tools and assessments to perform optimally and Achieve Breakthrough.

For more information, BeingFirst.com or call us at +1 970.385.5100.