

# ENTERPRISE EVOLUTION PROGRAM

PHASE I  
Introductory  
Workshops

PHASE II  
Strategic  
Management  
Practice  
Development

PHASE III  
Organizational  
Transformation

## PROFESSIONAL DEVELOPMENT WORK STREAMS

1. Strategy Development

2. Performance Management

3. Stakeholder Engagement

each  
follow

## 3 STAGES OF STRATEGIC MANAGEMENT PRACTICE DEVELOPMENT

Stage i  
Co-Learning &  
-Designing  
New Practices

Stage ii  
Implementing  
New  
Practices

Stage iii  
Co-Developing  
Transformation  
Program

# ENABLING MUNICIPAL TRANSITIONS TOWARD TRANSFORMATIVE RESILIENCE

The Iceberg Model is commonly used to help apply systems theory to complex challenges. In line with our Theory of Change, the example below describes how we will enable accelerated progress by capacitating municipal leaders to meet the requirements of Transformative Resilience:

- Participation and Inclusiveness
- Flexibility and Decentralization
- Polycentric and Multi-level Governance
- Innovation and Novelties

## STAGE I: Shifting Mindsets



By deeply reflecting on changing conditions and the associated risks, leaders self-recognize the need to innovate and transform.

## STAGE II: Adapting Management Practices



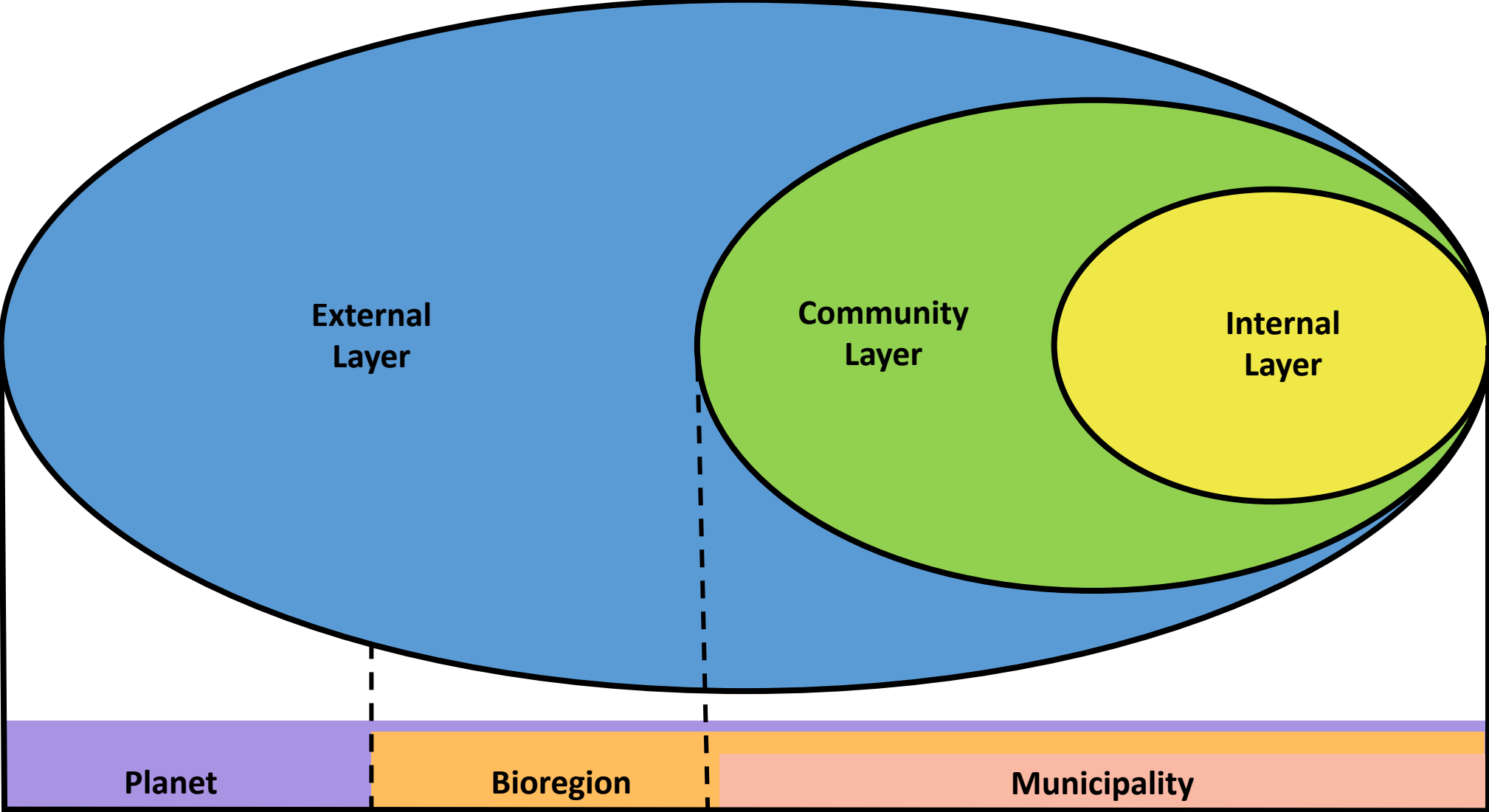
Leaders gain new knowledge and champion the adoption of systems-based management innovations, while building the capabilities needed to apply them effectively.

## STAGE III: Operationalizing Change



The evolution of strategic management practices results in cross-organizational change that is necessary to fully operationalize and benefit from the innovations adopted.

# Contexts from a Municipal Perspective



SYSTEM-LEVEL SCOPE