

4 EXPLORE

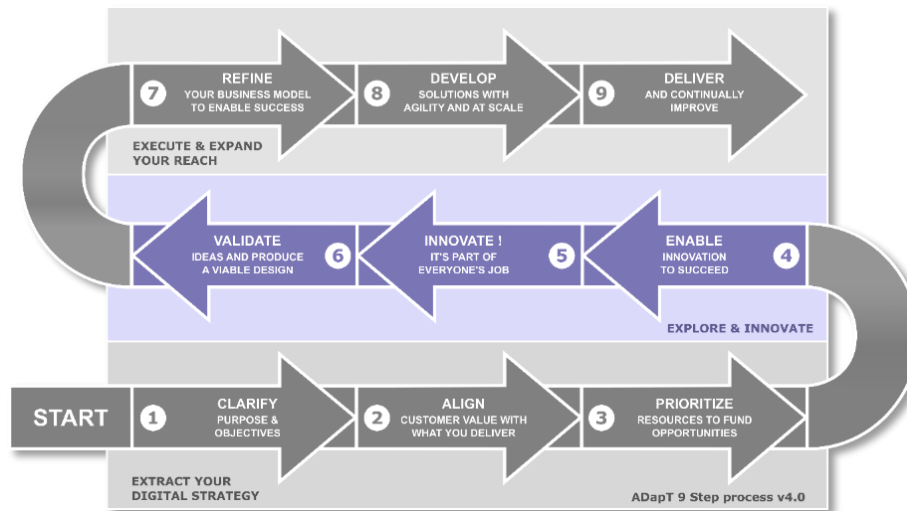


Figure 1: The EPLORE phase of the ADaPT model

Now that you’ve laid the groundwork in the EXTRACT phase—clarifying your purpose, aligning with customer value, and prioritizing what matters—it’s time to move from insight to action. Welcome to the EXPLORE phase.

This is where your ideas are born and come to life.

In this part of your journey, you’ll begin turning strategic intent into tangible opportunities. You’ll explore options, weigh possibilities, and identify the best path forward—one that serves your purpose and the people who rely on you. Positioned at the heart of the ADaPT model, EXPLORE is where the real creative energy of transformation takes shape. It’s where bold thinking meets practical execution. In short, this is where the rubber meets the road.

But make no mistake—this isn’t just about continuing what you’ve started. EXPLORE represents a shift into a space where change is not only welcomed but expected. Here, psychological safety is essential. People need to feel safe enough to question, experiment, and grow. That’s where the magic begins.

To help you make the most of this phase, keep three critical imperatives in mind:

1. Strategic and Tactical Resource Allocation

Vision alone isn’t enough. To bring ideas to life, you need to ensure the right people, time, and funding are in place

2. Education and Empowerment

Equip your teams with the tools, training, and confidence they need to innovate boldly—from rethinking products to reshaping business models.

3. Protecting Innovation from Resistance

Create a space where ideas can breathe. Shield them from short-term pressures and bureaucratic drag so they have a real chance to evolve.

But before you dive in, pause for a moment and ask yourself a deeper question:

Why do you innovate?

Not just for competitive advantage, but to make a meaningful difference. Innovation is our way of showing that *we care and want to do better for our teams, customers, and communities.*

The EXPLORE phase is structured around three powerful principles:

- **ENABLE**
- **INNOVATE!**
- **VALIDATE**

These will guide you through a focused, iterative, and impactful process of discovery, ensuring your next steps are bold and grounded in real value.

Let's get started.

4.1 ENABLE Innovation

Guiding Principle #4: Enable the Environment for Creativity and Innovation to Succeed

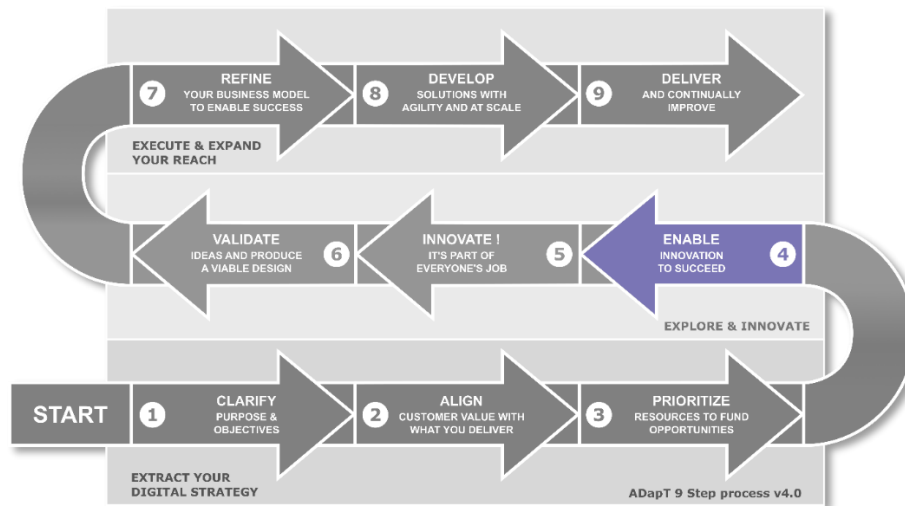


Figure 2: ENABLE - first of three Guiding Principles in the EXPLORE phase

The EXTRACT phase focused on strategically aligning and prioritizing innovation initiatives. Required to innovate in products, services, and practices space that aid the organization's transformation, the ENABLE-Guiding Principle aims to establish favorable conditions for sustained innovation.

As the catalyst for growth, sending memos, drafting ideas, and initiating innovation projects through whichever means available is not enough. It requires dedication: dedicated budgets, dedicated innovation spaces, and, most of all, that all people in the organization are trained to innovate and have dedicated time allocated for innovation.

We will demonstrate the importance of evaluating and reevaluating your organization's standing structures, approaches, and policies, as well as the role of people in driving innovation.

The process must be iterative because when you start with a transformative initiative, it always involves a cascade of change: processes and activities change, always following in response to product and service changes.

People's behaviors and actions also change (or at least need to change). This implies that, as things are being done differently, a new baseline needs to be created continually. Planning against an old baseline would result in flawed planning, as the starting point and the facts on the ground will not be the same!

Transitioning from PRIORITIZE to ENABLE means finding the answer to the question:

And now what?

Ideally, someone in your organization has already read this book or has been tasked with transforming structures or building pockets of agility within the organization to enable transformation and innovation, as we advocate. If not, it doesn't matter because we are interested in the *Wofür* (What for), remember? We only look forward and start from where we are.

Transformation is a movement driven by the movement in people's minds. We have elevated this topic to a Guiding Principle status because it is one of the most challenging to get right initially. Yet, it has the most significant impact if done correctly.

4.1.1 Executive Leadership as a Catalyst

The importance of leadership in transformation cannot be overstated. It is not the time for short-selling—if executive leadership is genuinely committed to the transformation outlined, people will follow, provided the message is authentic. Actions are taken with clarity and decisiveness.

A paradigm shift, a state following a transition, and a metamorphosis¹ characterize the nature of a business transformation. Transformation does not mean adding new approaches to existing ones—it means imagining and working towards an entirely different end-state. Otherwise, butterflies wouldn't exist, would they?

If leadership is unsure how to proceed, they must be coached to gain the confidence required to convince the rest of the organization that following this path and this effort is worth it!² To enable innovation specifically, leadership must:

- Create an environment conducive to innovation.
- Define formal innovation processes.
- Train people on how to innovate.

4.1.2 Creating the Right Environment for Innovation

Dedicated innovation spaces

¹ Used metaphorically to describe profound and structural transformation, rather than surface-level change. Drawn from biology (e.g., caterpillar to butterfly), it highlights the need for internal reconfiguration rather than incremental adaptation during deep transformation.

² On <https://agile-adapt.com>, you can find out more about coaching support.

An operational environment must be carefully crafted to ensure that innovation is encouraged and becomes a natural outcome of the organization's culture and structure. The "keeping the status quo" focus in line operation has a way of killing Types 1 to 3 Innovations for two main reasons:

- Responses from the "**organization immune system**": Organizations often resist change instinctively, as a biological immune system defends against foreign elements. Individuals are also personally invested and tend to do everything to keep the status quo for their own benefit.
- Constraints due to the **organization's bureaucracy**: Beyond internal resistance, organizations face structural and procedural barriers that hinder innovation. They have been installed to ensure the organization's safety for normal operations.

ENABLE innovation means finding ways to circumnavigate these responses and constraints.

People won't be able to think outside the box if constantly placed inside it. For this reason, organizations should establish separate (or protected) innovation spaces.

Some spaces must sometimes be shielded from operational controls and given the autonomy to explore new possibilities that extend beyond most of the existing rules established in the organization.

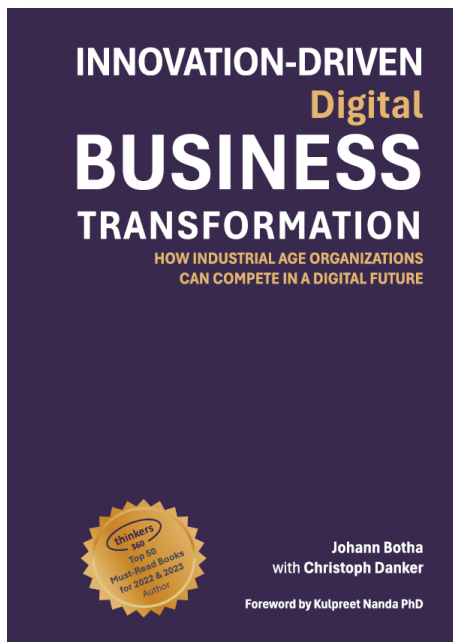
As a rule of thumb, the smaller the Innovation Type number, the farther away this type of initiative should be from day-to-day operations (and operational constraints):

- For Type-1 Innovations, this can mean forming an incubator for early-stage concepts or a separate entity altogether. Though expensive, dedicated personnel can focus solely on innovating breakthrough ideas with their risk profiles, policies, and lightweight governance models.

Here, we propose that people be seconded to the new space for fixed periods of time. This implies that their day-to-day responsibilities must be delegated to another person within the mother organization, allowing them to focus on innovation during their secondment.

You may ask how long this secondment should be. It can be anything between a week and up to three months (although we don't recommend periods longer than a month).

This implies that some full-time administrative resources should be employed at the incubator. Their role is to coordinate and facilitate, not to set agendas, choose projects, or engage in any activity that may hinder the commitment and progress of "innovation teams", which must be given free rein to decide what they work on (within the constraints of needs defined in the Innovation Portfolio).



Johann H. Botha, Christoph Danker

Paperback, 322 pages

Innovation Driven Business Transformation is a thought-provoking exploration of how organizations can stay relevant in a world of constant change. Rather than offering rigid frameworks or buzzword-heavy strategies, the book takes a principle-based, human-centered approach to transformation.

At its core, the book is about rethinking how we deal with complexity, innovation, and change – not as one-time projects, but as an adaptive continual cycle. It challenges traditional ways of working and encourages leaders to embrace uncertainty with curiosity, clarity, and courage.

The book calls for a shift:

- From control to co-creation
- From rigid plans to adaptive cycle
- From surface-level change to deep, cultural transformation

Innovation Driven Business Transformation is not a step-by-step manual – it's a mindset shift. It invites organizations to become more aware, more authentic, and more aligned with their purpose, people, and potential – the ADapT way.

eBook Available on Amazon, Paperback Available Soon!

This book is not just about a model - it is a call to action. It invites leaders, teams, and organizations to treat transformation as a continuous discipline. Whether you are navigating uncertainty, scaling innovation, or rethinking your role in a rapidly evolving world, it will inspire you to lead with intention, experiment boldly, innovate with empathy, and transform with courage.

Dr. Kulpreet Nanda | Global Emerging Practices Leader, Capgemini

It's brilliant - discover a common-sense approach that reimagines tried-and-tested methods, removing complexity to make innovation and transformation easy.

Dr. Suzanne Van Hove | Retired Business School Professor & Author

It cuts through all the noise and provides a straightforward, common-sense approach to strategy, technology, innovation, and transformation. It's obvious, it's simple, and their thought leadership is profoundly relevant.

David Cannon | Executive VP, nfinity3 & Best-selling Author