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FORMULA of **transformation**

**Model to create conditions of development**

# + **Formula** components

The transformation of human groups is directly related to the creation of new structural conditions that allow the company or organization to active adaptation to situations of context. In other words, the transformation is related to the creation of a new internal structure to deal with new external conditions. The quality of the transformation process depends on the quality of the emotions involved in that process. The emotional frame is a filter that defines the mode of signification and meaning of events.

In the transformation process are articulated two aspects: a) a symbolic framework that can guide the development of the group. This development framework is represented by a purpose, which defines the meaning of process and guides organizational integration; b) an emotional framework that can support the decisions of internal negotiation with the context characteristics.

The relationship between these two aspects is described by the following formula

:

**purpose + commitment = transformation**

[ Symbolic framework ]

[ Emotional framework ]

[ New structural conditions ]

**Purpose.** All human systems need a purpose that can guide their permanence and integration with others, from individuals, groups, organizations, and communities. The purpose is the symbolic framework that gives sense and meaning to everyday decisions and choices. Without a purpose, decisions become compulsive and reactive. The transcendence of purpose depends on three things: a) the perspectives that define the horizon of possibilities and alternatives that frame the development space; b) the principles that define the parameters of relation with the context and frame their internal relations and external linkage rules; c) priorities that focus the attention points and sets the levels of value of the interventions in the context.

**Commitment.** The emotional framework is the core that allows people to sustain the purpose facing the demands and challenges of living conditions. The purpose cannot resist the interaction with the context without an emotional implication of people. When the purpose is void of emotions, it becomes a simple phrase that collapses against the demands of the context. In the emotional commitment are articulated three aspects: a) the inspiration that defines the importance of the process and the significance of the results in a broader context; b) motivation that involves the interest and encouragement of people to move from their usual positions into new states; c) determination which implies the ability to sustain decisions in time and resolution to maintain the process from the contextual conditions.

# How to apply the formula

Mobilize the group to adapt creatively to the challenges of context

To create conditions for active adaptation, the transformation process articulates two aspects. First, establish the meaning of the process. This aspect involves giving significance to movements and decisions people make facing a new context. Therefore, the significance of this definition determines the conviction to leave the comfort of conventional models and venture into a new space. The second aspect relates to holding negotiations emotionally with the context. This aspect involves the containment necessary for people to maintain confidence to hold a road.

## 1 Establish the meaning of the process

This refers to creating a symbolic framework, a sufficiently clear and interesting definition that provides a transcendent reference about the direction and implications of the process. In this sense, there are three important points to consider: a) **Redefine limitations** to expand the "map" of development complementing the experience (the past) with the aspirations (the future), b) **Validate parameters involvement** to define the pillars (philosophical, ethical, methodological) on which the movements will be based on a new context, c) **Establish importance levels** to provide a reference point that allows people to know "where they must return" if in daily life are lost for different reasons.

## 2 Contain negotiations emotionally

The core of engagement is trust. This refers to the emotional framework that allows the involvement of people in the process and provides conditions for improvement (both individually and in groups) even with the changes and challenges that will cross both internally and externally. To do this is necessary to consider the following points: a) **Expand the impact of the results** to get involved in a cause that transcends personal interests and deploy the impact of the results in a broader context, b) **Create emotional states reference** which allowing reward levels and decreased tension ongoing effort, c) **Project the future in the present** to provide a wider context analysis and ponder alternatives and possible higher costs of decisions.

purpose + commitment = transformation

[ Symbolic framework ]



Redefine limitations

Validate parameters involvement

Establish importance levels

[ Emotional framework ]



Expand the impact of the results

Create emotional states reference

Project the future in the present

[ New structural conditions ]