

## ABSTRACT

Globalization and rapid growth in technology are demanding organizations to transform in order to survive and grow. However, current studies suggest almost 70% of such organizational transformations (OT) have not been successful. Although 'content of change' has been identified as a primary factor influencing OT outcomes, there is a dearth of literature in relation to understanding the process of developing such content of change. Thus, the primary focus of the current study is to understand; "How organizations develop content of change when undertaking OT", which in the context of the current study has been defined as the 'Transformational Blueprint Development Process' (TBDP). The active involvement of leaders and followers and their behaviour transformation have been identified as factors influencing the success of OT outcomes. Thus, the more specific purpose of the study is to (1) understand the TBDP that unfolds within organizations undertaking OT, (2) explore the role of leaders and followers within the TBDP, and (3) to develop an understanding of how the leader and followers transform during the TBDP. The study was conducted within an interpretative paradigm using qualitative, embedded multiple case study approach, where the unit of analysis was the specific OT Initiative (OII). The primary sources of data being in-depth interviews, focus group interviews and document review. The analysis of the data was undertaken concurrently with the interviews, through a meticulous process of coding and categorizing, informed by the three theoretical lenses used for the study. The findings of the study suggest that the leader of the specific OTI, who has also been referred as the 'sponsor' in the context of the current study, and followers undergo a personal transformation during the TBDP. These transformations resulted in the sponsor creating and articulating a Sponsor Transformation Vision (STV) to the followers, and the followers in turn create and articulating their personal follower intent to fellow follower. In addition, these transformations also resulted in the creation of transformational artefacts that defined the detailed and specific operations of future organization. The study revealed the collective of the individual follower intent at the organizational level represented the organizational vision (the shared and abstract image of the future organization in the minds of the followers), while the collective of the transformational artefacts created by the sponsor and followers described the detailed and specific operations of the future organization, which in the context of the current study is defined as the transformational blueprint. Accordingly, the study theorized the sponsor transformation process and the follower transformation process, which provided the foundation to advance the TBDP, in response to the primary research problem; "How do organizations develop content of change when undertaking OT?". In conclusion, the current study has contributed to knowledge by theorizing the sponsor transformation, follower transformation and thereby theorizing the TBDP. In addition, the current study also contributed to knowledge by advancing the GTT. The study has .. contributed to practice by identifying the external and internal factors that contribute towards the sponsor transformation and the follower transformation required for creating an appropriate transformational blueprint that would in turn influence the success of the OT initiative. The study also brought to light the concepts of 'span of influence' and 'dormant desire' as being fundamental to the above-mentioned transformation processes as well as OT success.