



## Leading Change Course Material

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## 1. Course material

Due to the limited time that course participants have, we have developed this condensed version that enables rapid revision and applicability to professional needs.

The design follows the flow of the course and includes all of the key points covered.

## 2. Leading Change

The logic behind the course is that change management should be considered a professional and corporate capability.

## 3. Workshop objective

Help you to be proactive towards change. Provide a series of practical recommendations for managing change.

## 4. Proactive change

**To be proactive towards change**

You have to be able to manage life cycles and be proactive in at least 4 life cycles

- Business
- Technological
- Teamwork
- Personal

## 5. Cycle 1: The business life cycle

**All organizations follow the same life cycle**

- From idea, to decline (unless you do something about it)
- A search to minimise outlays and maximise ROI

**The 3 stages of a company**

- Innovation
- Formalisation
- Maturity

**Stage = Alignment**

The alignment of

- Critical tasks
- Formal organization
- People
- Culture

**Practical recommendation for managing change # 1**

The best organizations “focus”

They focus on:

- Capturing & retaining profitable clients
- The Critical Tasks

**The journey of doing business**

- Idea
- Critical tasks
- Projects
- Teams
- Goal: Capture & retain profitable clients
- End: Financial results

**Organizational evolution**

Make sure that you have the right alignment for each stage

**Leading an organization is “driving” cycles**

- Avoid the reactive change lifecycle
- Anticipate

## **6. Avoiding decline: Scan**

**Recommendation for managing change # 2**

- Look ahead, scan the business environment

**Where to scan**

- The business environment in general
- The Technological Cycle in particular
- Don't take your eyes off the key categories that determine performance and viability
- Your reputation, risks, competitive advantage and financial strength
- Governmental regulation
- Your client's situation

**How to scan**

- Scan the environment
- Detect what is happening
- Decide what to do
- Doing nothing is not an option
- Ask questions about what you find and the possible impact on your business

## 7. Cycle 2: The Technology Cycle

- Variation, ferment, dominant design, incremental change, variation
- Technological substitutions with increasingly less time between cycles

**Recommendation # 3**

Develop your radar screen for technological change

*Regularly identify*

1. Technologies you see impacting your business
  2. Through your customers' eyes: their best option technologies
  3. Technologies not impacting yet, that could in 1-2 years
  4. Think in terms of the "3 As"
- Asia
  - Automation
  - Abundance

**Recommendation # 4**

Scan regularly, create an internal analysis, develop an action plan, set up change teams.

## 8. Cycle 3: The teamwork life cycle

**The change triangle**

Are you or your people a "bottle neck" or "source of differentiation"?

**Teamwork stages**

- Forming
- Storming
- Norming
- Performing (reach here ASAP)

**What are we like?**

According to the TMS system the business world is made up of

- Explorers
- Organisers
- Controllers
- Advisers

**Every professional is one these typologies**

So 75% of the professional population ...

- Think
  - Decide
  - Use time
  - Work
  - Communicate
  - Handle emotions
  - Manage stress
  - Deal with conflicting opinions
- ... differently from you

**What we are like**

- We all have a predominant work style
- Each person works and relates to others in their own way
- Each style has its potential strengths and weaknesses
- Our style is our Comfort Zone

**Recommendation # 5**

- In projects, assign challenges per preferences

## 9. Cycle 4: The Personal Change Life Cycle

**Managing periods of transition**

Going from a current state to a future state generally involves

- Anxiety
- Loss of control
- Obstacles
- Resistance to change
- Communication

**Anxiety****Where does it come from?**

According to the TMS model we all follow “The law of the 4 “Ps”

- We all tend to practise what we prefer and over time we become more proficient in the areas of our preference
- Our preferences, filters and Comfort Zones contribute to anxiety when in transition periods

**Help from the change leader**

- To get people to change, the leader has to help people travel with their Comfort Zone and expand it

**Use the Aeroplane model**

Help people understand that arriving is not a straight line

- An aeroplane is technically off course 90% of the time

**Risk taking**

The leader challenges people to take on bigger challenges and be able to feel comfortable with risk taking

**The key to effective work**

Identify what each professional brings to the team

- Knowledge, abilities
- Values & motivations

Assign work & challenges within peoples Talent Zone:

- 60% + 20% + 20%
- & help them to grow their Comfort Zone

**Loss of control****There are two types of change**

Technical

- The solution already lies within the organisation = Manageable

Adaptive

- Organisational change or decline = Painful

**At the beginning of an adaptive change process**

- People cannot see that the new situation will be any better than the current one
- What they can see clearly is the potential for loss
- They will see with passion the losses you are asking them to sustain

**When facing adaptive pressures**

- People don't want questions, they want answers

**The Secret: recognize that**

- The change plan must come in part from the professionals involved
- The Top Team and the professionals that are in favour of the change, generate the answers and solutions

## Obstacles

### What stops us?

We pay attention to those:

- Strategic frames
- Processes
- Relationships
- Values

That take away our potential by channelling action in the wrong direction

### Recommendation # 6

#### Beware of assumptions

- Historical continuity maintains the majority of our assumptions
- If you can link to a valid assumption for the market, there's a possibility of opportunities and work

### 4 barriers to change

1. Success: What we are doing is already working
2. Uncertainty: We don't know what will happen
3. Tradition: We have always done it this way
4. Precedent: No one else is doing it that way

### Leading the past and the future

It's better to respect the past while at the same time moving on to see that

- Strategic frames
- Processes
- Relationships
- Values

Need to be adjusted to meet the new challenges

## Resistance to Change?

At mdt Change we do not believe that people resist change

### It is a myth that people resist change

- People resist what other people make them do
- People do not resist what they themselves choose to do

### People fight against that which fails to

- Take into account their needs or interests
- Give them room to influence decisions



**Recommendation # 7: To reduce resistance**

Speak of

- Gaining things or saved losses
- From the point of view of their interests
- You have to be able to answer the question: What's in it for them?

Change design & implementation

- Participative, make sure in part it's "their baby"
- Tone: do not impose; create "positive fire"

**Communication Plan****The Change Business Plan**

- Convince the team that your proposal is the one they need

**The 4 key questions for the team:**

1. Where are we going?
2. Why?
3. What's in it for me?
4. What's next?

If not answered, they don't go

**What do you have to achieve?**

- Grow the team's P&L
- The goal: Point B
- Take the team from where they are, Point A, to Point B: what you want them to do to grow their P&L

**Going from A to B**

Requires a shared sense of:

- Why A is not (or no longer) good enough
- Where B is / What B looks like
- How we get there
- Why getting there is worth it
- Confidence that we can and will do it!

**10. Making change a corporate capability****Creating the conditions for proactive lifecycles****Recommendation # 8**

Achieve a double focus of attention

*The first*

- Solidly placed within today's realities

*The second*

- Based on investing in tomorrow's prosperity built on a structurally different operational environment

**Recommendation # 9**

You need to invest in 3 things

Every company and professional has to invest in:

- (A) Today
- (B) Continuous improvement
- (C) Creating the future

**Developing new opportunities**

- Nobody is too young or too old

## 11. Close

**The central message of today & of being proactive**

- You have to “drive” curve one, dedicated to today's clients and curve two, dedicated to tomorrow's clients

**Managing the change space**

Put in place

- Decreasing acceptance and negative consequences of the “Old model”
- Managed change
- Increasing pressure with positive consequences for the “New model”

**Recommendation # 10**

- Look ahead
- Keep your skills up-to-date
- Be focused
- Keep an open mind
- Be dynamic
- Prepare:
  - Develop ideas
  - Plan
  - Experiment

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