

Who's running
this business?



Managing Change

Harley Lovegrove

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1957

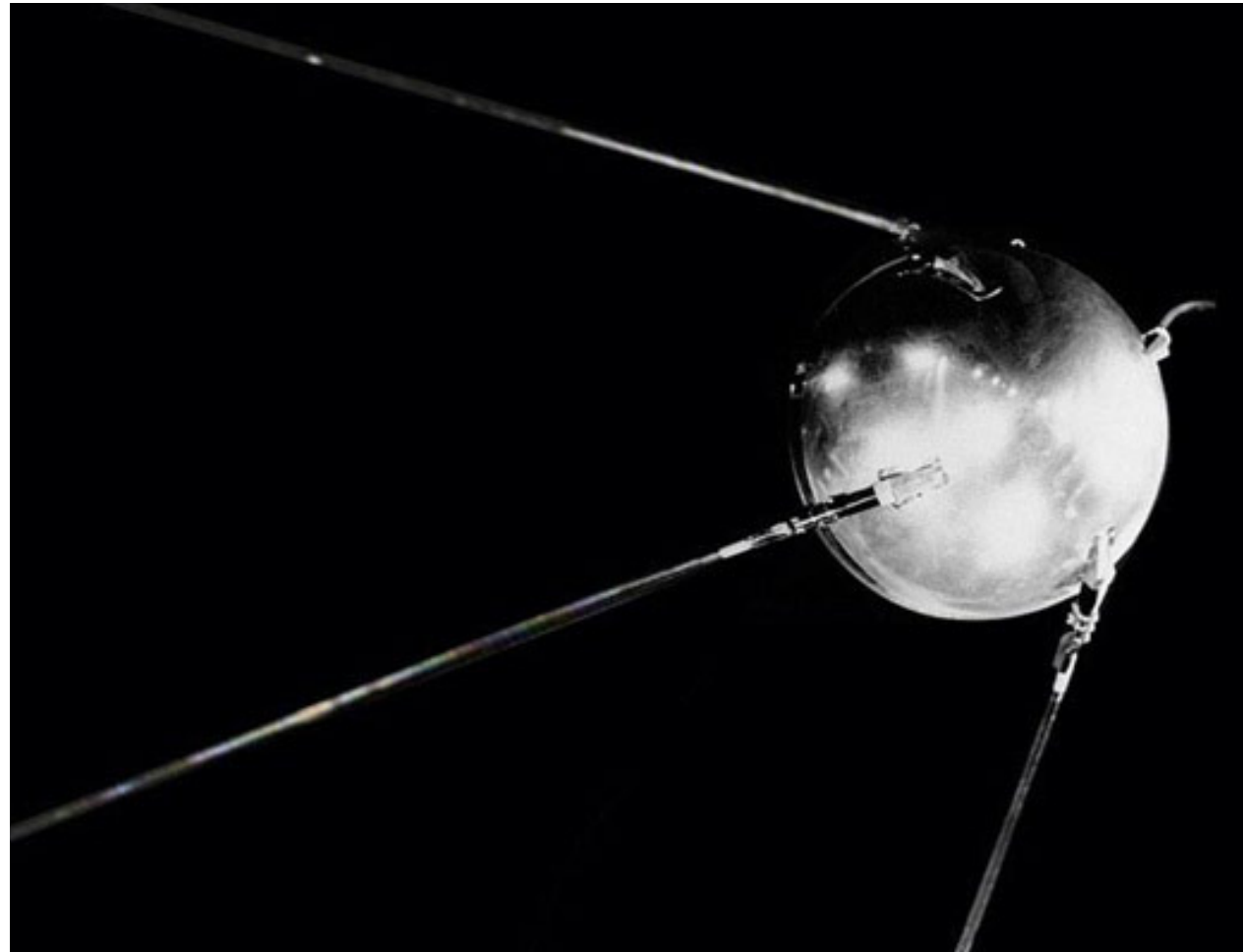


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Sputnik shock of 1957



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John F. Kennedy: 25 May 1961



“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth”

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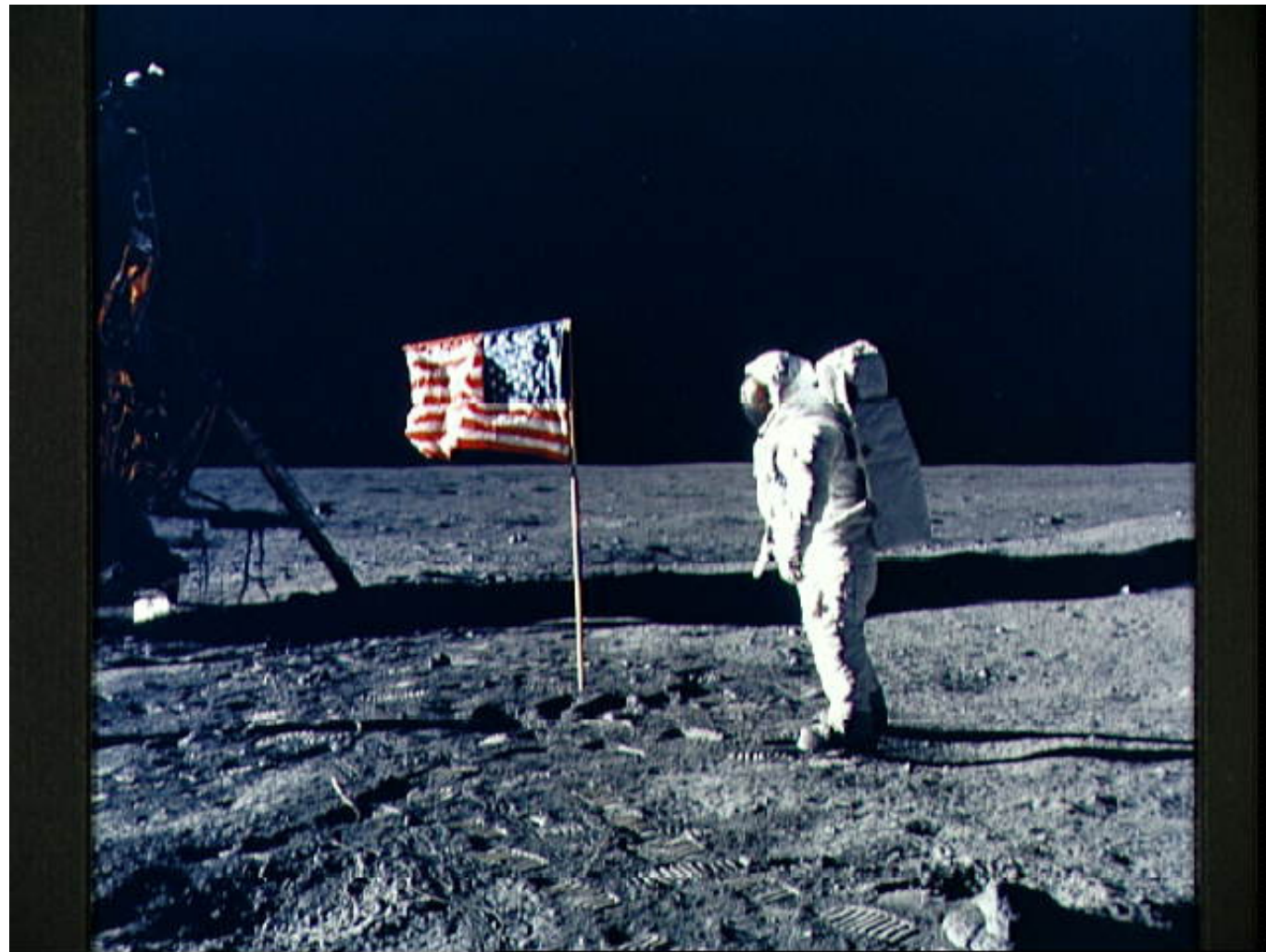
Kennedy's Objective

- To protect US longterm economic strength
- By:
 - Securing technological advantage over Russia
 - Ensuring US technology dominates the global markets (leveraging on US marketing, distribution and sales knowhow)
 - Motivating a nation to excell and push to the limit behind a common goal/purpose based upon peaceful 'adventure'

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Kennedy's vision



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What he hadn't foreseen!



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Diamant Centre

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The Effect of VISION on Motivation









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Managing Change: Two key questions...

- What needs to change?
- How can we measure it?



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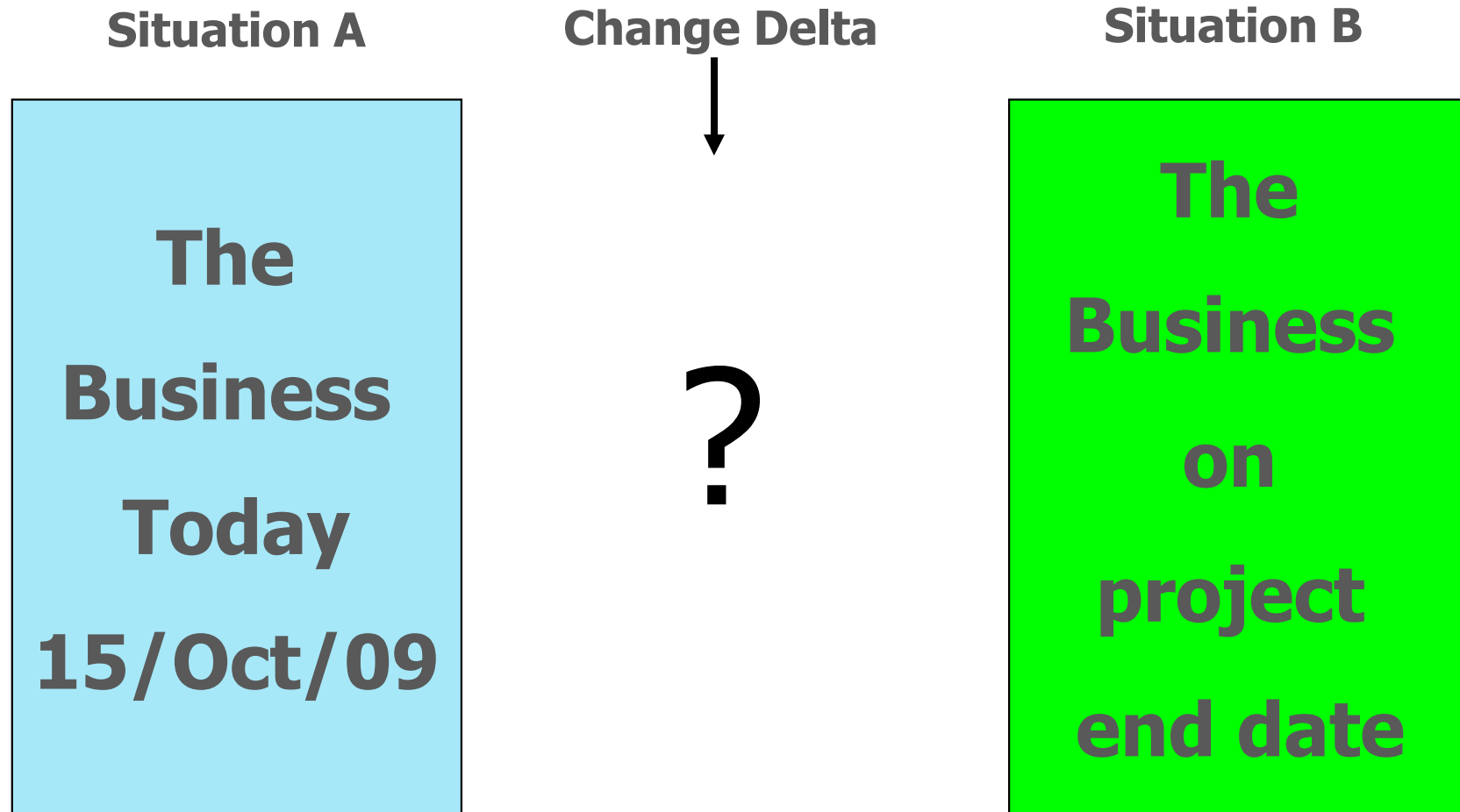
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The strategy...

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Change & Organizational Readiness



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Change & Organizational Readiness ('OR')

What needs
to Change?

Processes?
People?
Roles &
Responsibilities?
Culture?
IT systems?
Cashflow?

How will we
measure it?

?
?
?
?
?
?

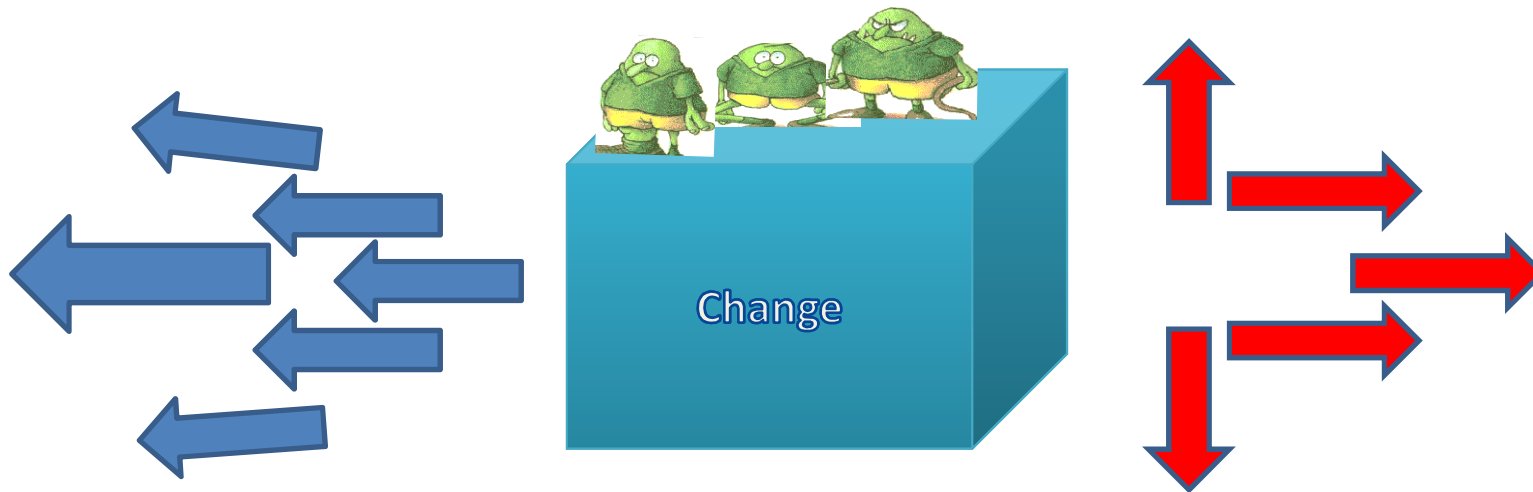
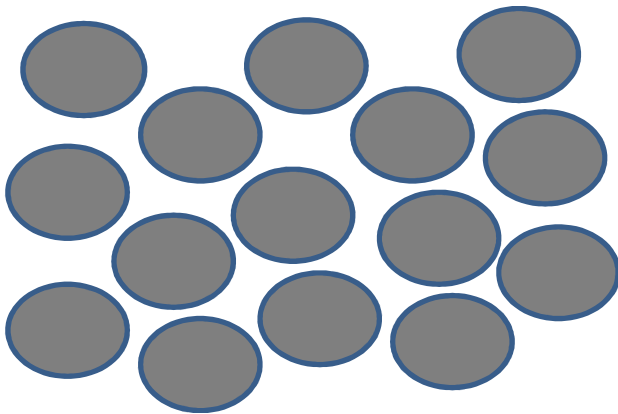
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The Seven Threads of Change & 'OR'



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When the winds of change blow...

- How open are we for change?
- How ready are we to accept new ideas?
 - Especially from our juniors, outsiders or other departments?

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Remember this picture?



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When the winds of change blow...

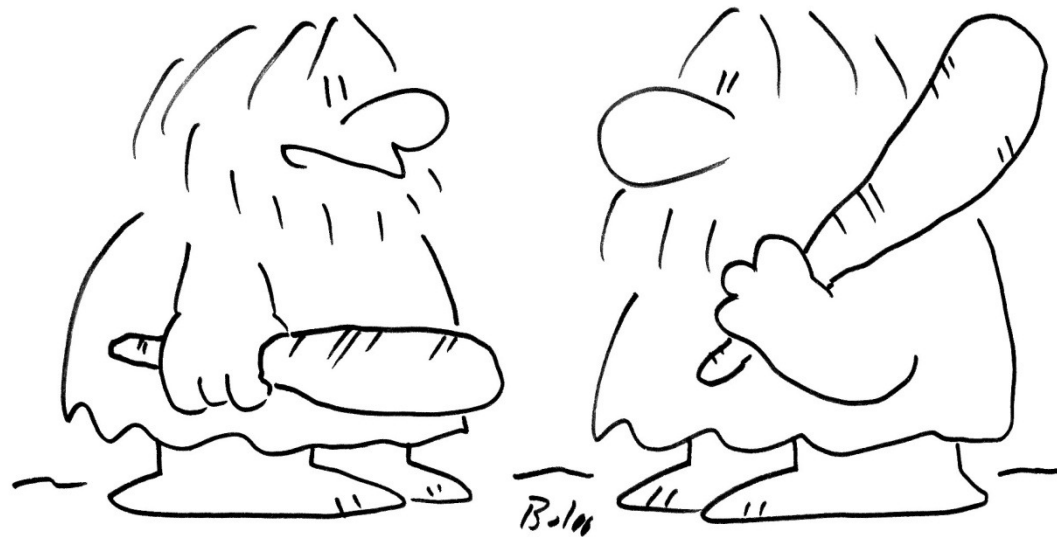
- How open are we for change?
- How ready are we to accept new ideas?
 - Especially from our juniors, outsiders or other departments?
- How much time do we invest defending the status quo, rather than listening openly to new ideas?
 - “We have always done it this way, it’s worked fine in the past”
- Understanding our own ‘natural’ resistance to change is key to understanding resistance in others
- *A short story....*

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Why do we resist?

- When we are safe, every kind of change poses some kind of unwelcome threat

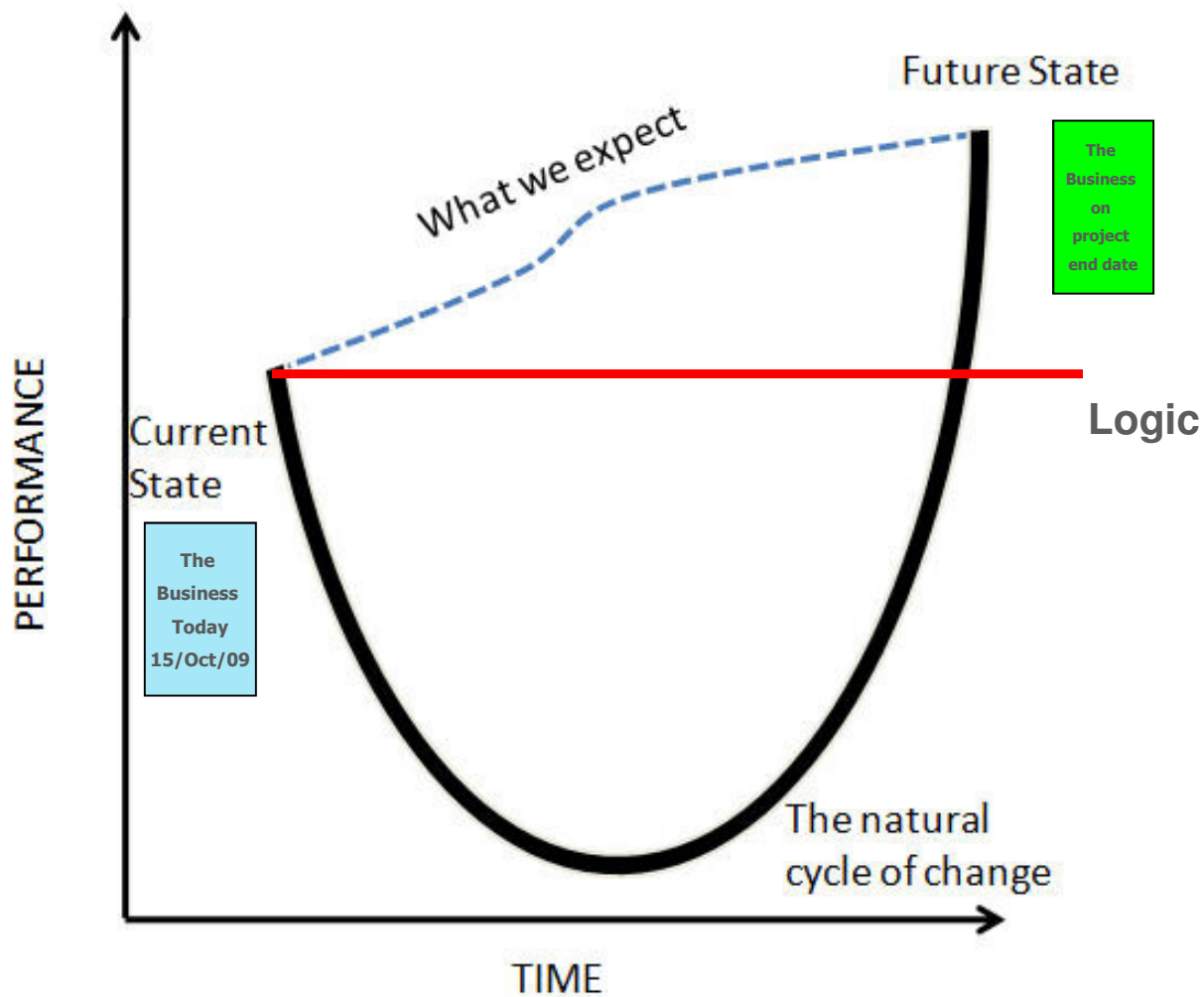


"If you see a stranger, you kill him"

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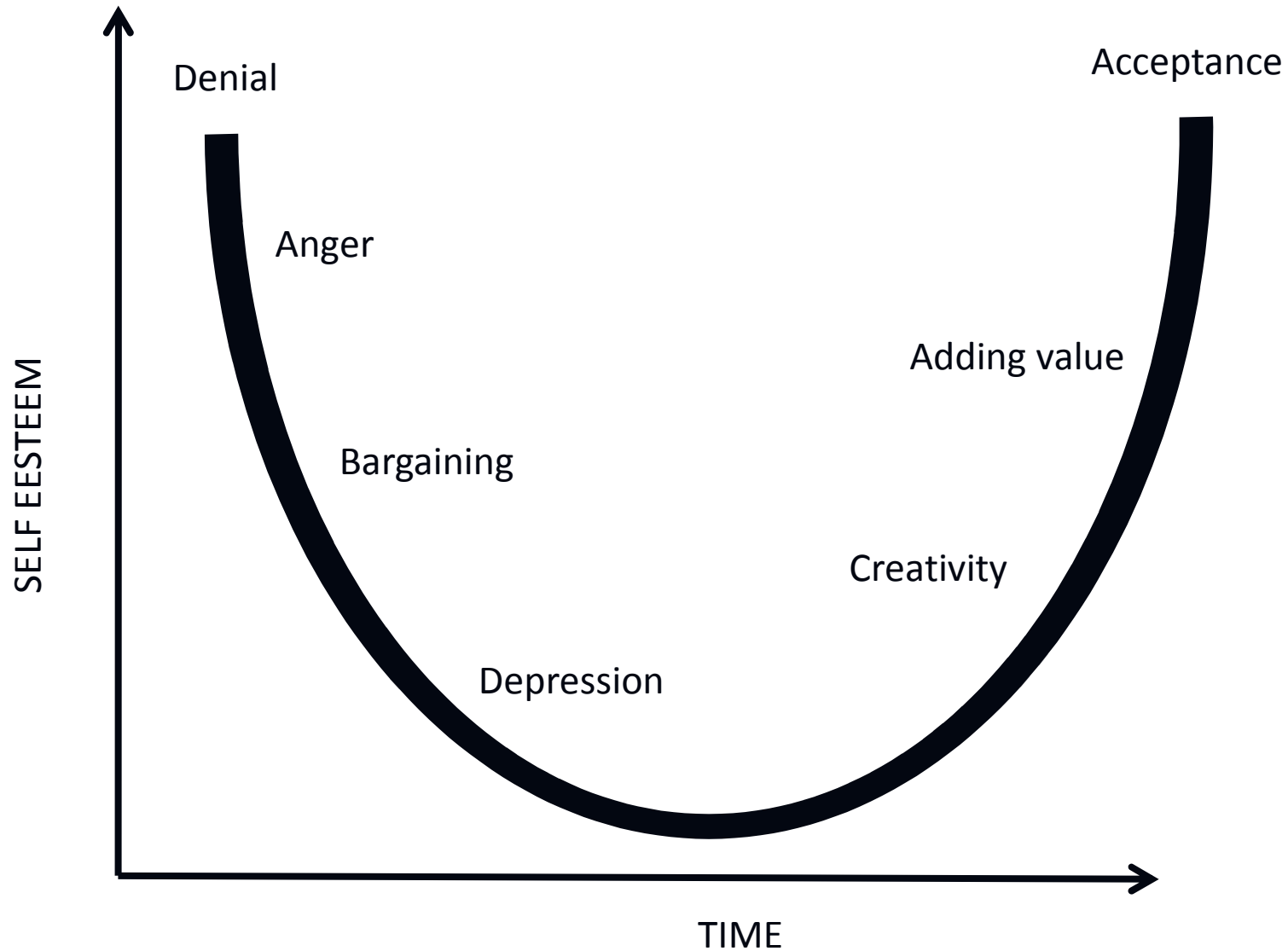
So what's the problem? (the theory)



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So what's the problem? (reality)



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Overcoming change resistance takes energy



- *Apollo 11 used 99% of its fuel to escape the earth's gravity*
- *The last 1% was sufficient to take the astronauts the remaining 768,000-Km round trip to the lunar surface and back home*

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Secrets of accepting change

Inbound: (As a recipient)

- Learn to sense when the muscles in your back tensing
- Try and stay cool
- Sleep on it – before making any declaration
- Talk it over with your trusted colleagues and family
 - “Where should I stand on this one, Charlie?”
- Look for the vision, for the creativity, look for the win
- Realize that it does not have to be your idea to be good!

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Secrets of encouraging change

Outbound: (As an implementer of change)

- Be firm about your resolve before setting out
- Plan for the worst – ***remember the black curve***
- Plant the idea gently
- Give the receiver time to think
- Re-enforce the change with supporting messages from multiple sources
- Make space for reflection and creativity
- If in doubt – *seek advice first* – don't gamble on it being ok

Managing change is not as easy as it might appear

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Don't leave it to chance!

1. When the vision is low
&/or
 2. When the need is unclear (or hidden)
&/or
 3. When the duration is long
&/or
 4. When the deliverable is unpopular
- = Don't leave change management to chance!

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&/or
2. When the need is unclear (or hidden)
&/or
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&/or
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= Don't leave change management to chance!

Managing change = anticipation & planning

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Thank you!

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“Sometimes it is OK to deliberately mislead someone or even to lie, if it is either in their own or the company’s own interest”

Green = Agree

Red = Disagree