Joined Up Thinking

The Key to Sustaining Change

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Some Caveats

- Change is a huge topic
  - Thirty years is a long time and includes a lot of raw material
- Pause for thought
  - First time I've attempted to make some sense of it all
- It is a personal perspective
  - I claim no fundamental truths
  - Just what I have learned and found to work
What we are talking about?

- Change - it's purpose and value
  - The only value of organisational change is in delivering enhanced outcomes for stakeholders
- The process of working with leaders themselves
- For leaders change only has value in motivating teams and achieving results
  - Can only be achieved through carefully managed change.
- Not all leaders are ready to listen
  - Isn’t change what leaders do?
- Working with Chameleons
  - Being a chameleon
A Few Gripes

Troubleshooting vs. Architecting

The Irish Perspective
- Appreciating the other’s point of view
- Thinking strategy before tactics

Hope is not a method - General Gordon R Sullivan

Pick winners
- Change has its time and place
- Unless the change is inevitable - it is optional
- No point in emulating Sisyphus
Why?

The rise of change management
- Not much spoken or written about it as a subject in 1978 when I did my first consulting job
- There is rather more now!

The merits of Lifelong Learning
- Education and Experience
A Personal Journey through a Changing Landscape

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Computers, accounting machines and the South Eastern Electricity Board
- The challenge of competing technologies
- The barriers of stovepipe thinking

Small businesses
- Great ideas
- Absence of logic and vision

Northern Ireland
- Use of small business training in TAFE environment to break down cultural barriers

Business Faculty
- Government policy & funding
- People left behind, need to regain confidence
- The fear of change, the glue of culture
China, western business education to understand western mindsets
  - The thirst for change

Russia, Intourist managers and the free market
  - Lost on an alien planet

OHS and the ADF
  - The critical importance of leaders
    • General Peter Cosgrove
  - Leadership and humility

ACT Emergency Service after the 2003 bushfires
  - Importance of engagement
Education the hard way

Why can’t we just tell them?
- Implementation plan = send the instruction?

Management clarity, people and WIIFMs
- Is it possible to architect quick fixes into a strategic fix?
- Quick wins under a strategic umbrella is a very effective change architecture

Stakeholder support is everything
- Stakeholders are the most important factor in any project bar none
The Criticality of Leadership

If the leader isn't on board nothing will happen

- Leaders must be convinced of the coincidence of their goals and those of the project
  - that there is light at the end of the tunnel
  - that it will be better than it is now
  - that the project will deliver in their timeframe
  - that they can afford the budget
  - that they can afford the risk
  - that they can trust those advising and doing
  - that they can convince and manage their own stakeholder base in the meantime
The Gurus, their uses & limitations

Sun Tzu - *The master strategist*
- The supreme art of war is to subdue the enemy without fighting.
- Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved sons, and they will stand by you even unto death.
- The general who advances without coveting fame and retreats without fearing disgrace, whose only thought is to protect his country and do good service for his sovereign, is the jewel of the kingdom.
- There has never been a protracted war from which a country has benefited.

Machiavelli - *More than just a calculating opportunist*
- A return to first principles in a republic is sometimes caused by the simple virtues of one man. His good example has such an influence that the good men strive to imitate him, and the wicked are ashamed to lead a life so contrary to his example.
- Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage.
- The first method for estimating the intelligence of a ruler is to look at the men he has around him.
Joined Up Thinking
- the key to sustained change

- Seek root causes

- Strategy to Outcome
  - A pre-eminent idea that explains and makes sense of the tactics and quick wins and the pain
  - In a conceivable timeframe
  - The Leader must Stay the Course

- People, Process, Technology, Information
  - For sustainability it is all one

- Bite-sized chunks
  - Tangible gains at each step

- Use the stakeholders as weapons
  - Understand their thinking and their levels of influence
EA Change Management Framework

Stakeholders & Communications
- Engage & manage internal stakeholders & suppliers
- Identify and nurture leadership at each level
- Determine key messages & manage the communications pipeline

Business Change Focus
- Confirm change imperative and shared vision
- Define and manage process & knowledge change, governance & reinforcement

People Change Focus
- Map and prioritise culture & behaviour steps and spirals
- Align business, culture, performance and career goals

Making Ends Justify Means
- Manage size shape and pace of change program and events
- Focus on priorities and alignment, track performance & benefit

Current Purchasing Performance

Strategic Sourcing Performance Targets
Have clear plans to communicate, communicate, communicate.
  - How information is presently received
  - Messages that resonate
  - Tell a story
  - Involve people - connect to WIIFMs

IT is part of the solution not the strategy
  - Leaders must take responsibility for IT development

Managing the Change coherently
  - No change has happened until behaviours have changed.

Focus on the business benefit
  - Plan the transition architecture
    - How will the gains be sustained?
    - How will organisational competency be grown so that it is independent of the change project?
8 Keys to Success

1. Change imperative
2. Shared vision
3. A sponsor ready to own the project
4. Knowledge of stakeholders
5. A planned and ‘chunked’ project
6. Leadership at all levels ready to ‘walk the talk’
7. Space on the playing field free of competing projects
8. Influence over the pace of events
Where to next for me?

The collaborative tools of Web 2.0
- Importance for contemporary change

The convergence of change in branding, process, behaviours and culture in emerging portal technologies

Leadership and Change
- New applications of science in the field of emotional awareness
- Provides insights into
  - understanding stakeholder sentiment
  - Project performance
  - Understanding people under stress
  - In leadership where
    - developing EA in oneself and in others is the key to EI
Why manage change carefully?

**Dual pots of gold**

**Business Benefits**
- What did we do this for in the first place?
  - Goals need defining at the start
  - KPIs fall from these
- Other than IT changes what else needs to happen to cash the cheque?
- Behaviours, associated processes, communications, stakeholder activity, linked projects

**Sustainability**
- Training, reinforcement, QA, communications, lessons learned actively recycled
- Processes, knowledge, tools and support are accessible and make sense
- Doing the right thing is recognised, rewarded and replicated through leadership
The Last Word

The aim of any good change manager:

THINK
AGREE
IMPLEMENT
MEASURE