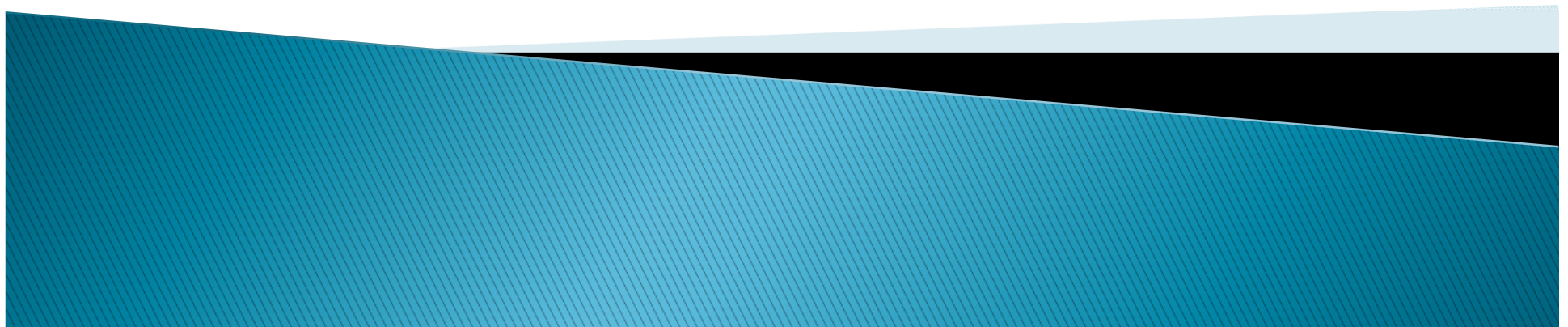


Strategies for Change; How to move the mountain

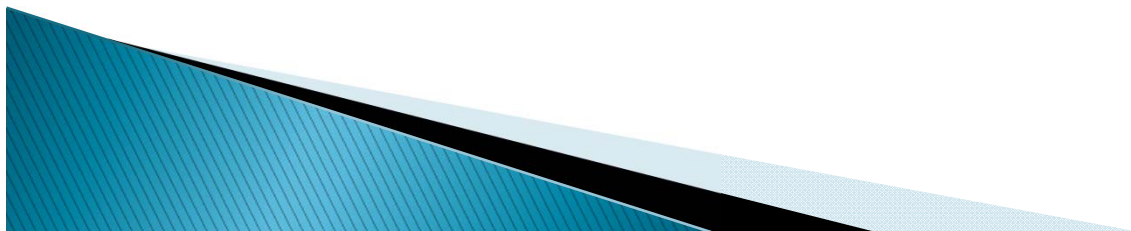
Dr David Collins



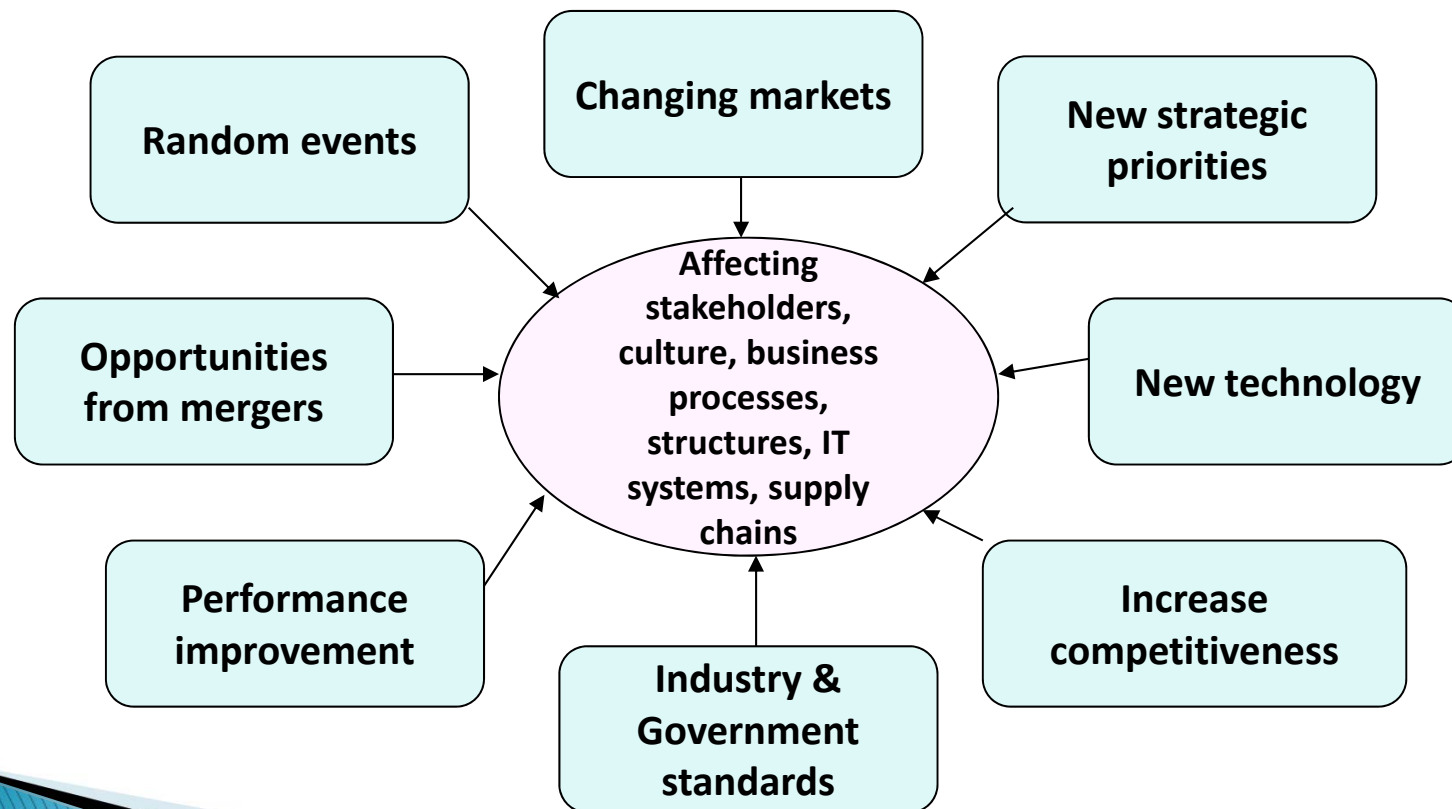
For better or worse?

What are the main changes that have affected ordinary people over the past 20 years?

Which of these would you categorise as beneficial? And which as of little or no benefit?



Drivers for Change



Types of Change

Largely environmentally determined

- ▶ Evolutionary – (Continuous (Adaptive))
- ▶ Revolutionary – (A step change)

The more severe the perceived threat, the more likely the need for a step change



Holding back the tide ?



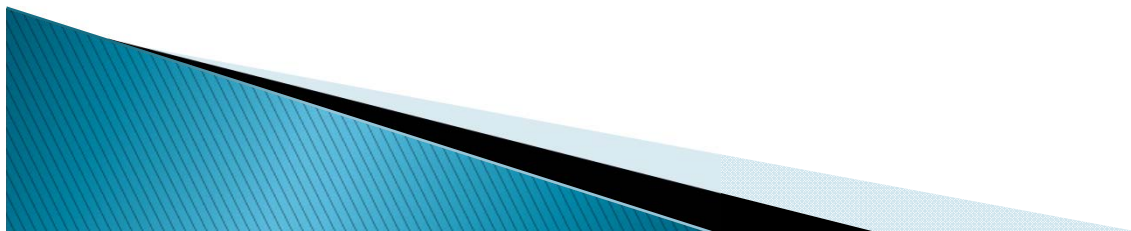
The Change Options

		End result	
		Transformation	Realignment
Nature	Incremental	Evolution	Adaptation
	Big bang	Revolution	Reconstruction



What needs to change

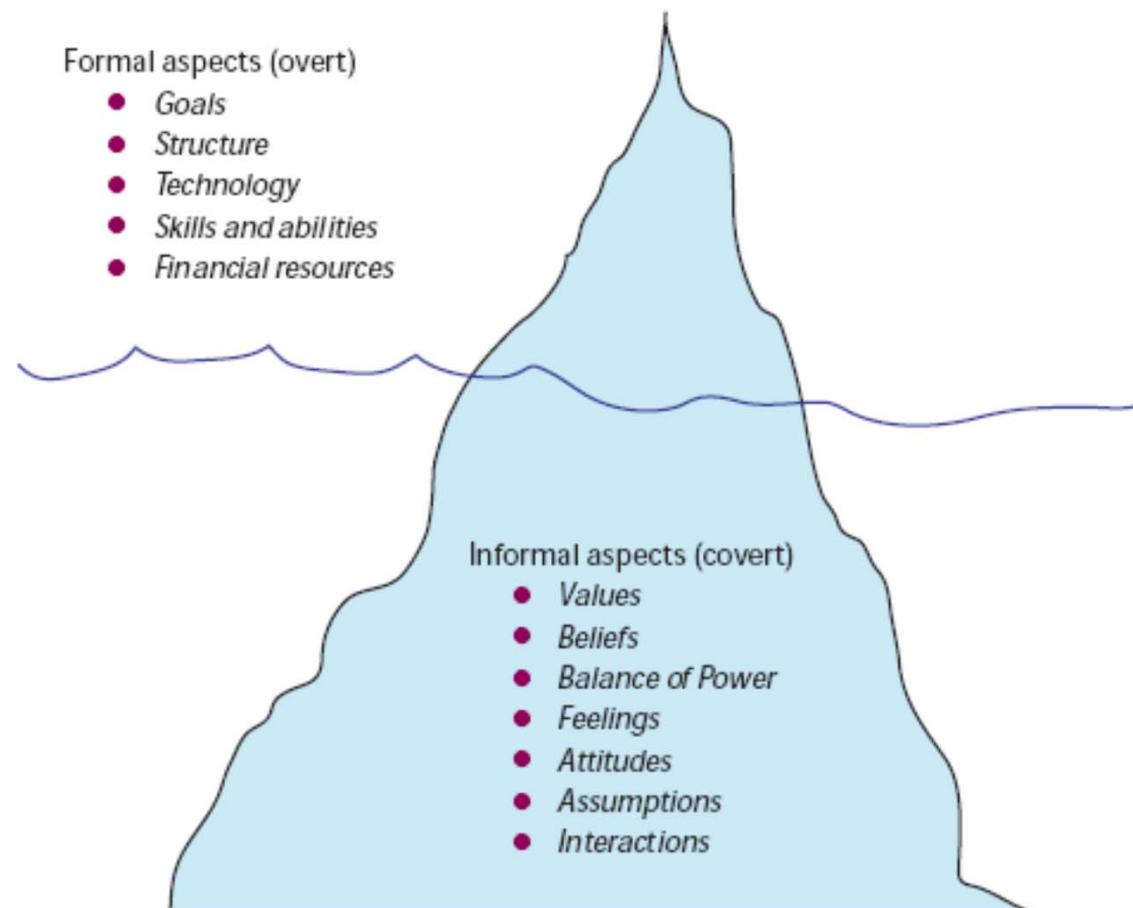
- ▶ Organisations can only change if their component parts change
- ▶ Analysing those component parts can be helpful in determining what needs to change most to achieve the desired outcome



The Organisational Iceberg

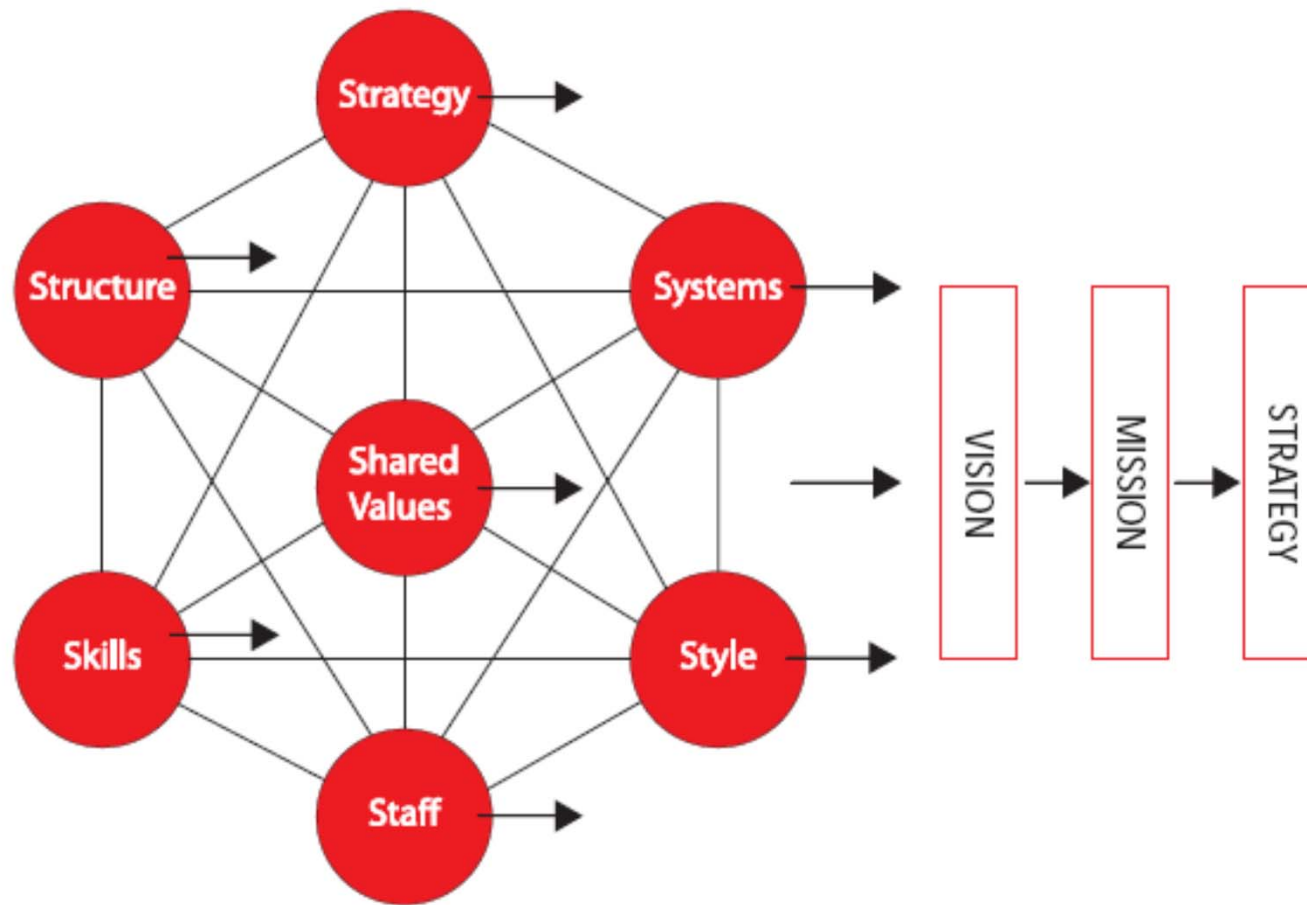


The Organisational Iceberg



The McKinsey 7S Approach

To analyse What and How to change



The Change Flow

Why and what

Analyse competitive position: changes needed



Identify desired future state



How

Analyse change context: critical change features



Identify change approach: design choices



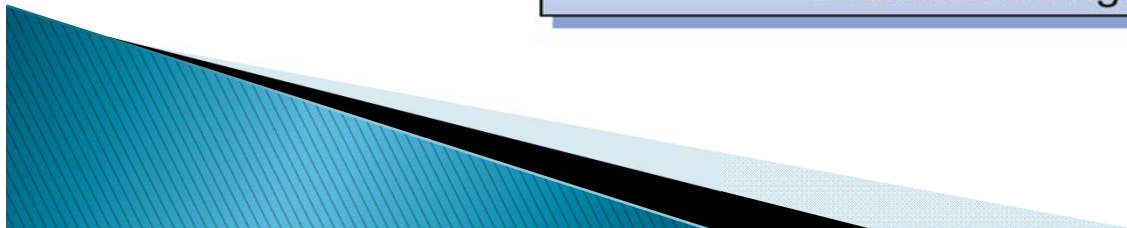
Design transition process: levers and mechanisms



Manage the transition: leadership issues



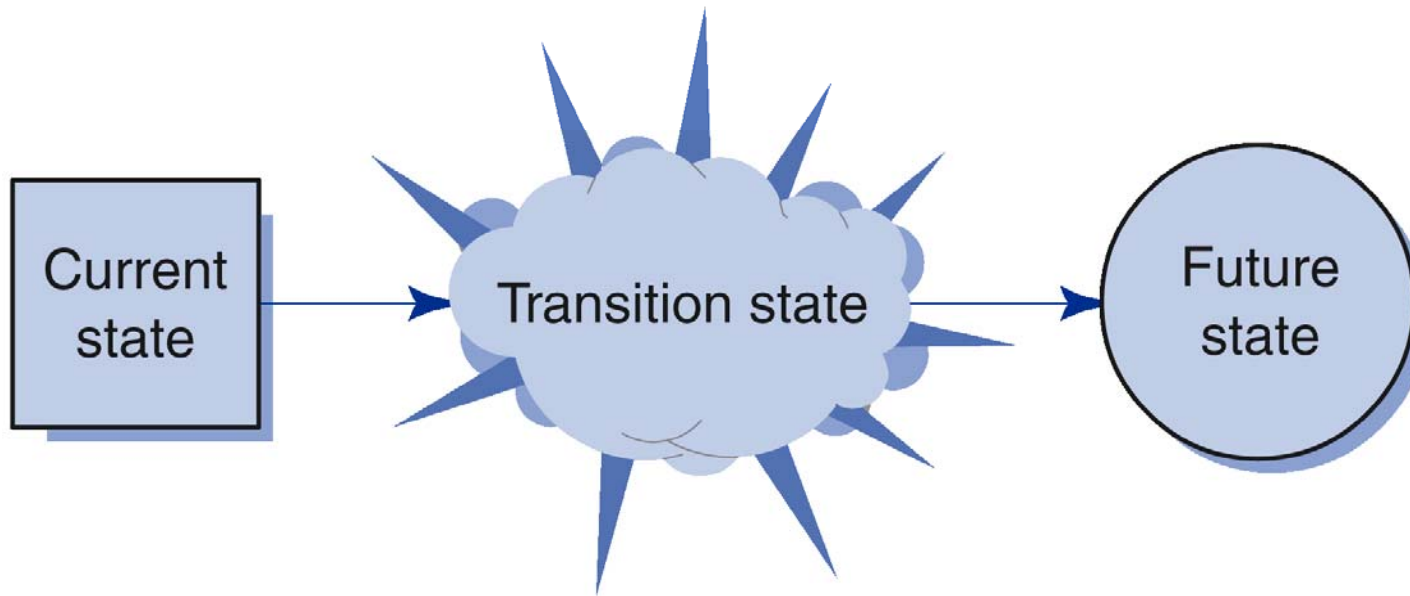
Evaluate change outcomes



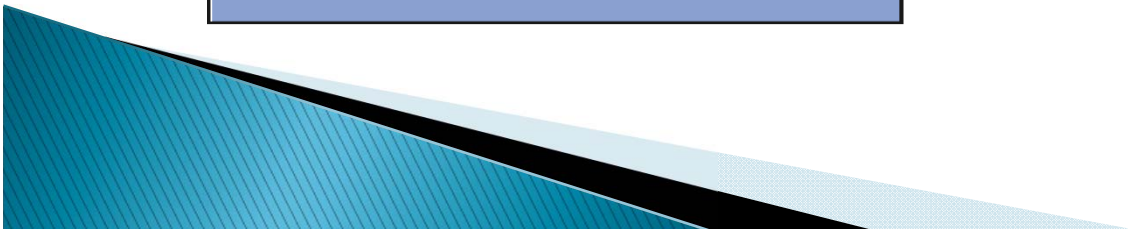
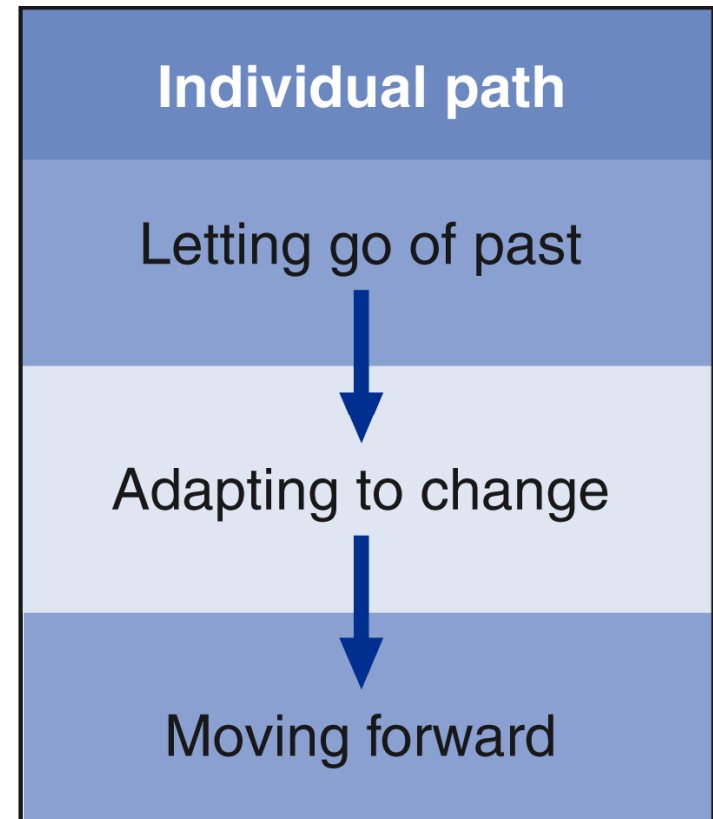
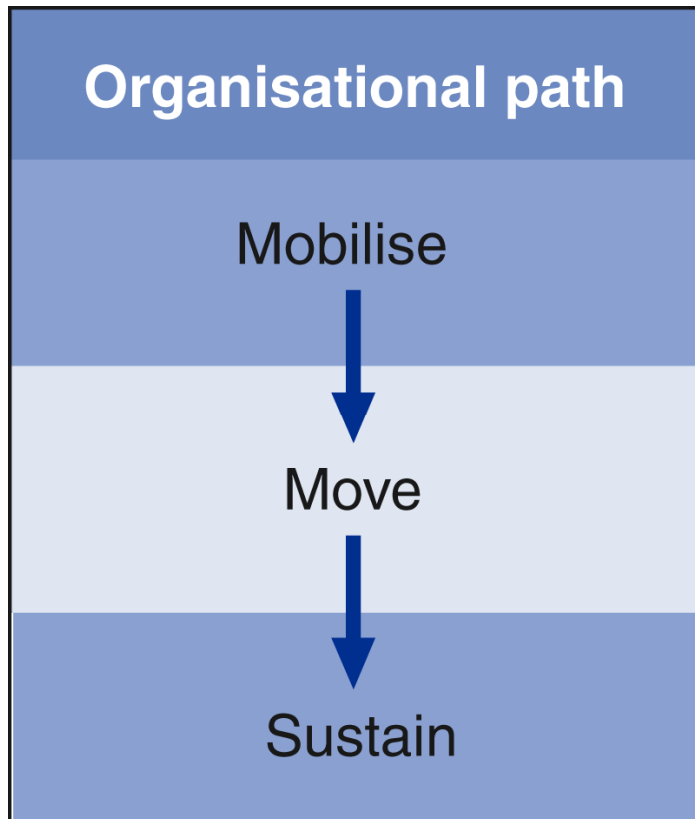
The Transition Process

To achieve change it is necessary to:

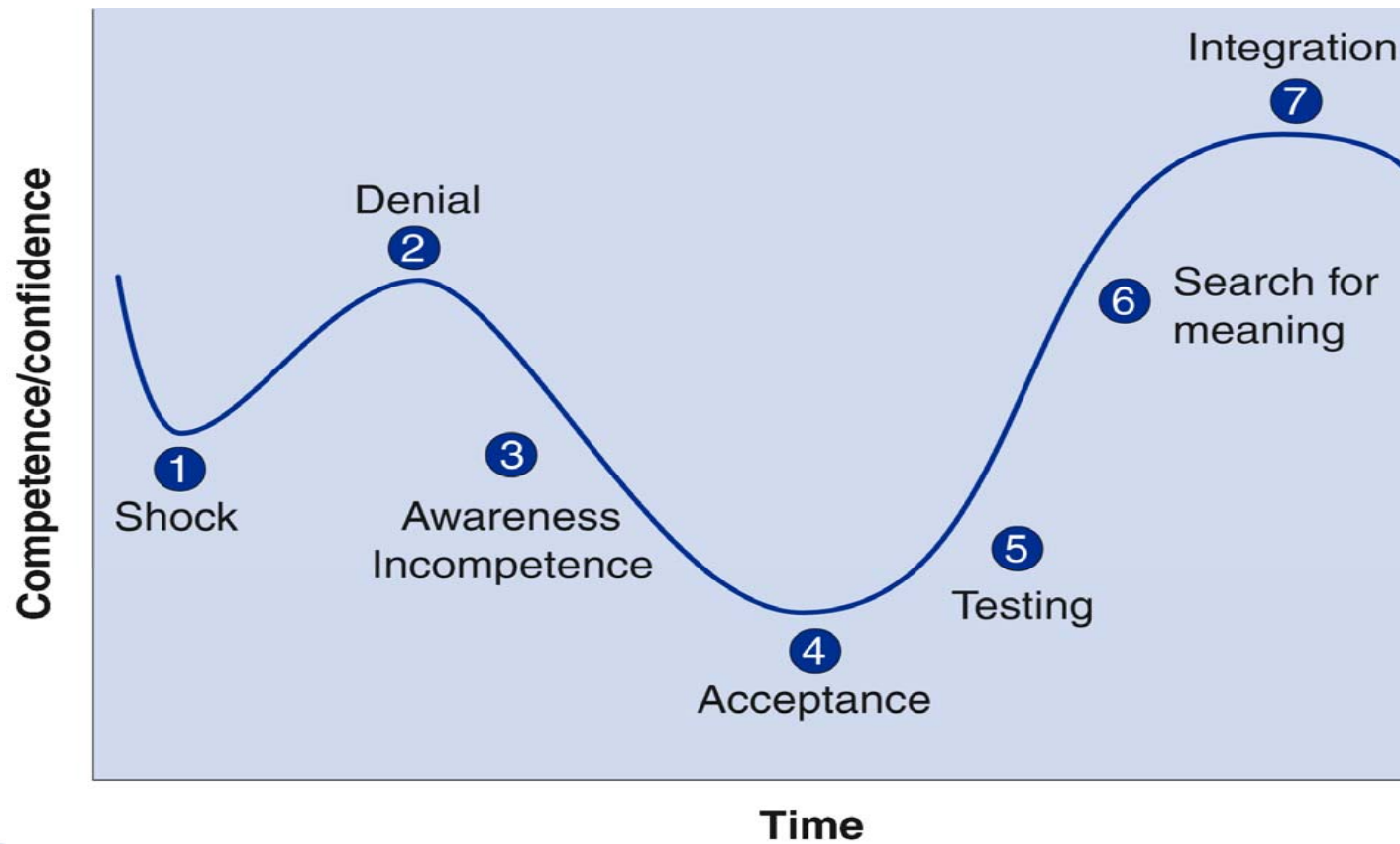
- 1 Assess the current organisational situation.
- 2 Define the desired future organisational state.
- 3 Determine how to get there.



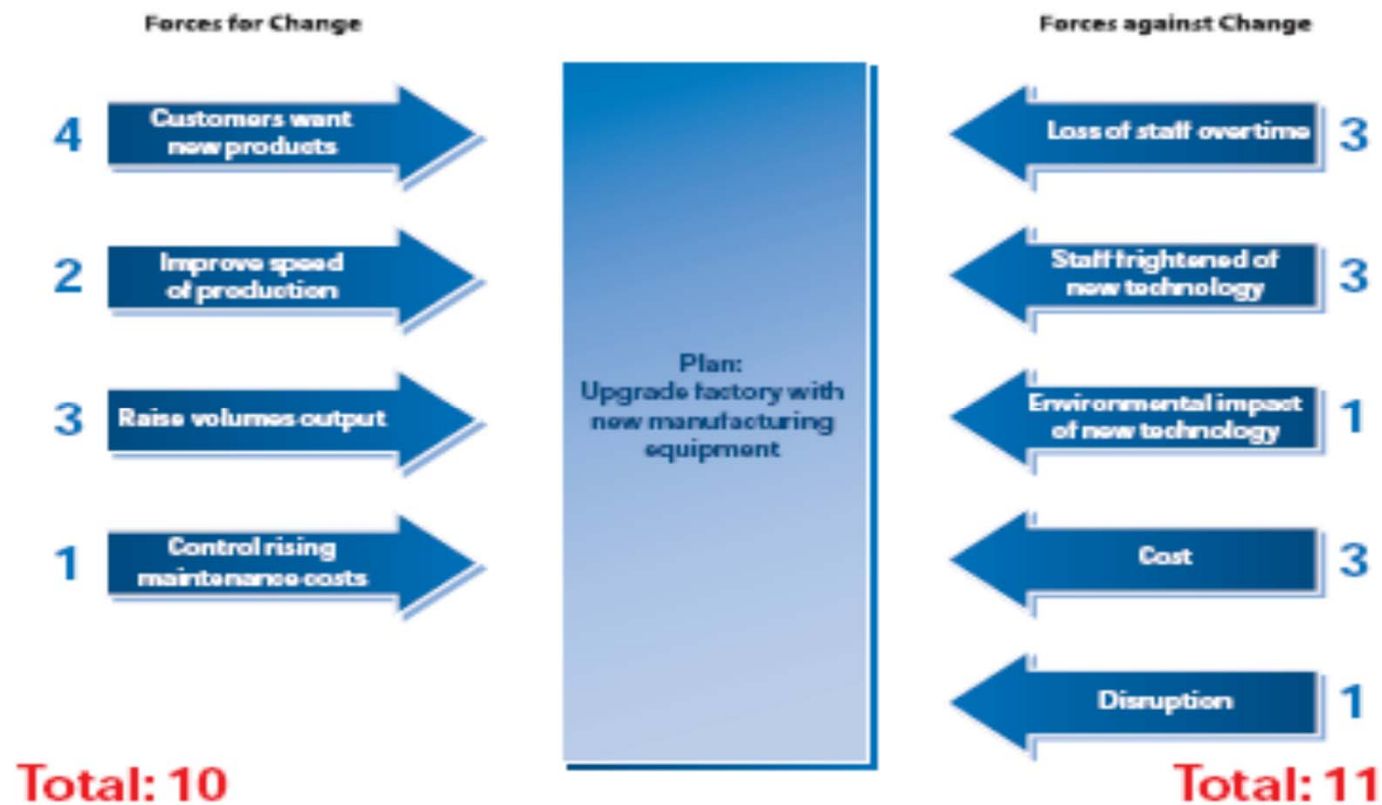
Moving the organisation and the individual



The Transition Curve



Force Field Analysis



Introducing new manufacturing equipment

The Change Equation

$$\mathbf{C} = (\mathbf{A} \times \mathbf{B} \times \mathbf{D}) > \mathbf{X}$$

When

C = Change

A = Level of dissatisfaction with the status quo

B = Desirability of proposed change

D = Practicality (risk of disruption) of change

X = Personal cost of changing

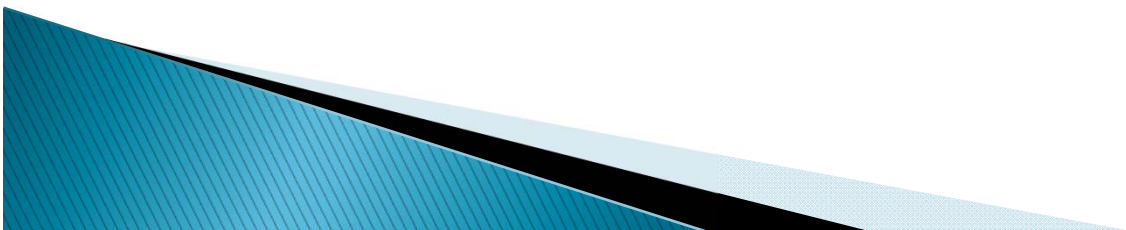


The Consequences of Change

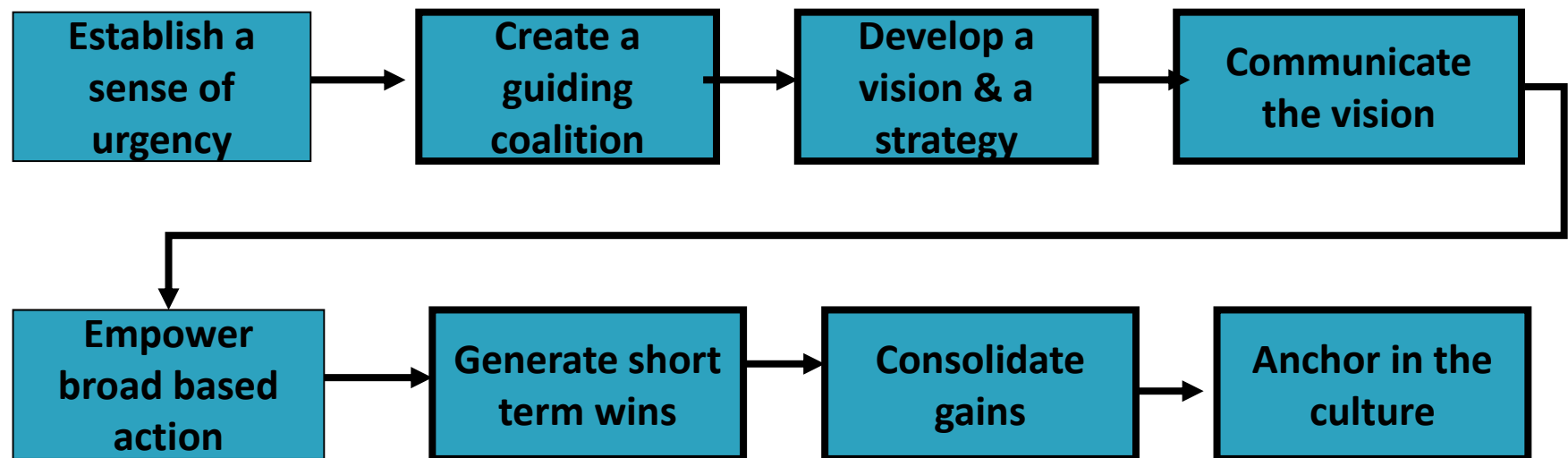
Do we fear

- ▶ Change?
- ▶ Or the consequences of change?

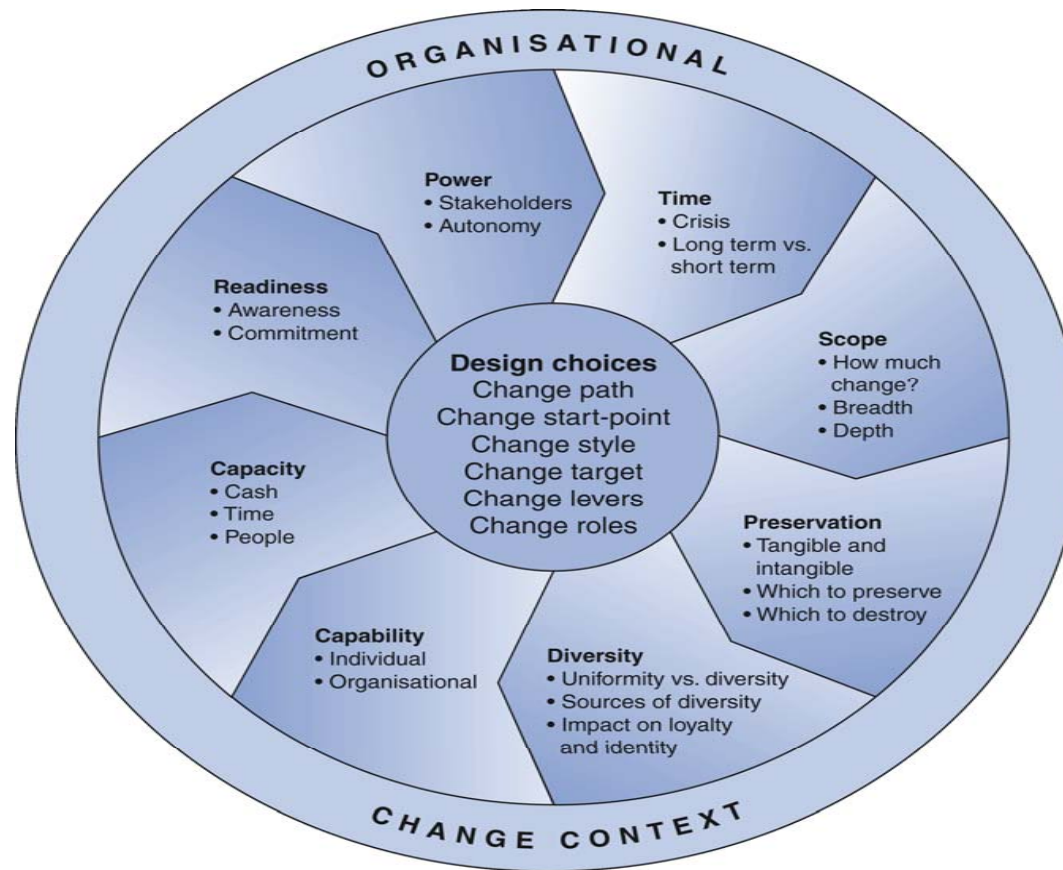
And how do we prepare for it?



Kotter – Eight steps to changing an organisation

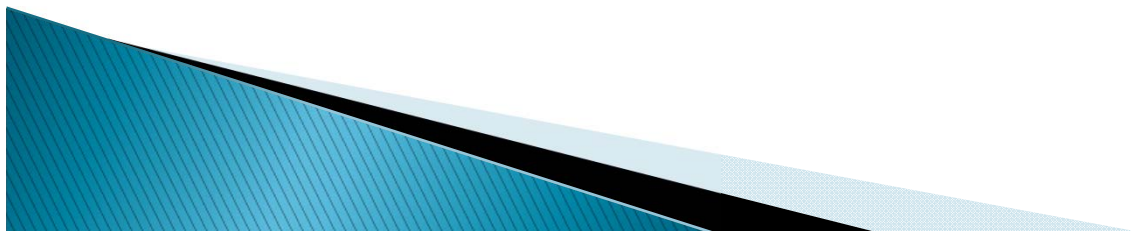


The Change Kaleidoscope



Change in challenging times

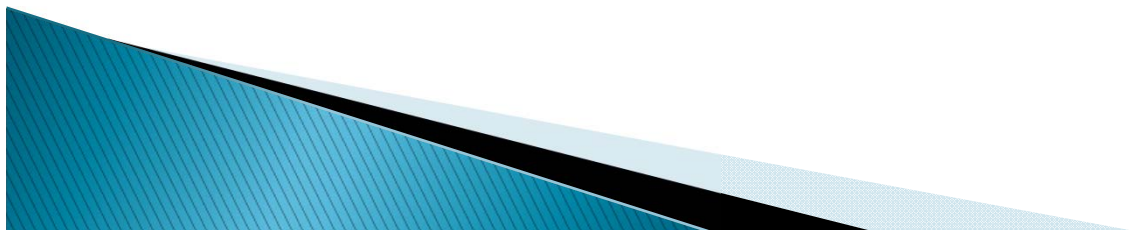
- How prepared are your managers/your organisations for boom and/or bust?
- How do you avoid throwing the baby out with the bathwater?
- Are you really clear about what is essential and what is “nice to have”?
- Can you be tough when you have to? – Or do you know somebody who can?
- How much time have you got? (The problems of procrastination)



What Changes are Needed?

The basic questions

- ▶ Where are you now?
- ▶ Where do you want to be?
- ▶ How will you get there?
- ▶ How will you know if you have been successful?



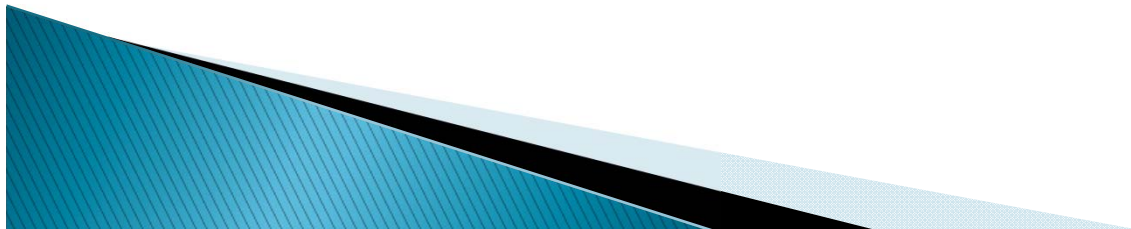
Leadership and Management

What would you say were the characteristics of the perfect leader?



Leadership and Management

- ▶ Leadership is the influencing of an organised group towards its goals. It is dealing with something “novel” and is essentially linked to change, movement and persuasion.
- ▶ Management on the other hand is concerned with dealing with things which are “known” and which have pre-existing solutions (even if you don’t know what they are!). As such it is mainly concerned with executing routines and maintaining organisational stability



The 10 'C' s of Great Leaders?

- ▶ Clear
- ▶ Connected
- ▶ Confident
- ▶ Conscientious
- ▶ Consistent



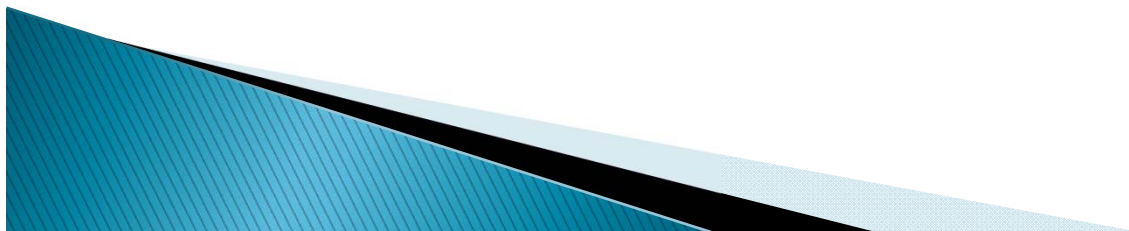
The 10 'C's of Great Leaders?

- ▶ Cohesive
- ▶ Challenging
- ▶ Creative
- ▶ Celebratory
- ▶ Caring



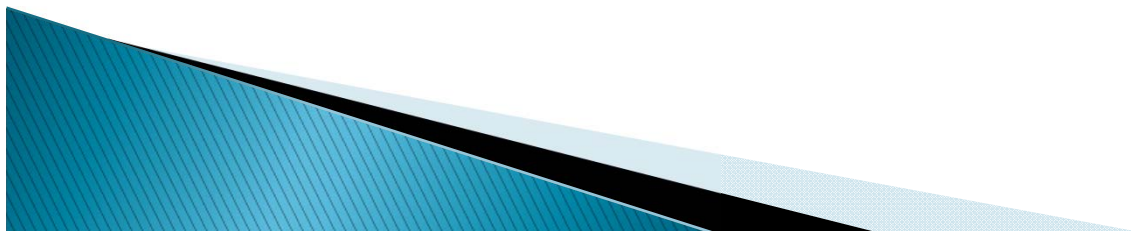
Key Questions

- ▶ How do you score on these key characteristics?
- ▶ Are there changes that you could make in your operating style to improve your performance?
- ▶ How important is context?
- ▶ What determines how you lead?



The Role of the Follower

- ▶ Can you be a leader without followers?
- ▶ What do followers expect of you?
- ▶ How do you demonstrate that you are worth following?
- ▶ What characteristics do you expect of your “followers” ?
- ▶ Are all your followers “the same”?



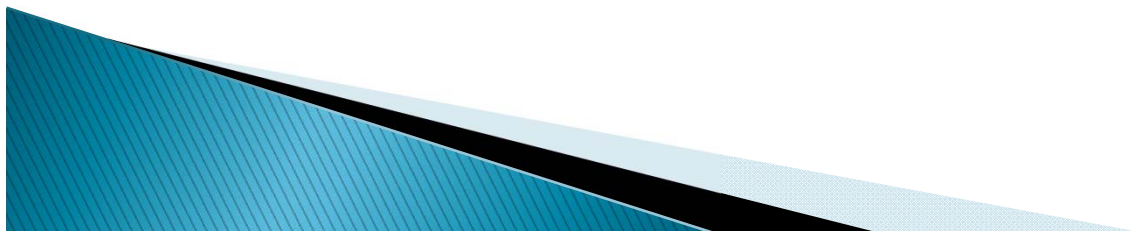
Key Questions

Are leadership skills required different in good and bad times?

Is public sector leadership very different from leadership in the private sector?

How do you bring about successful change?

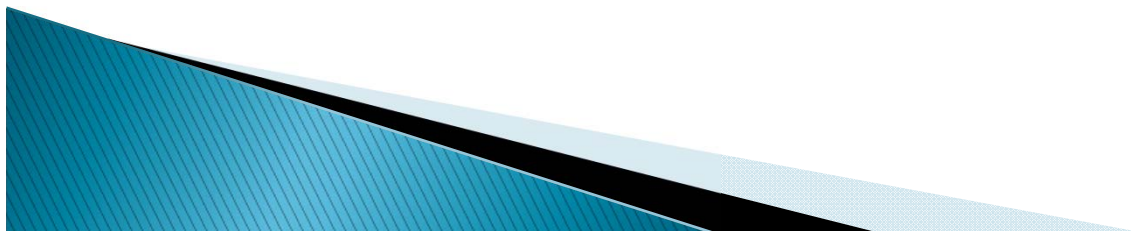
What are the threats and opportunities in the present financial crisis?



The Leadership Pillars

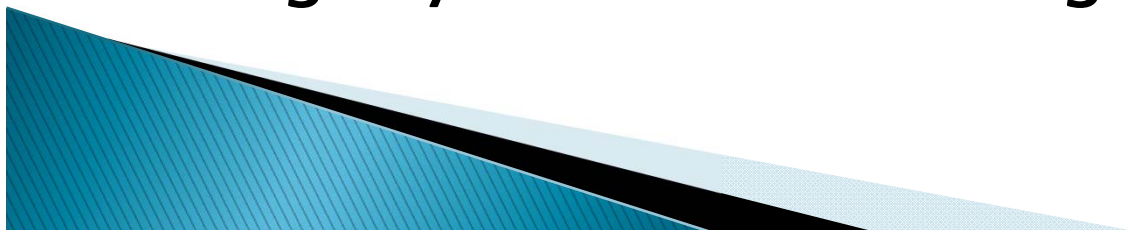
- Mission
- Vision
- Values

- Clear Aims and Objectives
- Detailed Delivery Plans
- Appropriate Evaluation and Review processes



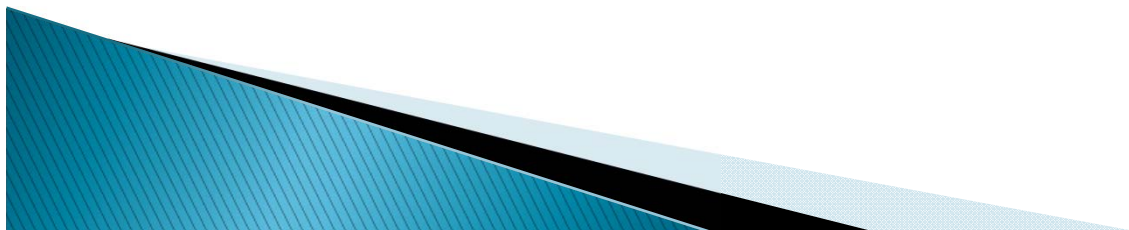
Mission

- ▶ What business are you in?
- ▶ What business are you not in?
- ▶ Do you want to be all things to all men? If the answer is yes, are you and your colleagues aware of the trade offs?
- ▶ What are you prepared to do/sacrifice to achieve your goal?
- ▶ Might your mission change?



Vision

- ▶ In 2020, your college has been recognised as the best force in the country and has a full page article in the national press explaining why. What does the article say?
- ▶ Where are you now in comparison to this vision?
- ▶ Why are you not where you want to be?
- ▶ What do you have to do to close the gap and what *must* change?



Values

- ▶ What are the key values of your organisation?
- ▶ Does everybody know what they are and buy into them?
- ▶ What can you do as a leader and manager to demonstrate that your behaviour is consistent with these values?
- ▶ How will you deal with “non conformance”?
- ▶ Are there conflicts between your values and those of your stakeholders/the general public?



Strategies for Change; How to move the mountain

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