

changeosity Leading Through Change Series

Issue 1 – Introducing Models for Change

In this article, we build a case for embracing a deliberate style in which to lead through change and we give you three practical models for driving and delivering successful change initiatives.

Change is essential in the modern business environment due to disruptive forces within an unpredictable and volatile world. However, the degree to which leaders catalyze change varies greatly. The reality is that change is often managed by leaders as a reactive, rapid response to events, as they unfold. Yet, when done as intended, change leadership is effective implementation of corporate strategy through constant refinement with a future-focused lens.

According to Gallup¹, 70% of change programs fail due to the lack of a systematic change process. When you drill down on the hard data on why these programs fail, you find that whilst the change strategy may have been sound, the project has failed at execution stage. The leaders of the organisation have failed to inspire and engage their teams during the implementation process. The leaders have not led the change with sufficient purpose. We, at **changeosity**, believe that the way in which your leaders lead through change is critical to the success of the change initiative. When each leader in the organisation is emotionally committed to the success of an organisational change project and knows how to engage their teams in that process, the results can be staggering.

In this environment of constant economic, political and regulatory change, the ability to lead successful change initiatives needs to be a core competency for leadership. Knowing how to effectively lead through change in order to deliver sustainable business growth is fast becoming an expectation for all business leaders of the modern age.

In this first paper in the **changeosity** Leading Through Change series, we discuss some simple models for change and introduce you to the **changeosity** Transformation Model that has delivered successful business transformation time and again.

Models for Successful Change

As business leaders, we are consistently called upon to lead change projects. This is no mean feat given that business transformation can take many forms. In some

¹ “Successful change initiatives depend on front-line managers -- not “change” managers” by DAVID LEONARD AND CLAUDE COLTEA DATED 24 MAY 2013.

cases, stakeholders require a departmental restructure to recover capital investment in a large-scale digital transformation or expect a seamless process of integration post-organisational merger or require you to radically recover a culture of demotivation and failing employee performance.

In all cases, our stakeholders expect us to excel at this reinvention – to design the right change program, craft the right message, cover the right bases, collaborate with the right people and communicate at the right time, every time. All of this whilst displaying elegant leadership that others will role model.

There are many models for change available for leaders to take off-the-shelf and implement based on context. In this paper, we have highlighted two of these such models that successfully focus on readiness and planning for change. In addition, we introduce you to a third model – the **changeosity transformation model**. This is a manifesto for leading through change. More than just another off-the-shelf change program, the **changeosity transformation model** delivers sustainable business growth through leadership with purpose. It shows leaders not only what to do but, more importantly, how to behave during the challenging process so that everybody embraces the change over the long term.

Planning Models

Model 1 – The change kaleidoscope model can get you started Balogun and Hope-Hailey (2004)



The change kaleidoscope model is based on the idea that ‘best practice’ models fail to account for different situations and that change is contextual.

This model will help you decide what to cover in your change planning and can be an extremely helpful starting framework.

The change kaleidoscope model identifies **eight core segments**:

1. Time: How much time do you have? Is it urgent or do you have more time?

2. Scope: How far does the change extend across and into the organisation?

3. Preservation: What needs to be maintained through the change process and beyond?

4. Diversity: Look at organisation diversity and identify how this will impact change – location, functions, gender.

5. Capability – What level of in-house capability do you have to manage change?

6 Capacity: What is it going to take in terms of time, resources and people to get this change done?

7 Readiness: How ready and willing to change are your affected stakeholders?

8 Power: Identify the most and least powerful stakeholders in relation to change.

According to the change kaleidoscope model, only after answering these questions, can you begin to make sensible design decisions.

There is six **design choices** to make for your transformation:



Change path: Are you pursuing incremental or transformational change?



Change start point: Is the change initiated by senior leadership or employee driven?



Change style: Will you choose coercive and directive change or participative and collaborative? Each has implications on time, motivation and engagement.



Change target: Are you targeting outputs, objectives, values, behaviours or a combination of all these?



Change levers: There are multiple levers that can be adjusted to support change, including organisation structures, power structures, control systems or rituals.



Change roles: Identify your change team, including sponsor, project lead, champions, external consultants and other change agents.

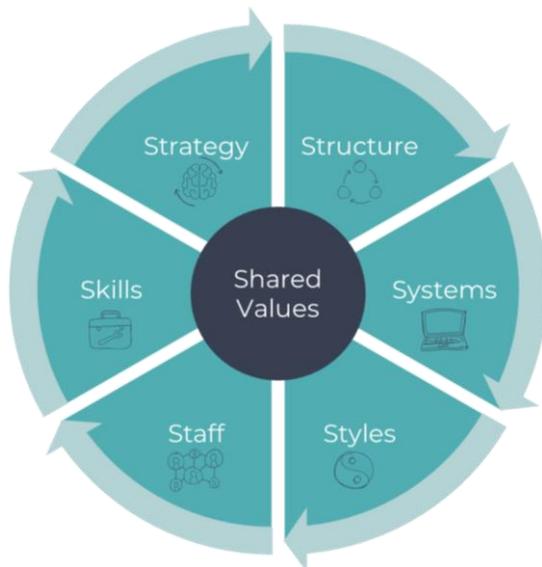


As foreshadowed in a recent report by McKinsey & Company² (the **McKinsey Report**), even the best transformation project leaks value at various stages in the implementation process and, the root causes of this, cluster around 3 critical themes: organisation-wide ownership of and commitment to change, regular and effective prioritisation and deployment of the right resources and capabilities.

Model 2 - McKinsey's 7S model helps you keep it simple

At first blush, the McKinsey 7S model is refreshingly simple. Experience tells us that successful transformation typically follows a simple plan that is well-executed. Reducing complexity can be the most powerful gift a business leader brings to a change initiative and it certainly helps to drive early adoption. For that reason, the 7S model is of great value.

It prescribes the following approach: **to achieve their overall change goals, leaders must look at what to change in respect of the following 7 fundamental factors:**



Strategy: This is your company's detailed plan for long term sustainable success and competitive advantage.

Structure: Identifies the parts of the organisation and how they fit together such as organisation charts and reporting lines.

Systems: Covers the regular activities and processes that staff use to get the job done including policies and procedures and IT systems.

Shared values: These are the core values of the organization – stated and practiced.

Style: Covers the style of leadership in the company, such as autocratic, collaborative.

Staff: Looks at employees and their general capabilities and job roles.

Skills: Considers the current and future skills and competencies of the organization's employees.

Of these 7S's, there are three 'hard' elements, which are easier to influence and cover. These are strategy, structures and systems. The other four 'soft' elements

² "Secrets of Successful Change Implementation" by Alasdair Johnston, Frederic Lefort and Joseph Tesvic published 1 October 2017.

– shared values, styles, skills and staff - are heavily influenced by corporate culture. They are just as, if not more, important to organisation success than what processes are changed. These ‘soft’ elements are where you engage people.

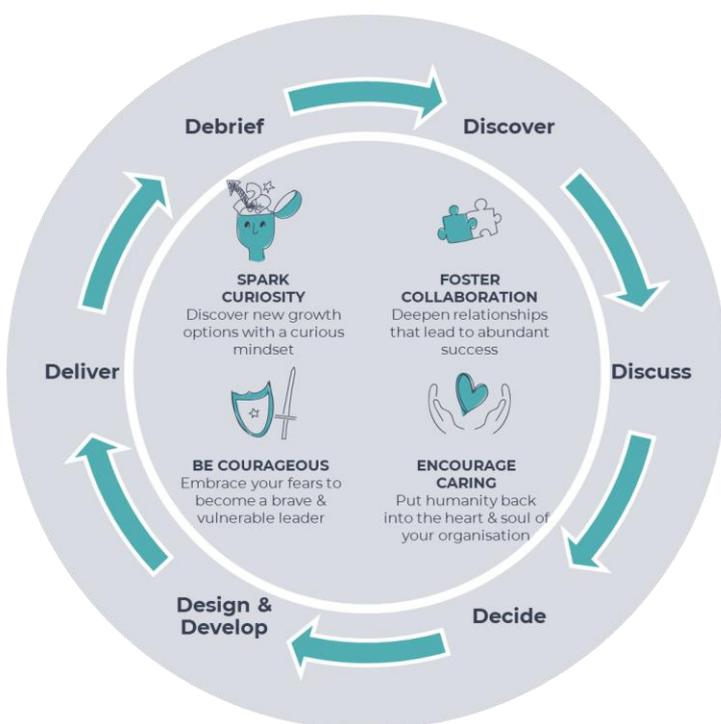
Considering the findings in the McKinsey Report, it would seem that success of your change initiative under McKinsey’s 7S change model or any other change model, will greatly depend on **how leaders behave** during the implementation phase.

Leading through Change – a breakthrough model

Model 3 – changeosity transformation model

The **changeosity transformation model** focuses entirely on inspiring and engaging people through the change process. It is based on more than 30 years of successful people-oriented business transformation.

Winning the hearts and minds of individuals and teams is the key to successful change, whether transformational or incremental. The model wholeheartedly encourages every leader to prioritise people over outcomes to achieve sustainable business growth and profits through meaningful purpose.



The mechanics of a formal change process still apply. However, the game-changing aspects of the **changeosity transformation model** are that it shows leaders how to behave during the critical stages of implementation. It teaches leaders what to do, when, where and with whom to do it, and why their behaviour is so critical to success.

The ultimate success of your change program is in the hands of your team. Leaders who inspire through their thirst for ideas, boundless collaboration, courageous decision making and encouragement of a caring culture, succeed where others fail.

The changeosity transformation model

CHANGEOSITY TRANSFORMATION		Curiosity	Collaboration	Courage	Caring
		COMMUNICATE			
COMMUNICATE	Discover	License your team to explore and imagine possibilities 	Engage unexpected stakeholders to help open your mind 	You won't have all the answers, so do something about that 	Address your team's fear and uncertainty 
	Discuss	At this stage treat all ideas equally	Embrace diverse views in open forums	Listen to independent voices	Articulate purpose and empower champions
	Decide	Question impact on money, people and brand	Democratise decision taking	Done is better than perfect	Make decision making process transparent
	Design & Develop	Encourage experimentation with no blame	Create huddles with the right people at the right time	Deal with problems of process, people and outcomes now!	Care about who is not involved or informed
	Deliver	Plan for the what-if's	Keep asking questions of all and listen to the answers	Accept feedback and fix problems fast	Show gratitude to those who made sacrifices
	Debrief	Cast a critical eye and deal with lessons learnt	Celebrate success and recognise everyone involved	Measure against original stated goals	Communicate the contribution to sustained success

Why the **changeosity** transformation model works

When you adopt the **changeosity transformation model**, you take engagement to the next level. You adopt a curious mindset to dare your teams to stretch beyond their reach. Rather than incentivising your teams to compete to the finishing line, you encourage them to collaborate and accommodate diversity of thought and perspective. You make courageous decisions over the pursuit of perfection. And, you care. You embolden your teams to embrace any fear of uncertainty or other insecurity and gain strength from their vulnerability.

What we have also learnt

Change is a constant. However, when moving through a formal transition, it is imperative that communication is a consistent theme. Share what you know, be open about what you don't know, embrace questions and be quick to mitigate any arising tension between your stakeholders.

Communication diffuses conflict, improves engagement and knowledge and creates a greater level of comfort.

Regardless the model you choose, we highly recommend you build your own 'transformation toolkit'. **changeosity's** co-founders have been designing and collecting go-to frameworks, concept designs, maps, canvasses and models throughout our collective transformation journeys. Each time we are asked to lead major change we bring them out, make tweaks, and hit the ground running.

About **changeosity**



We are a bespoke advisory firm based in Dubai. Our three founders have over 70 years of international Fortune 500 experience in 50 countries, including 30 years in the GCC.

Together, we have delivered highly profitable and award-winning transformation in the Middle East. Our proven results-driven model transforms leadership, culture, strategy and decision-making to create sustainable growth and purpose.