



## Spotlight on *Transformation*

### The challenge of Leadership- a typical situation

**Change is not about organisations but about people. Which is exactly why it is such a challenge to leaders.**



*You have just taken over a major division within a multinational and your excitement soon turns to dismay, when you see a raft of issues that are facing you. Poor production, disgruntled staff, lack of management systems and poor quality delivery are all undermining performance.*

*You have learnt how to lead successfully in some complicated situations. You have beaten adversity before, but somehow the interventions that seemed so successful in past situations do not seem to be having the desired affect now, so what do you do? You know that your bosses have very high expectations of you, based on your past performance, and as you approach your first half year results you are dismayed at the lack of progress you are able to show from your efforts.*

## New Rules of the Game

Major shifts in society values in the last 30 years have impacted on how organisations and their people operate. The old rules of command and control no longer apply and the focus for the new era of leadership is on how to influence the way that people work, think and feel about the business; and this requires more than rational decisions and processes.

The new rules of the game require a much more involved leadership style, one that brings people along the change journey, rather than imposing it on them. Of course, the old rules are still being played out, but their impacts are short-lived and the willingness of both senior stakeholders and operational staff to play by those rules is diminishing.

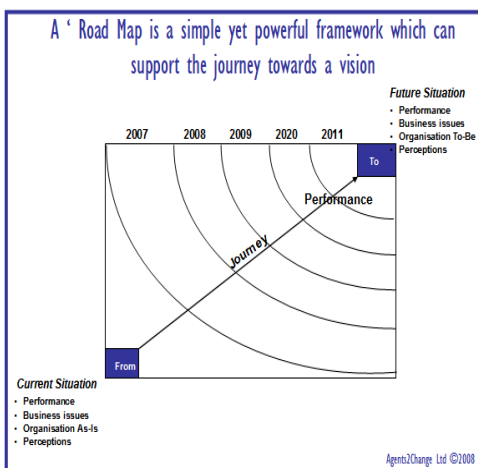
The new rules require a much more collaborative and engaging process to occur, in order to achieve lasting performance improvement. This is the new paradigm of leadership.

## Making Change Personal

In order for people to want to take the step toward a different way of working - they need to see what's in it for them. They have to personally connect with the objectives you are trying to achieve, emotionally as well as rationally.

Of course, if engaging and involving your team feels like hard work, you could parachute in a team to do this for you, but the curve of benefit to your organisation sharply rises and then as dramatically tails away when they leave. The harder road, of bringing your team on the journey, may seem slower at first, but will bring with it the dual benefits of reducing the risk of failing and the added benefit of home growing your own change agents for the future.

## Provide a map of the journey

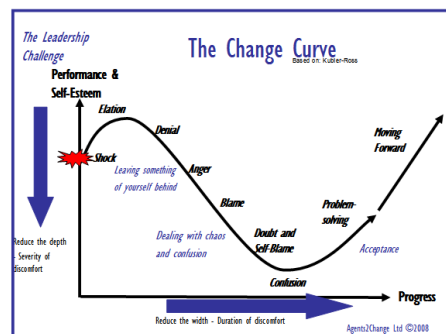


Communicating the desired future state in a rich and tangible way will engage people in the journey. It is much more meaningful to tell the story of what has happened to reach the current situation, and the future looks like. People can appreciate the context for the current change and relate it to their own role. They are able to understand what the business is trying to achieve and what success will look like. In telling the story, you are also able to disclose something of your own personal journey - how you have felt and what you have learnt along the way. One tool that can be very helpful in engaging people in defining the journey is the transformation map (left).

## Managing the process of change

Since all change is essentially about implementing a new way of working, organisations today increasingly recognise that it needs to become a core skill. In doing this, they are acknowledging that implementation requires specific knowledge and skills that go beyond straightforward project management.

Whilst the Change Curve (Right) is becoming widely recognised, it does not mean that the emotions and process of change are any easier. Leaders can fulfil the essential role of providing the wider context, opportunity to test out alternatives and coach their people through the change process rather than just tell them how to move forward. Supporting people as they find their own solutions is more motivating and sustainable. It leaves behind more capability than simply giving them the answers.



## Being Part of the Change

Organisations don't change, people do. People change by gaining a new insight, a new set of goals or responding differently to a set of circumstances. For business, this requires them to learn how to respond to familiar things in different ways. Only by responding differently, is it possible to achieve different (i.e. higher) levels of performance.

For change to be sustainable, it requires both rational and emotional learning to occur. For this reason, we strongly advocate that capability development and formal training occurs as part of the transformation efforts, rather than before or after it. Far better to build the training and learning into the current change program. Real time learning for real-time problems. The learning and its impact are immediately linked together, forming a powerful long-lasting impact on performance.

## Who we are

Agents2Change has an unblemished track record in delivering significant improvements in key business results: profit; production; reliability; safety; to large scale process industries. Our team of highly experienced consultants have the knowledge and skills to help you tackle large-scale change agendas collaboratively and sustainably.

## “Business Change is our Business ....” Offering tailored solutions since 2006

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