

**Who's running  
this business?**



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# **Who's Running This Business?**

The battle for innovation & influence in  
the boardroom

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# Managing Change

Harley Lovegrove

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1957

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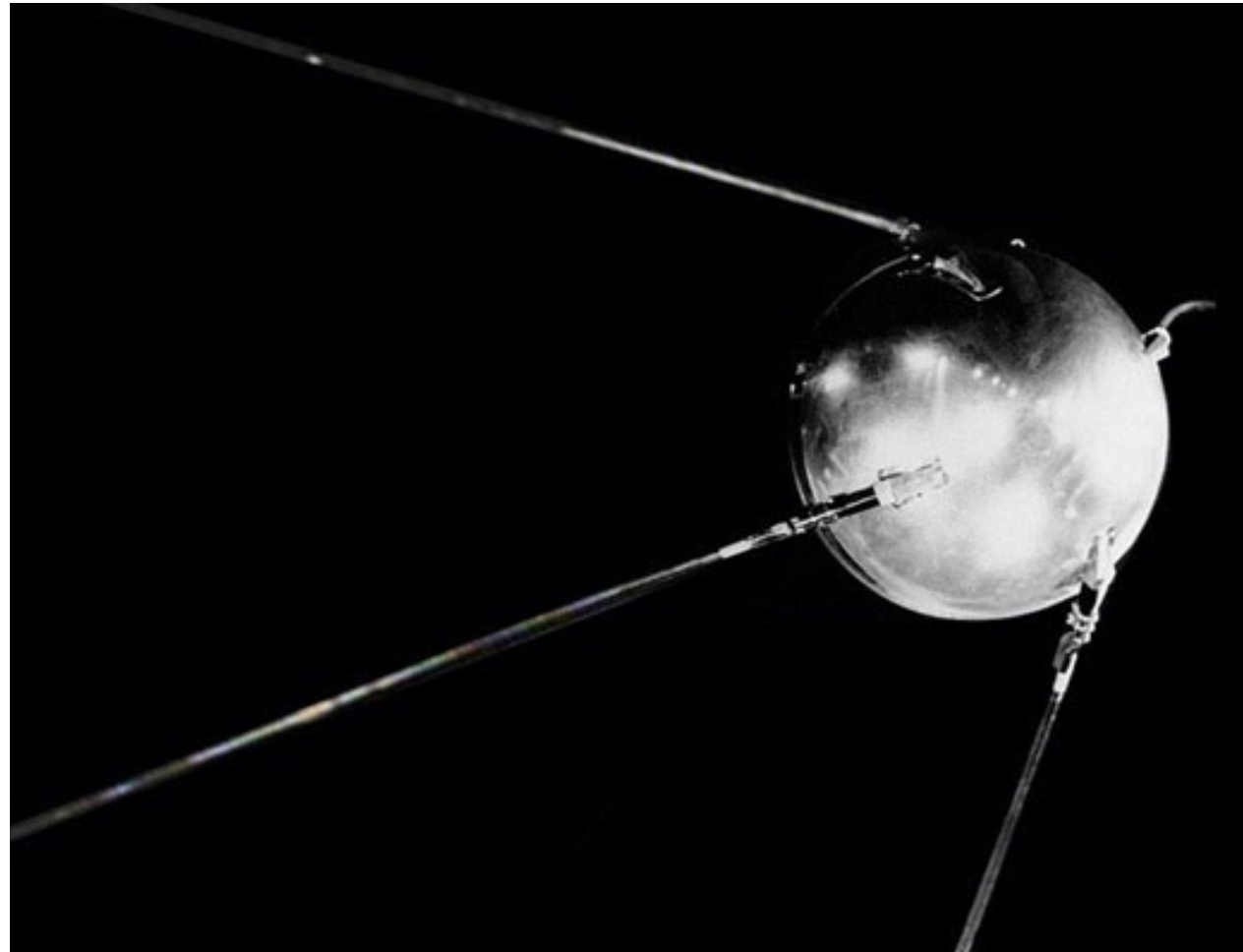
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## Sputnik shock of 1957

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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

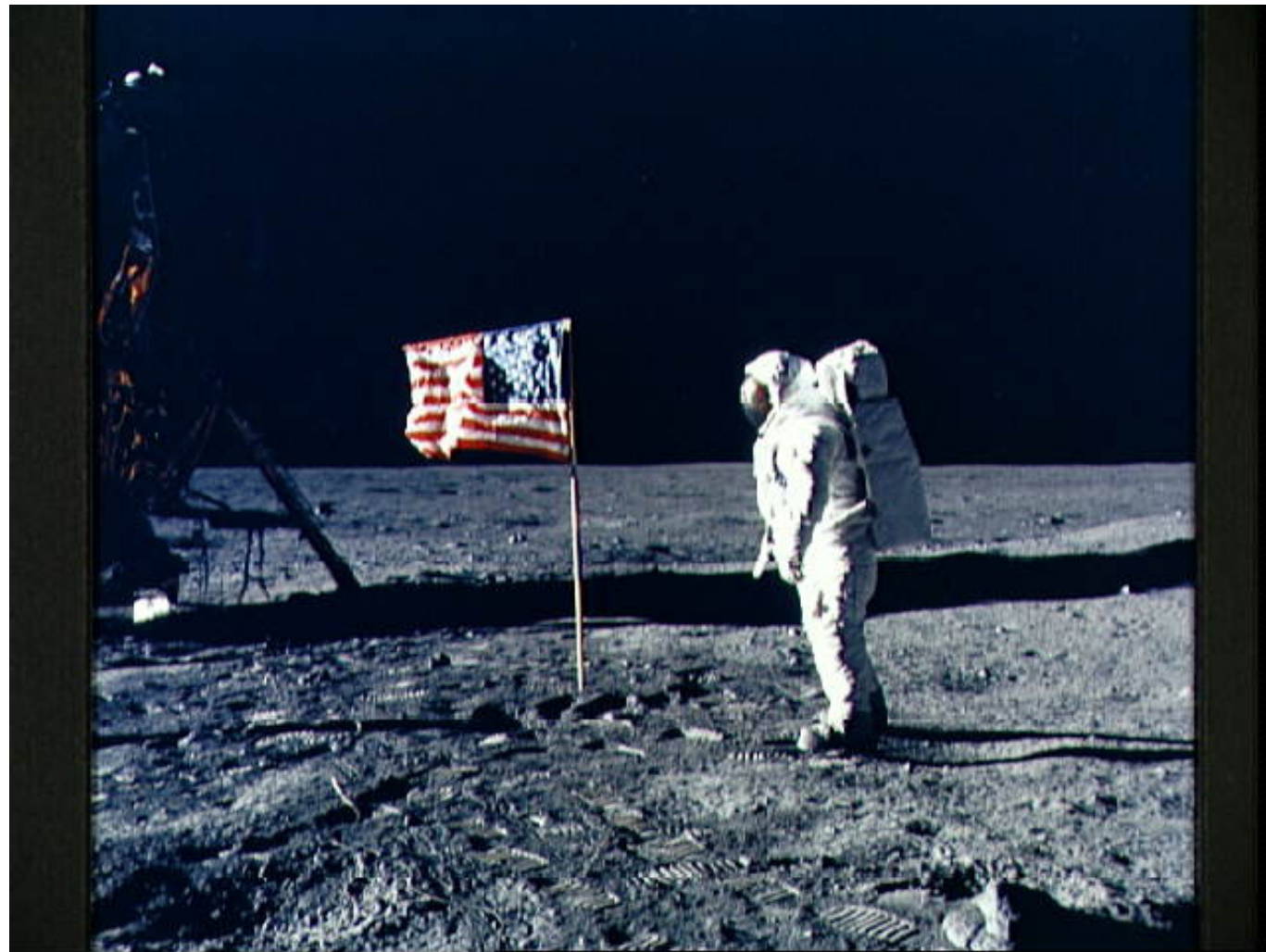
- To protect US longterm economic strength
- By:
  - Securing technological advantage over Russia
  - Ensuring US technology dominates the global markets (leveraging on US marketing, distribution and sales knowhow)
  - Motivating a nation to excell and push to the limit behind a common goal/purpose based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

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



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# Managing Change

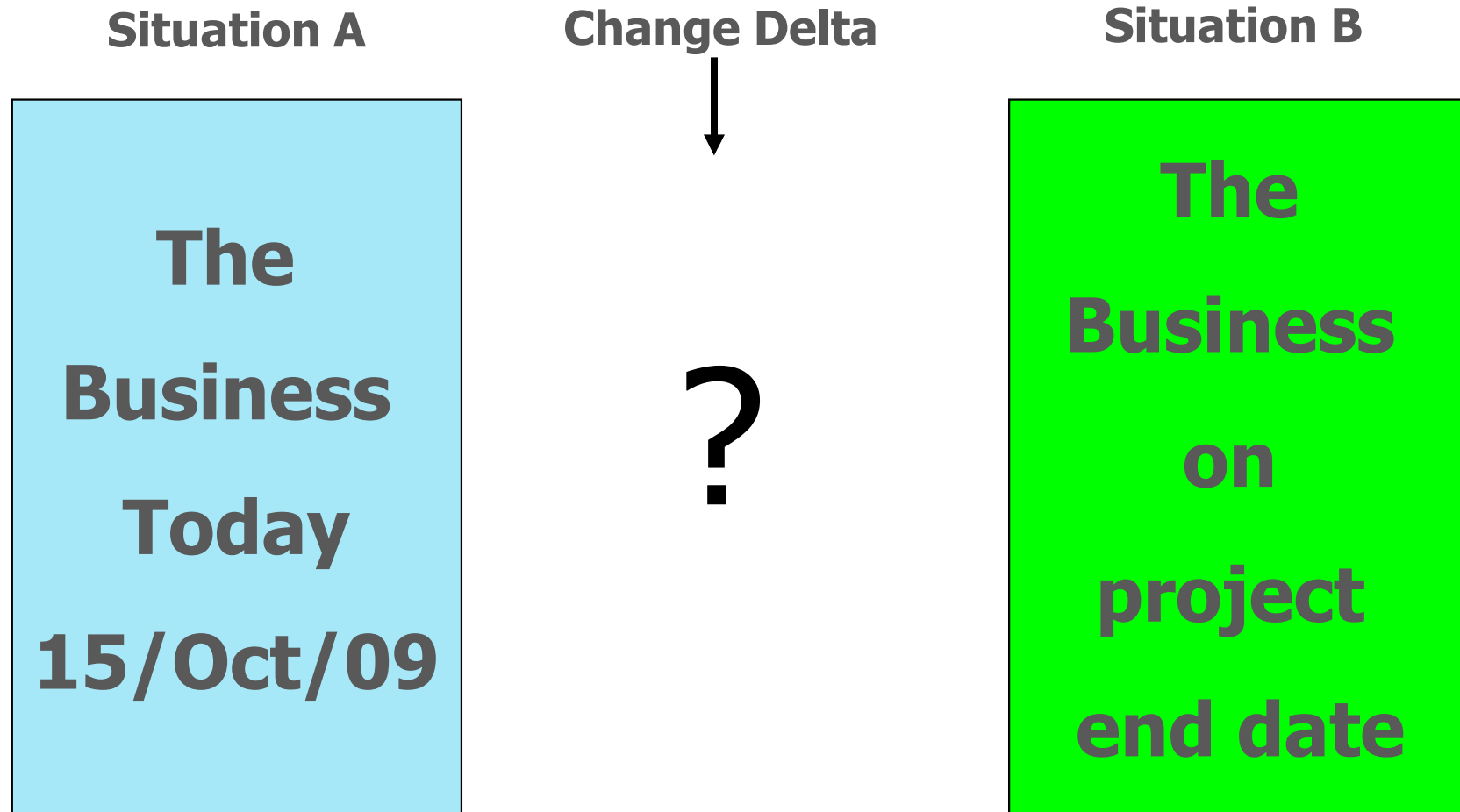
The strategy...

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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?

?  
?  
?  
?  
?  
?

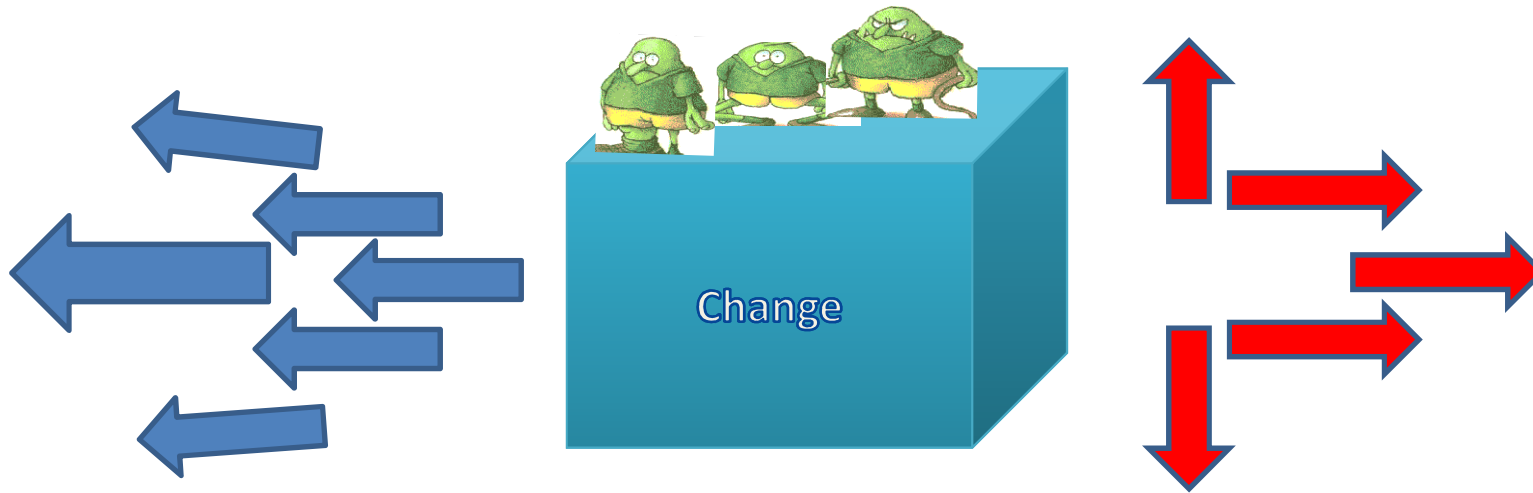
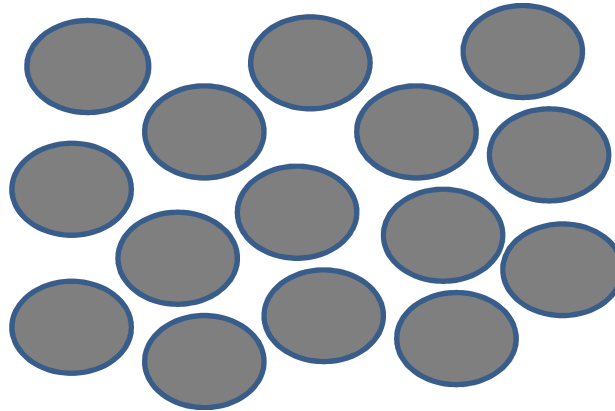
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## The Seven Threads of Change & 'OR'



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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

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## **If we are advocates of change...**

- 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“
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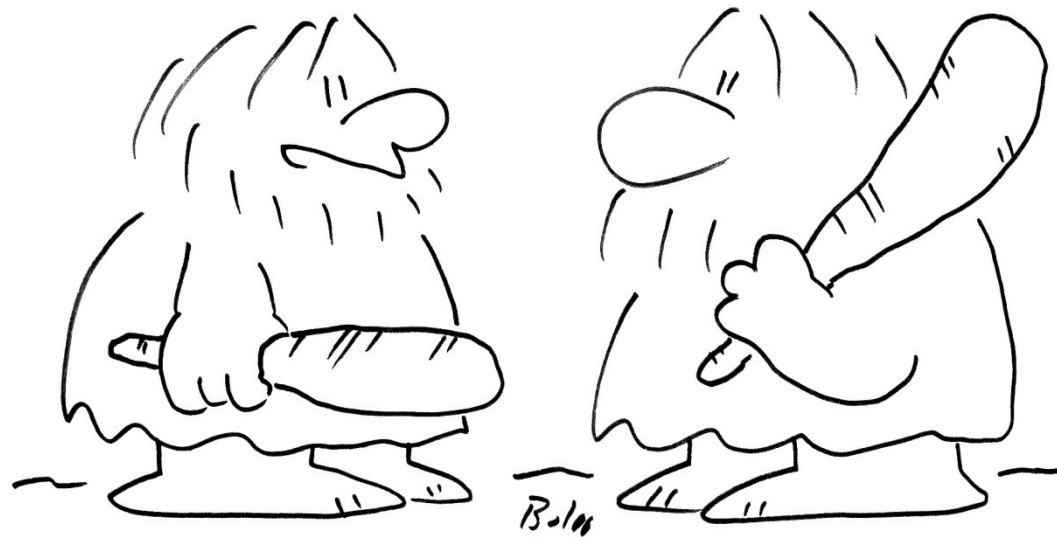
A short story....

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## Why do we resist?

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

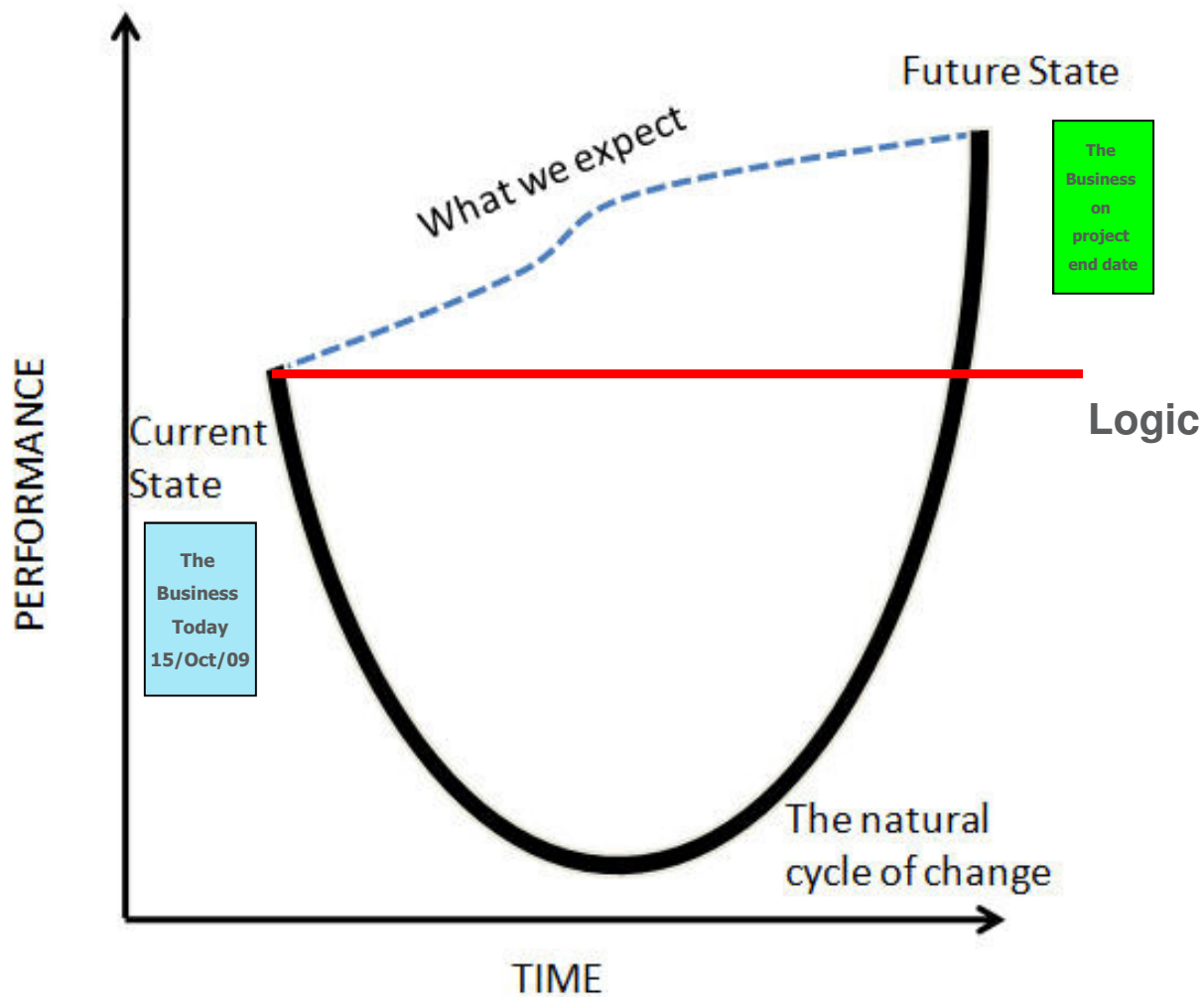


"If you see a stranger, you kill him"

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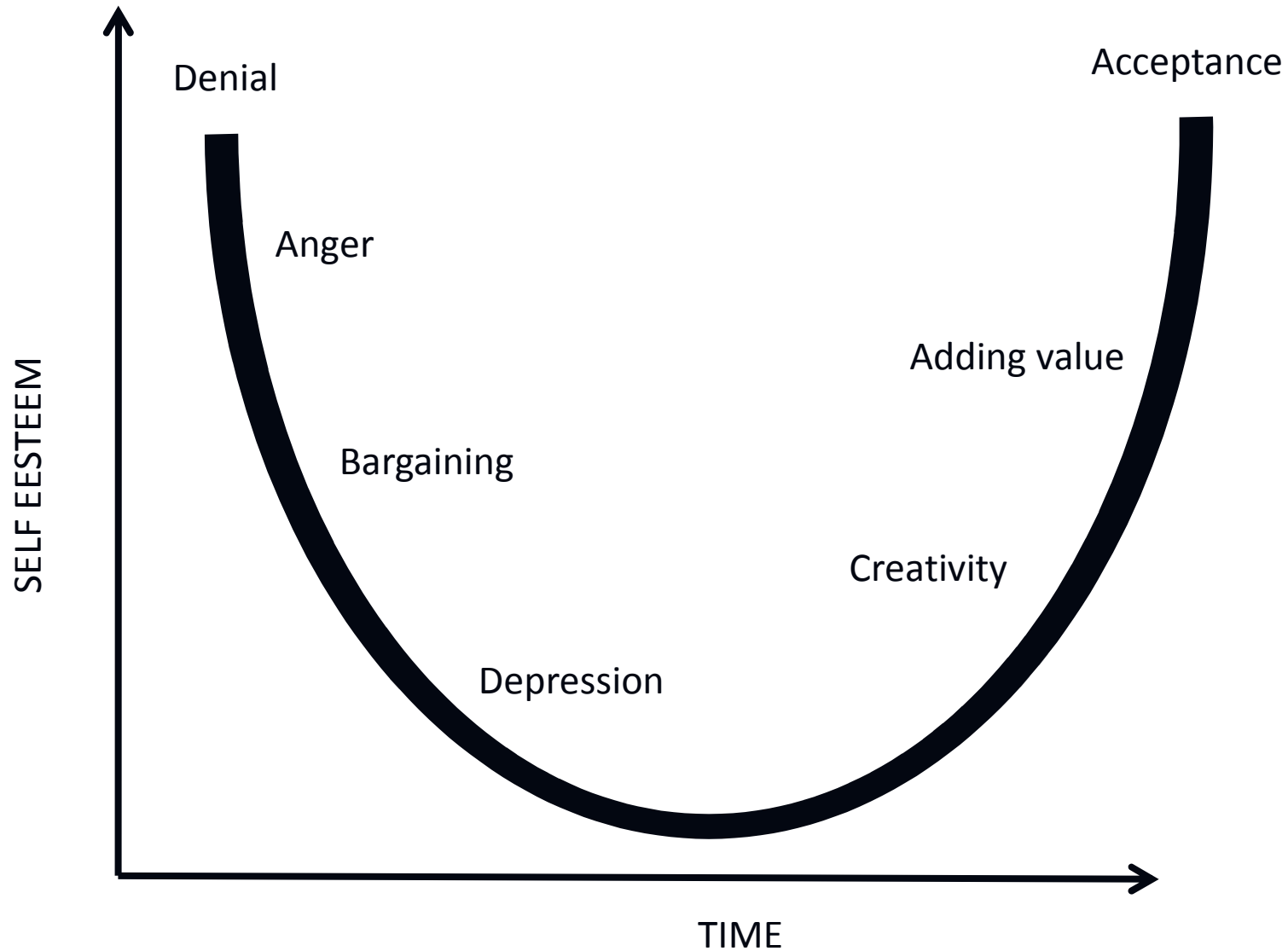
## So what's the problem? (the theory)



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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

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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

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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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## **Don't leave it to chance!**

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**= Don't leave change management to chance!**

**Managing change = anticipation & planning**