Lessons Learned:
How to Outthink and Outsmart

Advanced Cross-Culture Leadership Program

K-LEAD

Joshua Michael

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- Overview of Day 4

- Introduction to new key principles and concepts

  – Defining change management

  – Why Change Management is important

  – Common obstacles to change

  – Why do change efforts fail?

  – Individual change management

  – Organizational change management

  – Who is involved in managing change

  – Change management and project management

Day 1 Lessons Learned

	Strategy	Leadership	Management	Exercise / Output
LEAD and drive				
Communicate and guide				
Organize and control				
Develop and manage				
Tools & Techniques				
Personal Development	Develop a personal leadership plan	Create an individual leadership philosophy	Individual Performance Coaching	

- **Review of Day 3**

  - ➢ What did you learn?

  - ➢ Anything questions and/or anything missing?

Day 3 Lessons Learned

	Strategy	Leadership	Management	Exercise / Output
LEAD and drive	Understand emerging & disruptive trends	Advanced Decision Making (relate decision making to strategies)	Drive Strategy Execution	Lead strategy execution
	From emerging & disruptive trends to leading strategies	Reset the direction (ensure linkage between strategy and organizational areas)	Drive change	
	Develop Differentiating and competitive strategies	LEAD with renewed vision (relate strategy with vision)		
Communicate and guide	Explore new alternatives (innovation thinking)	Develop a cross cultural communication style (develop culture)		Promote innovation
	Develop Customer centric strategies		Drive Innovation change	
Organize and control	Develop enhanced situational and strategic thinking	Advanced Performance Management (ensure linkage between strategy and organizational areas)	Align strategy and execution	Create alignment (Horizontal and Vertical)
	Redefining the core differentiation aspects	Governance & Monitoring (relate strategies to control mechanisms)	Monitor & Control	
	Develop Lower Risk Strategies		Drive Transformational change	
Develop and manage	Develop Operational Excellence strategies	Leadership role in shaping culture	Social Intelligence in Leadership	Empowerment of leaders
	Learn problem-solving techniques	Emotional Intelligence in Leadership	Create passion in the teams (develop culture)	
Tools & Techniques	Understand how to develop a Strategy Map	Understand Strategy relationship to Business Model techniques	Understand Operating Model Techniques	
Personal Development	Develop a personal leadership plan	Create an individual leadership philosophy	Individual Performance Coaching	

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Day 4 Lessons to Learn

	Strategy	Leadership	Management	Exercise / Output
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Advanced Cross-Culture Leadership Program (Module 1 @ Chateau Du Grand Perray)

	Sunday	Monday	Tuesday	Wednesday
	Basics	**Strategy**	**Strategy**	**Leadership**
8:30 AM	Breakfast	Breakfast	Breakfast	Breakfast
	>> Introduction - Program Manager Joshua Michael >> Objectives and goals >> Learning Agreement	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Forces Map & Strategy Map	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Strategy Model (relationship to business and operations, Body Language and Communication	Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on Organizational Alignment, Change Management
10:00 AM	Break	Break	Break	Break

10:15 AM	**Facts on Advanced Leadership** - Mark von Rosing
	>> Leadership types and styles
	>> Leadership Personality Profiling
	>> Introduction to Peer evaluations
	>> Describe your Individual Performance Coaching
		Advanced Leadership Theory: Strategy, which components does it include and what doesn't it include. Presenter by the international speaker, researcher, publisher and thought leader Professor Simon Polovina (an authority on Business Ontology)	**Exercise with Horses** (with Maria Hove and international Horse trainer team)
			>>Authentic leadership is about being empathetic, aligning surroundings and getting your message across non-verbally and using positive reinforcement.
			>> Including: Lessons Learned around:
			  - Competitiveness & strategy
			  - clear communication
				Exercise with Horses (with Maria Hove and international Horse trainer team)
				>> Understanding how to lead, manage through communication and guidance, all exemplified on horses. Horse behavior can directly be translated into the business environment and can really enhance leadership skills.

12:00 AM	Lunch	Lunch	Lunch	Lunch
12:45 PM	**Advanced Cross-Culture Leadership concepts. Illustrated through** examples of the top 500 organization Saxo Bank. The presenter is the award wining C-level of the year: Michael Munck.	**Strategy Design** (with Prof. Simon Polovina and Prof. Mark von Rosing): The forces and drivers >> Understand emerging & disruptive trend Group Exercise: specify your specific trends, drivers and forces Individual Exercise: Populate the Force & driver map	**Open Discussion** (with Maria Hove and Mark von Rosing) **on Horse Exercise:** Old versus new leadership strategy/style **Part 1 of Organizational Alignment.** Illustrated through examples of the US Government. The presenter is the award wining speaker and former US Defence Major: Ken Teske.	**Communicate and guide (Leadership) - Mark von Rosing** >> Emotional intelligence in Leadership >> Clear communication and directions >> Social intelligence in Leadership >> Develop a cross cultural communication style (develop culture) >> Reinforce alignment
2:00 PM	Pray time: 02:03 PM	Pray time: 02:03 PM	Pray time: 02:03 PM	
2:30 PM	Break	Break	Break	
	Part 2 of Advanced Cross-Culture Leadership concepts. Illustrated through examples of the top 500 organization Saxo Bank. The presenter is the award wining C-level of the year: Michael Munck.	**Strategy Design** (with Prof. Simon Polovina)- Relationship between forces, drivers and strategy >> Define relevant Strategies to the forces >> Drive Strategy Design >> Evaluate existing strategies and give	**Part 2 of Organizational Alignment. Illustrated through examples of the US Government.** The presenter is the award wining speaker and former US Defence Major: Ken Teske.	
3:30 PM	Break	Break	Open Discussion (with Prof. Mark von Rosing & Ken Teske) on Organizational Alignment	
4:00 PM	**Open discussion and Exercise** (with Michael Munck and Prof. Mark von Rosing) on Advanced Cross-Culture Leadership concepts on >> LEAD & Drive: Lead strategy execution >> Organize & Control: Create alignment (H/V) >> Communicate & Guide: Promote innovation >> Develop & Manage: Empowerment of leaders	**Strategy Design Exercise** (with Prof. Simon Polovina and Prof. Mark von Rosing): >> Relate the forces and drivers to your best suited strategy >> Specify which strategy fits to which area (of your business)	Le Mans team dinner with optional shopping	
5:30 PM	Evening Activities: Grilling	Evening Activities: Strategy Game (with Marianne Fonseca)		
6:00 PM	Pray time: 18:11 PM	Pray time: 18:12 PM	Pray time: 18:12 PM	

Experiential Learning 70%	Mentoring & Coaching 20%	Training 10%

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Definition of Change Management

Definition:

Change management is a *structured approach* to transitioning individuals, teams, and organizations from a current state to a desired future state, to fulfill or implement a vision and strategy.

It is an organizational process aimed at empowering employees to accept and embrace changes in their current environment.

There are several different streams of thought that have shaped the practice of change management.

Definition of Change Management

Change Management: As a Systematic Process
Change management is the formal process for organizational change, including a systematic approach and application of knowledge.

Change management means defining and adopting corporate strategies, structures, procedures, and technologies to deal with change stemming from internal and external conditions.

-Society for Human Resources Management, 2007 Change Management Survey Report

Definition of Change Management

As a Means of Transitioning People
Change management is a critical part of any project that leads, manages, and enables people to accept new processes, technologies, systems, structures, and values.

It is the set of activities that helps people transition from their present way of working to the desired way of working.

-Lambeth Change Management Team, Change Management Toolkit.

As a Competitive Tactic
Change management is the continuous process of aligning an organization with its marketplace—and doing so more responsively and effectively than competitors.

-Lisa M. Kudray and Brian H. Kleiner, "Global Trends in Managing Change," Industrial Management, May 1997

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Why Change Management is Important
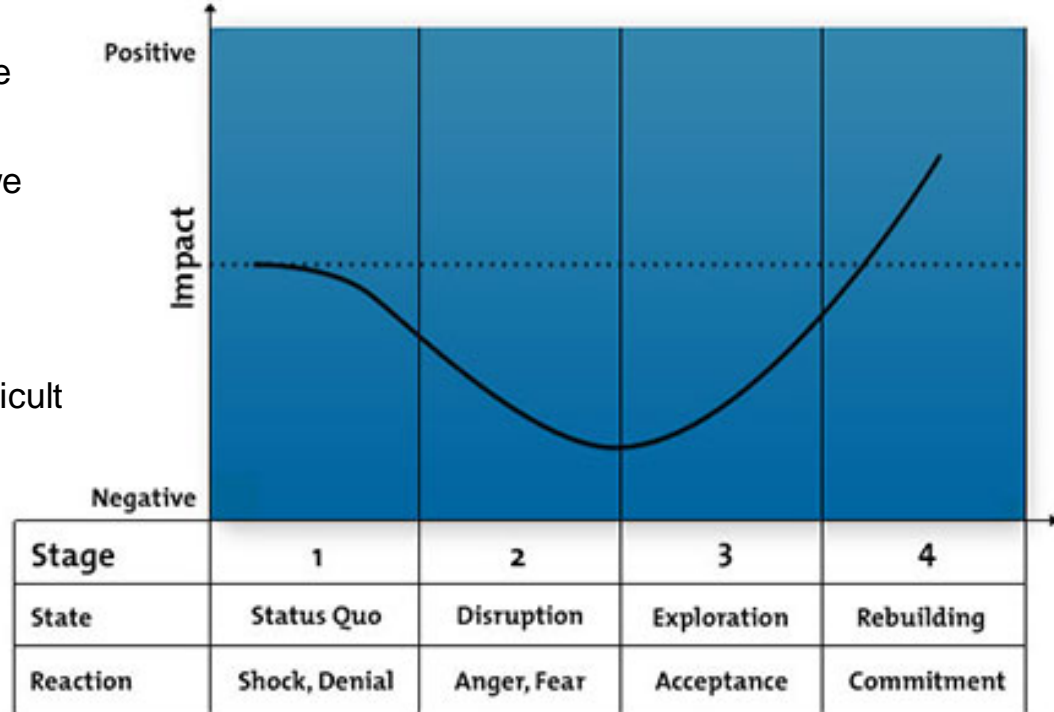Change Management

By definition, progress means change.

This is not always comfortable and most therefore don't like it.

It may challenge our assumptions, and the way we are used to doing and seeing things.

It asks us to have faith in the larger picture, the eventual results, and each other.

That is also something that most people have difficult with need energy to deal with it, and perspective, and sometimes that is difficult.

Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment

Why Change Management is Important
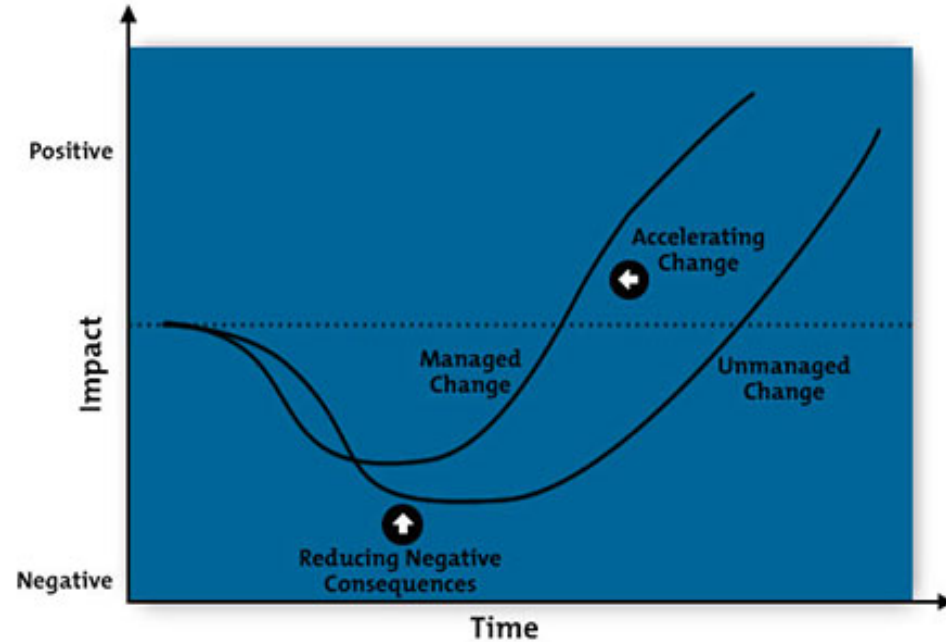## Change Management

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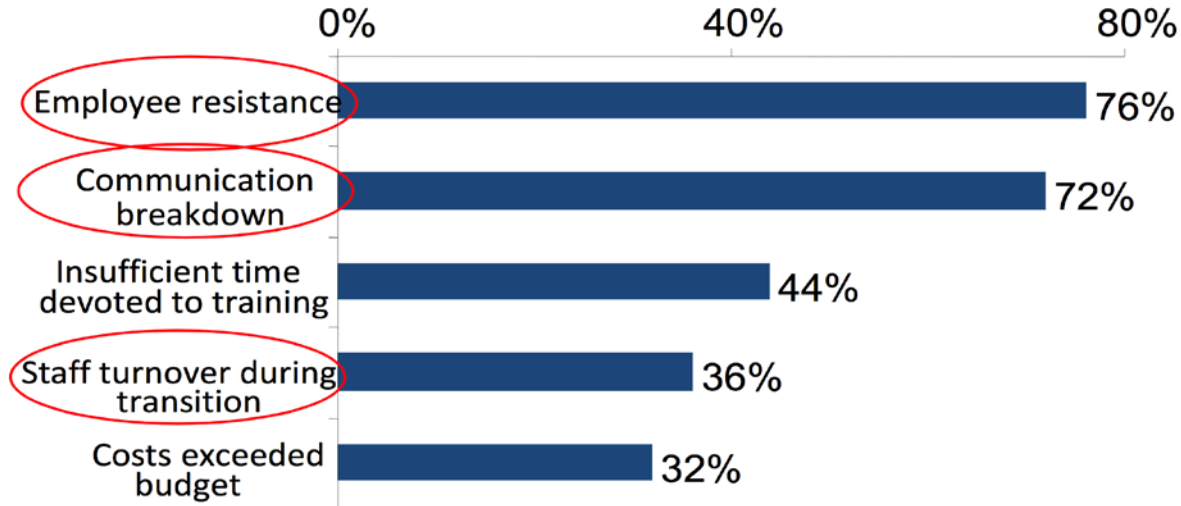
Common Obstacles to Change
Change Management

A 2014 study by Harvard Business Review found that 66% of business change and 93 of IT enabled change initiatives fail to achieve their desired business outcomes.

Why is change so difficult?

The five most common obstacles to change are depicted in the graph below. Note that the three circled obstacles, are those that you, as a leader, can influence and improve.

	0%	40%	80%
Employee resistance			76%
Communication breakdown			72%
Insufficient time devoted to training		44%	
Staff turnover during transition		36%	
Costs exceeded budget		32%	

Why Do Change Efforts Fail?
Change Management

There can be a significantly negative impact on the department or Faculty when a change initiative fails, or its implementation is unplanned.

According to John P. Kotter (author of Leading Change), organizations often commit the following common errors that will hinder their change efforts and they are noted below.

Eight Errors Common to Organizational Change Efforts and Their Consequences:

- Error #1: Allowing too much complacency
- Error #2: Failing to garner leadership support
- Error #3: Underestimating the power of vision
- Error #4: Under communicating the vision
- Error #5: Permitting obstacles to block the new vision
- Error #6: Failing to create short-term wins
- Error #7: Declaring victory too soon
- Error #8: Neglecting to anchor changes firmly in the culture

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Eight Errors Common to Organizational Change Efforts and Their Consequences:

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- Error #5: Permi
- Error #6: Failing
- Error #7: Declaring victory too soon
- Error #8: Neglecting to anchor changes firmly in the culture

Consequences

➢ New strategies aren't implemented well
➢ Reengineering takes too long
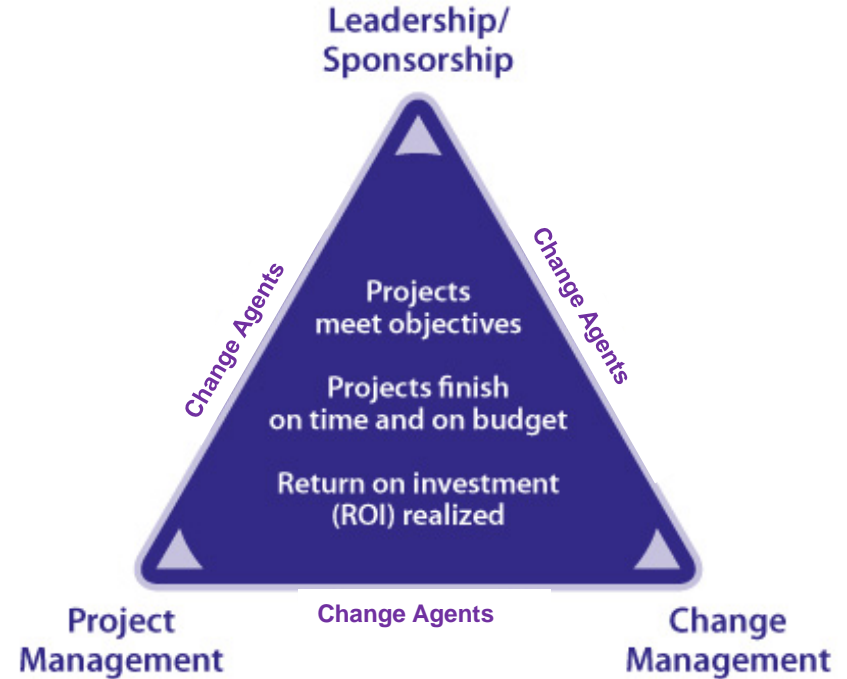➢ Quality programs don't deliver hoped-for results

The Change Model
Change Management

Leadership / Sponsorship provides guidance and governance

Project Management gives structure to the technical side of the change

Change Management supports the people side of the change

Leadership/
Sponsorship

Change Agents

Change Agents

Projects meet objectives

Projects finish on time and on budget

Return on investment (ROI) realized

Change Agents

Project Management

Change Management

All three elements must be present for project success

# The Change Model: Roles and Responsibilities for the Change Agents
Change Management

Understanding the roles and responsibilities that you and others play in the change effort is essential.

They will provide clarity on the expectations, project scope and responsibility for each "change agents".

Typically, there are four key roles that are change agents:

1. The Sponsor (Senior Leaders)

2. Champion (Leader)

3. Supporters (Human Resources)

4. Stakeholder (Employees)
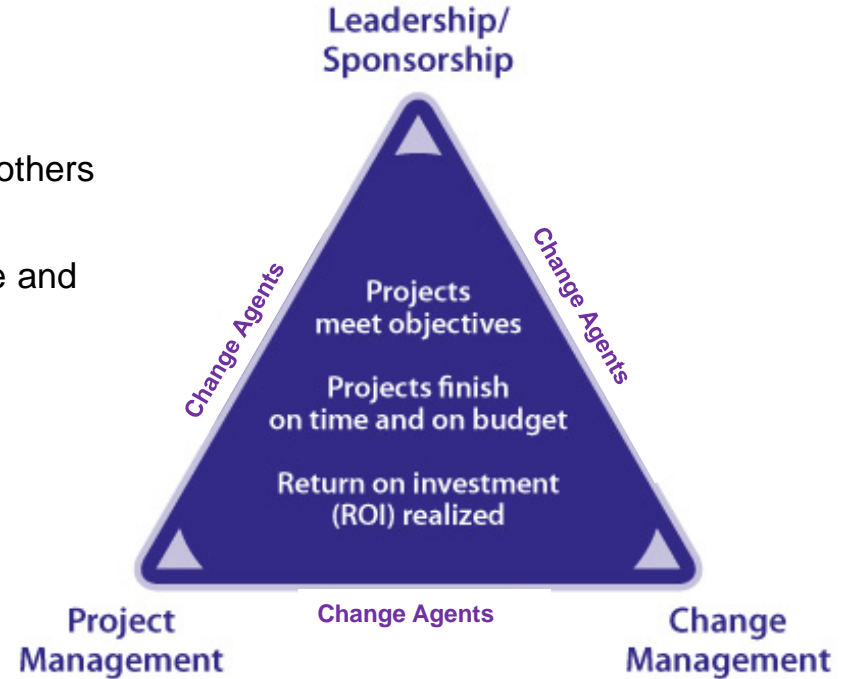
All three elements must be present for project success

Organizational change can be represented as three states of change

Change Management

States of change

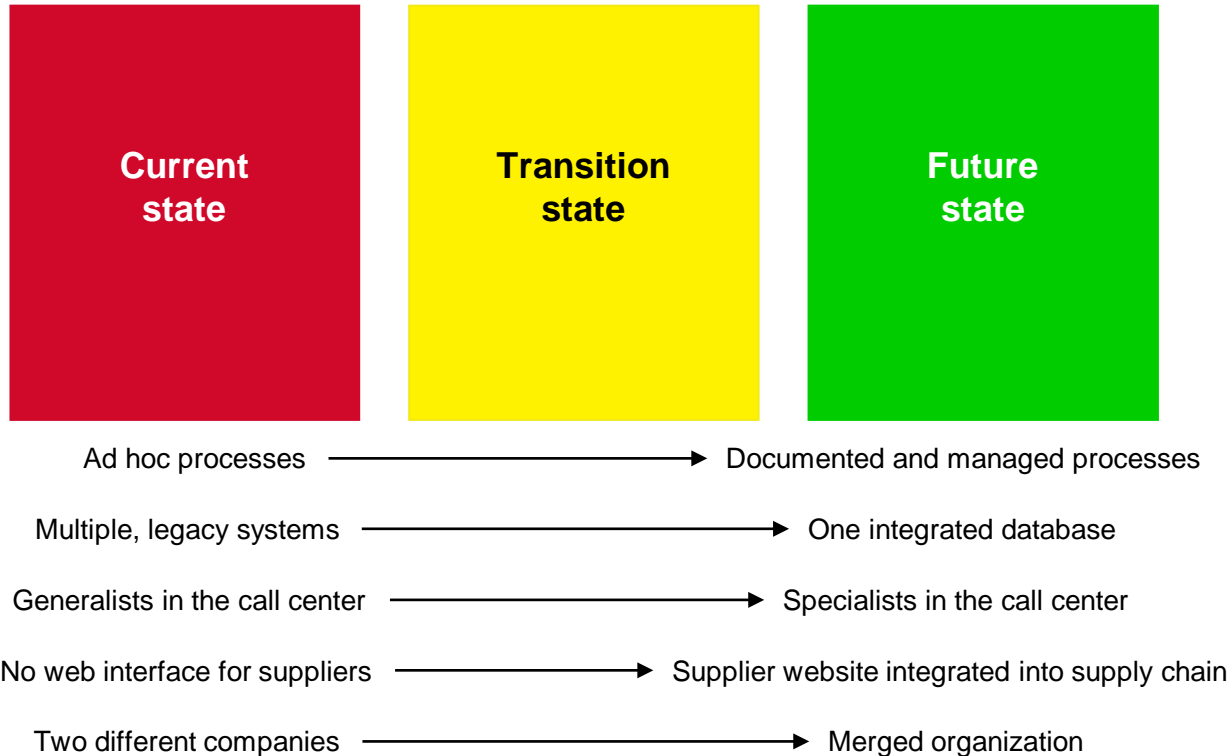| Current state	Transition state	Future state
How things are done today	How to move from current to future	How things will be done tomorrow

Examples of changes organizations are currently taking on
Change Management
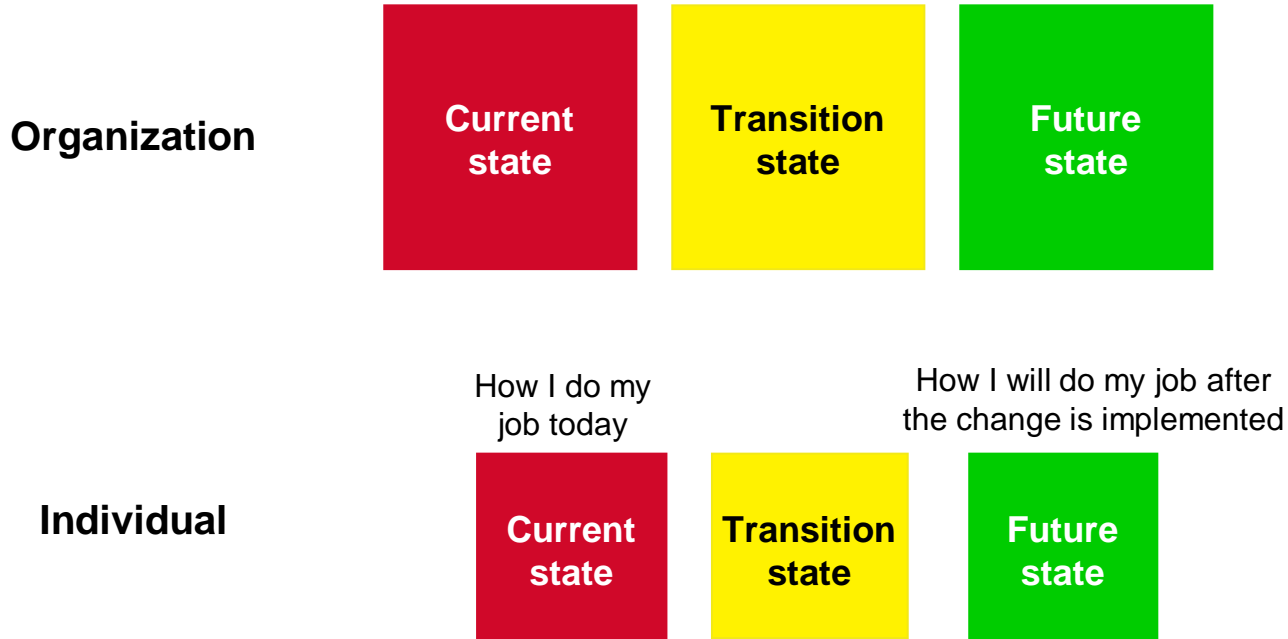
States of change

Current state	Transition state	Future state

Ad hoc processes ⟶ Documented and managed processes

Multiple, legacy systems ⟶ One integrated database

Generalists in the call center ⟶ Specialists in the call center

No web interface for suppliers ⟶ Supplier website integrated into supply chain

Two different companies ⟶ Merged organization

In reality, there are both organizational and individual future states

Change Management

Organization

| Current state | Transition state | Future state |

Individual

How I do my job today

How I will do my job after the change is implemented

| Current state | Transition state | Future state |

The organization's future state is actually the collection of many individual future states

Change Management

Individuals

Organization

Future state

Documented and managed processes

One integrated database

Specialists in the call center

Supplier website integrated into supply chain

Merged organization

Current state	Transition state	Future state
Current state	Transition state	Future state
Current state	Transition state	Future state
Current state	Transition state	Future state
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Current state	Transition state	Future state

The focus of Change Management is helping individuals make their transition

Change Management

Individuals

Change management drives project success by supporting individual transitions required by organizational projects and initiatives.

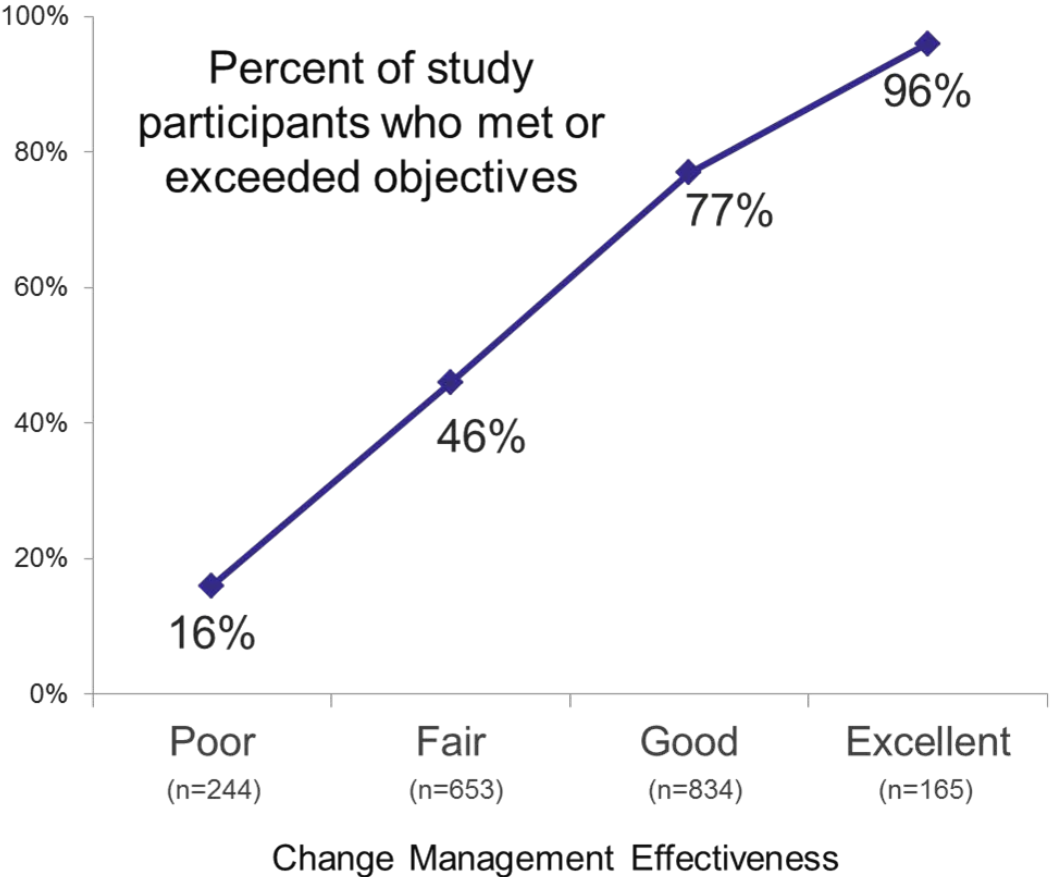| Current state	Transition state	Future state
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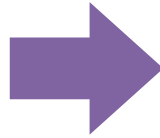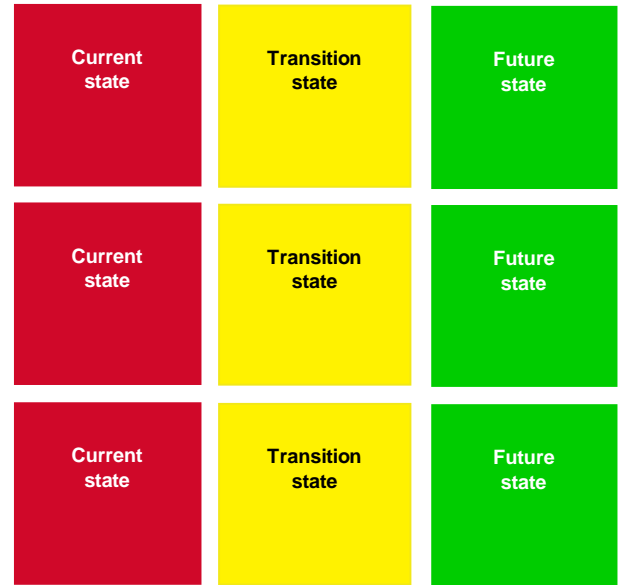
Data Supports the Connection
Change Management

Percent of study participants who met or exceeded objectives

16%

46%

77%

96%

| Poor | Fair | Good | Excellent |
| (n=244) | (n=653) | (n=834) | (n=165) |

Change Management Effectiveness

There are consequences of not managing the people side of change

- Lower productivity

- Passive resistance

- Active resistance

- Turnover of valued employees

- Disinterest in the current or future state

- Arguing about the need for change

- More people taking sick days or not showing up

- Changes not fully implemented

- People finding work-arounds

- People revert to the old way of doing things

- The change being totally scrapped

- Divides are created between 'us' and 'them'

Primary reasons for applying Change Management
Change Management

- Increase probability of **project success**

- Manage **employee resistance** to change

- Build **change competency** in the organization

Change Management perspectives
Change Management

Individual perspective

Understanding how one person makes a change successfully.

Organizational perspective

The tools that project teams and managers have to support the 'people side' of change.

Managing Individual Change

The key building blocks for successful change - Personal or professional

Success with change requires all elements of the ADKAR® Model to be present.

Awareness

Desire

Knowledge

Ability

Reinforcement®

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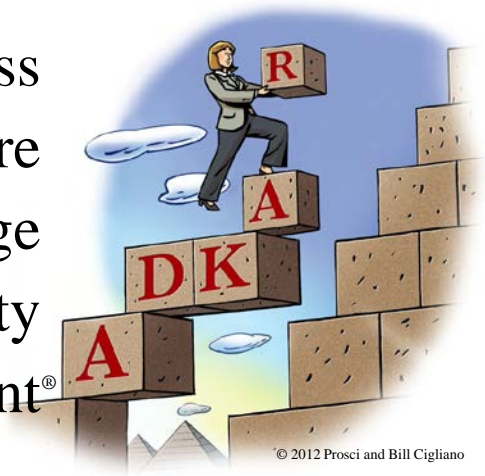
The five building blocks of successful change
Change Management

Awareness

Desire

Knowledge

Ability

Reinforcement®

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Awareness of the need for change

Desire to participate and support the change

Knowledge on how to change

Ability to implement required skills and behaviors

Reinforcement to sustain the change
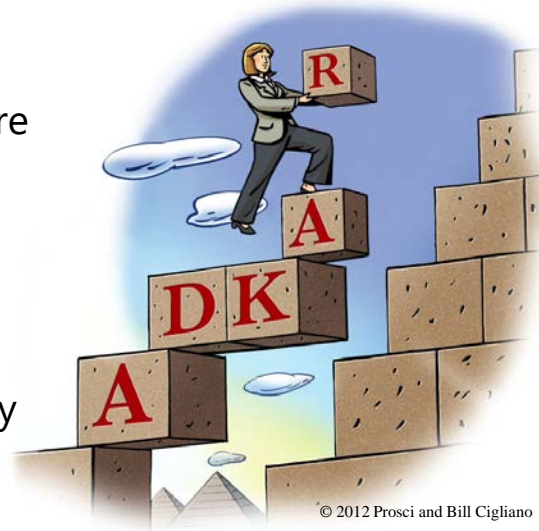
Where to Start?
Change Management

Before embarking on a change initiative, spend some time answering the questions below to assess how you feel about the change.

Consider the following questions to help you gauge your preparedness for the initiative:

- Do I know the changes, their impact, rationale and benefits?
- Could I explain them to anyone I work with?
- Do I believe the change is worthwhile?
- How is the change impacting my existing workload?
- How can I communicate the need for change, the first steps, how people will be supported, and when we have achieved quick wins?
- Are there other parallel projects that will have an impact on the changes I'm managing?
- Will the changes impact the same group?
- Can we combine forces and integrate plans and communication?
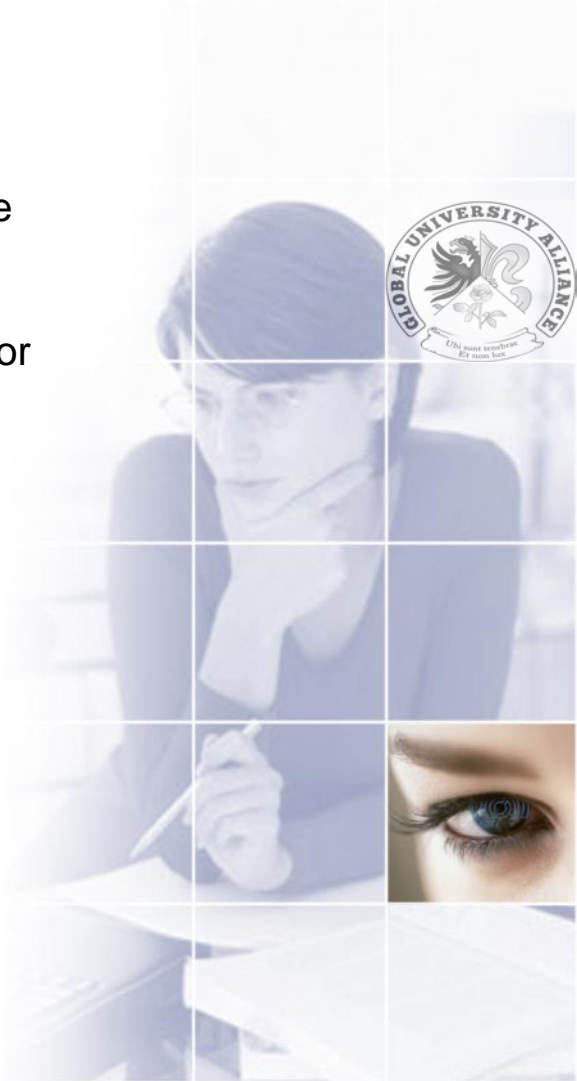
Where to Start?
Change Management

- What changes will happen and when?
- Can I stagger the impact or combine time sensibly to lessen the impact?
- Do change leaders know their responsibilities and the commitment expectations?
- Has change successfully occurred in these groups in the past?
- Can we learn from what did or did not work well?
- What level of trust exists between groups and how can this be improved?
- When is communication necessary?
- How can I make the messages clear, interesting, and engaging?
- Based on the questions above, do you generally have a positive or negative opinion of the change?

As leaders, your opinion of the change will have an impact on your efforts to support and guide your team. Therefore it is critical that you understand and support the need for change.

Connecting Individual and Organizational Change Management
Change Management

Change Management tools

Communications

Sponsor roadmap

Coaching

Resistance management

Training

Individual phases of change (ADKAR®)

Awareness

Desire

Knowledge

Ability

Reinforcement™

Who is involved in managing change?

Senior leaders

Project team

Change management

Managers and supervisors

Employees
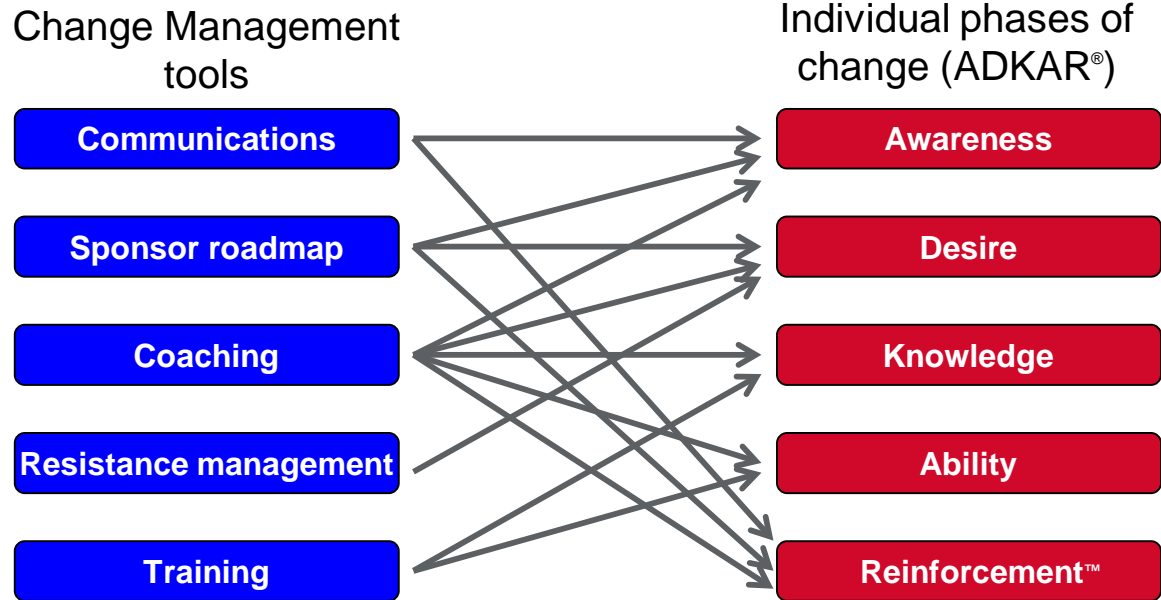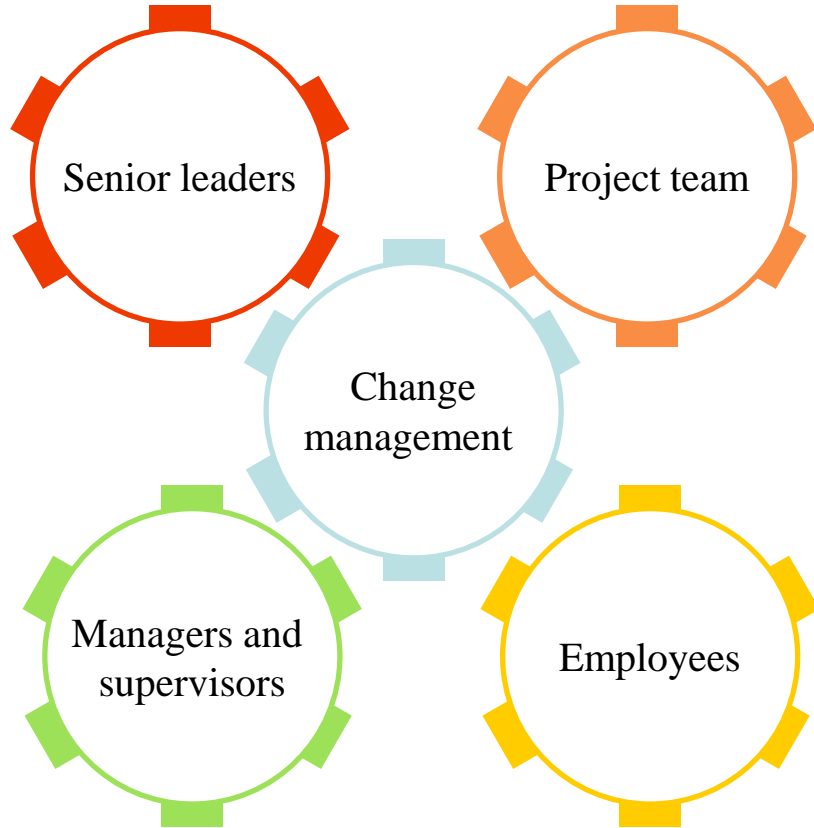
The change management resource on a project plays the role of enabler.

- The conductor of the orchestra
- The director of the play

Effective change management requires involvement and action by many in the organization.

Senior Leaders
Change Management
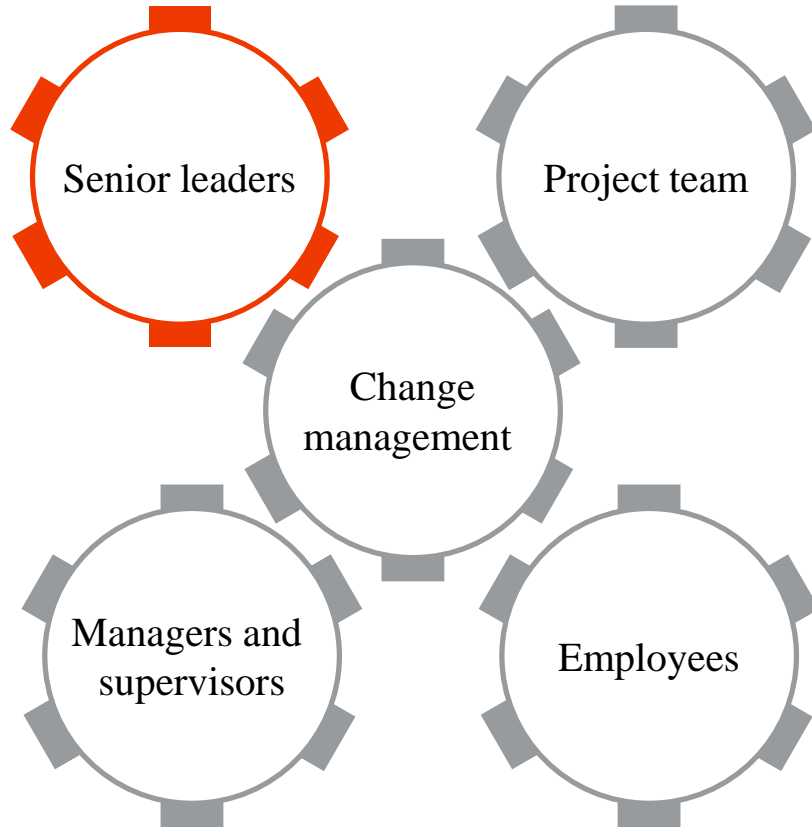
Why is this group important?
- Active and visible sponsorship is identified as the top contributor to overall project success in Prosci's five benchmarking studies
- Senior leaders are one of two preferred senders of messages about change

What is this group's role?
- Participate actively and visibly throughout the project
- Build the needed coalition of sponsorship with peers and other managers
- Communicate the business messages about the change effectively with employees

Managers & Supervisors
Change Management
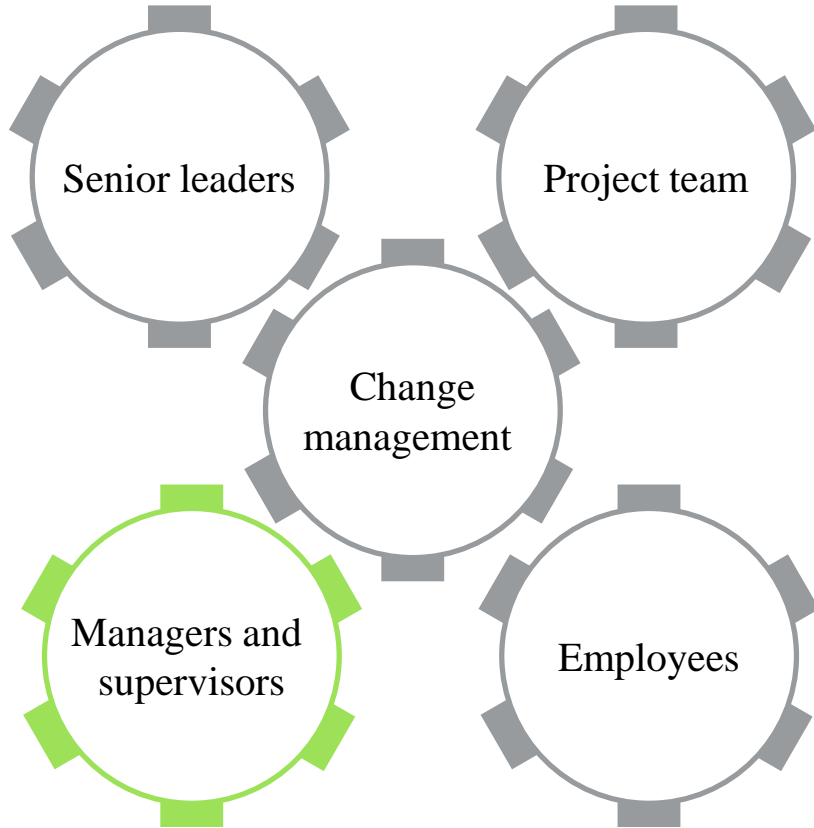
Why is this group important?
- Managers and supervisors are the other preferred sender of messages about change
- This group has a unique and well-developed relationship with the employees being impacted by the change

What is this group's role?
- Communicate the personal messages about the change with their direct reports
- Conduct group and individual coaching sessions
- Identify, analyze and manage resistance
- Provide feedback to the rest of the change management 'gears'

Employees
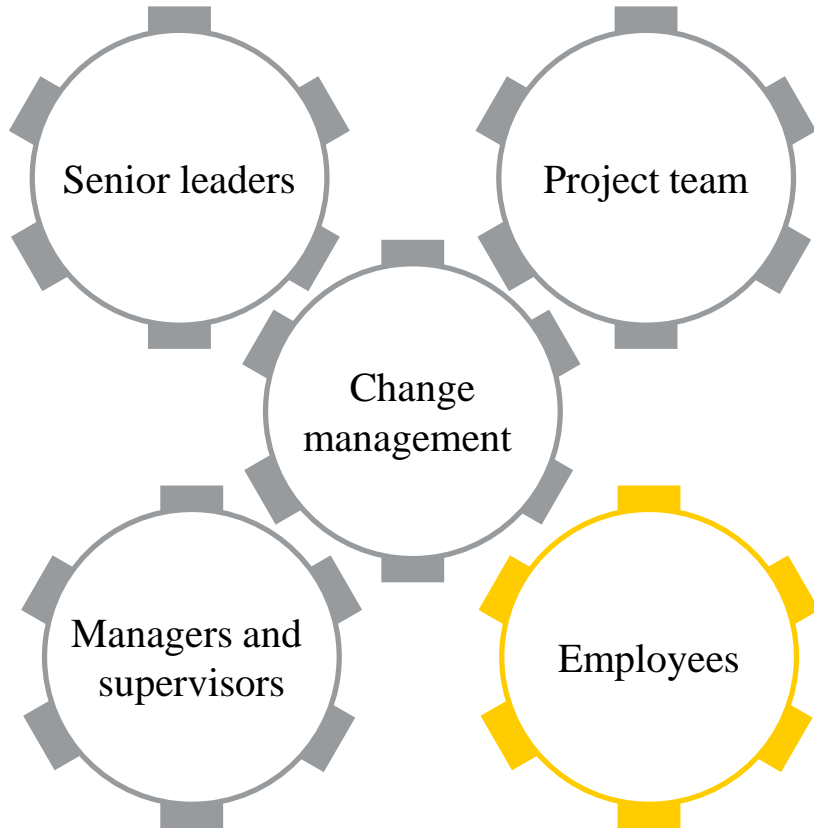
Why is this group important?
- Employees will ultimately make changes to how they do their day-to-day work
- Their acceptance and use of the solution determines the success of the project and the ongoing benefit derived from the change

What is this group's role?
- Seek out information related to the business reasons for change and the personal impact of the change
- Provide feedback and reaction to the change and the change management efforts
- Take control of the personal transition (using an individual change management model like ADKAR)

Project Team
Change Management
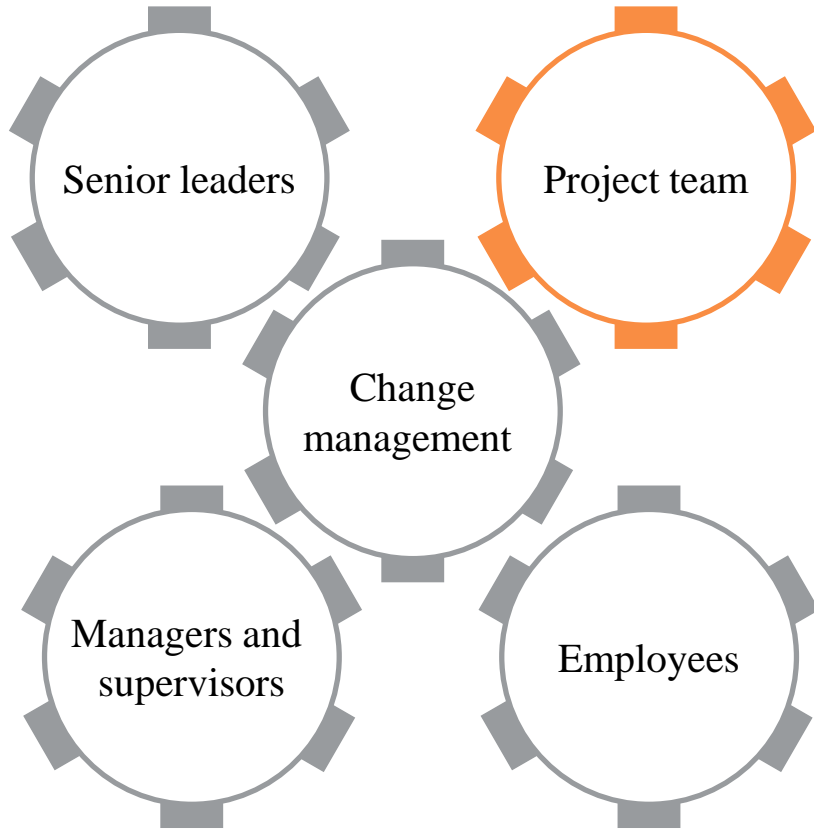
Why is this group important?
- The project team designs and develops the 'change' – they are the ones who introduce new processes, systems, tools, job roles and responsibilities
- This group provides much of the specific information about the change to the other 'gears'

What is this group's role?
- Provide timely, accurate and succinct information about the change (or project)
- Integrate change management activities into project management plans and activities

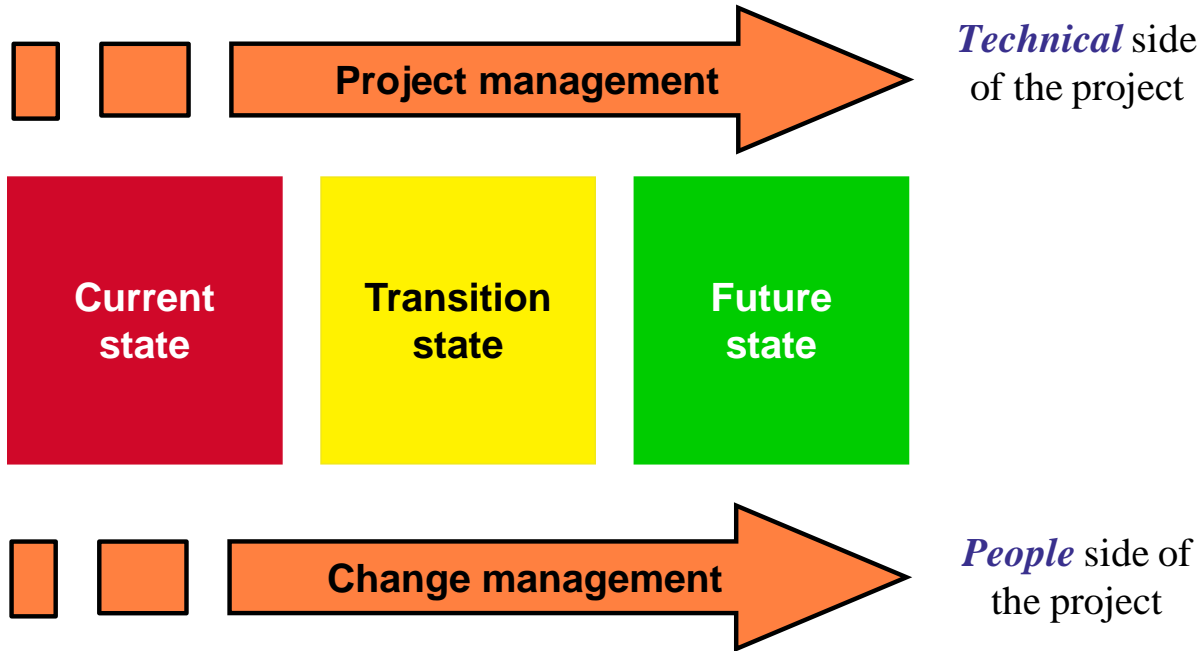# Change Management is like Project Management

However, it is the 'people side' of change.

Both aim to deliver value to the business by supporting initiatives and projects.

Change Management and Project Management
Change Management

Comparing Processes

Project Management
Initiation
Planning
Executing
Monitoring and controlling
Closing

Process groups defined in the Project
Management Institute's PMBOK®

Change Management
Organizational:
Preparing for change
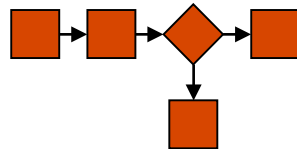Managing change
Reinforcing change™
Individual:
Awareness
Desire
Knowledge
Ability
Reinforcement®

Project Management
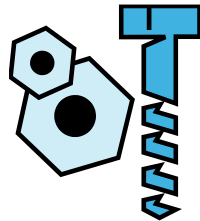Statement of work
Project charter
Business case
Work breakdown structure
Budget estimations
Resource allocation
Schedule
Tracking

Change Management
Individual change model
Readiness assessment
Communication plans
Sponsorship roadmaps
Coaching plans
Training plans
Resistance management
Reinforcement

The Right Amount

How much **Project Management** is needed?

Depends on the complexity and degree of change to processes, systems, organization structure and job roles

How much **Change Management** is needed?

Depends on the amount of disruption created in individual employees' day-to-day work and the organization attributes like culture, value system and history with past changes

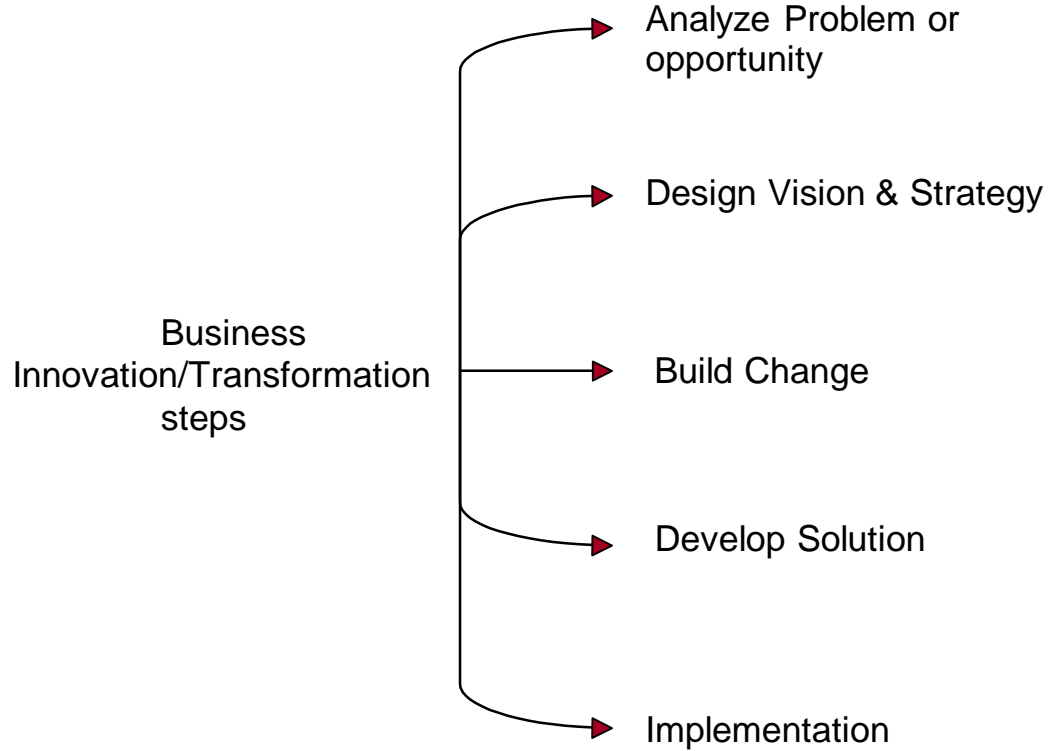# Integrating Change Management and Project Management Activities

Project Management and **Change Management**
activities are most effective when they are integrated.

Unfortunately, in many instances Change Management is
an add-on after the project has experienced obstacles.

Business Innovation and Transformation Steps

Change Management

Business Innovation/Transformation steps

- Analyze Problem or opportunity
- Design Vision & Strategy
- Build Change
- Develop Solution
- Implementation

Change Management Process

Assessments

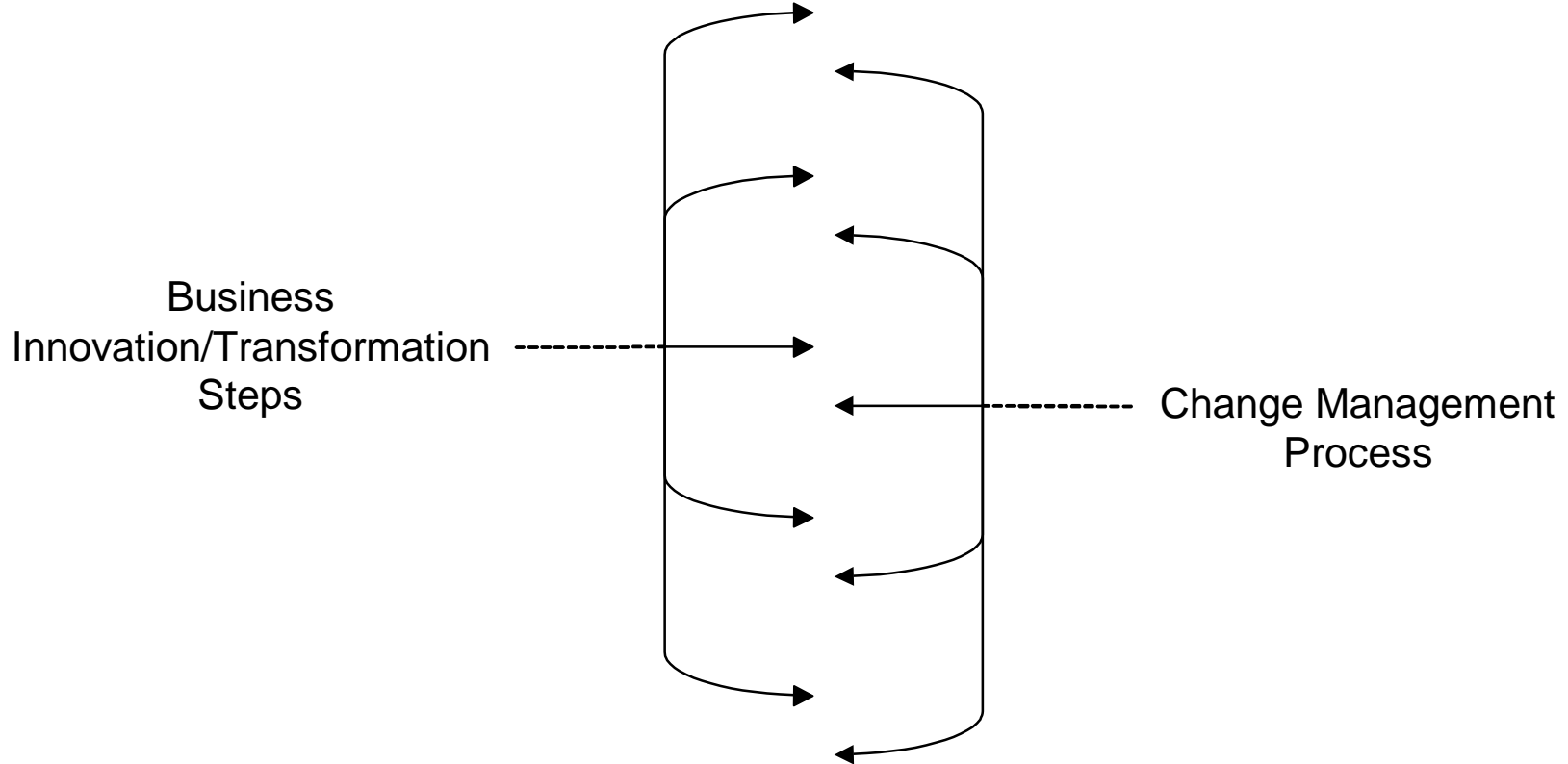Team and sponsors

Communications

Change Management process
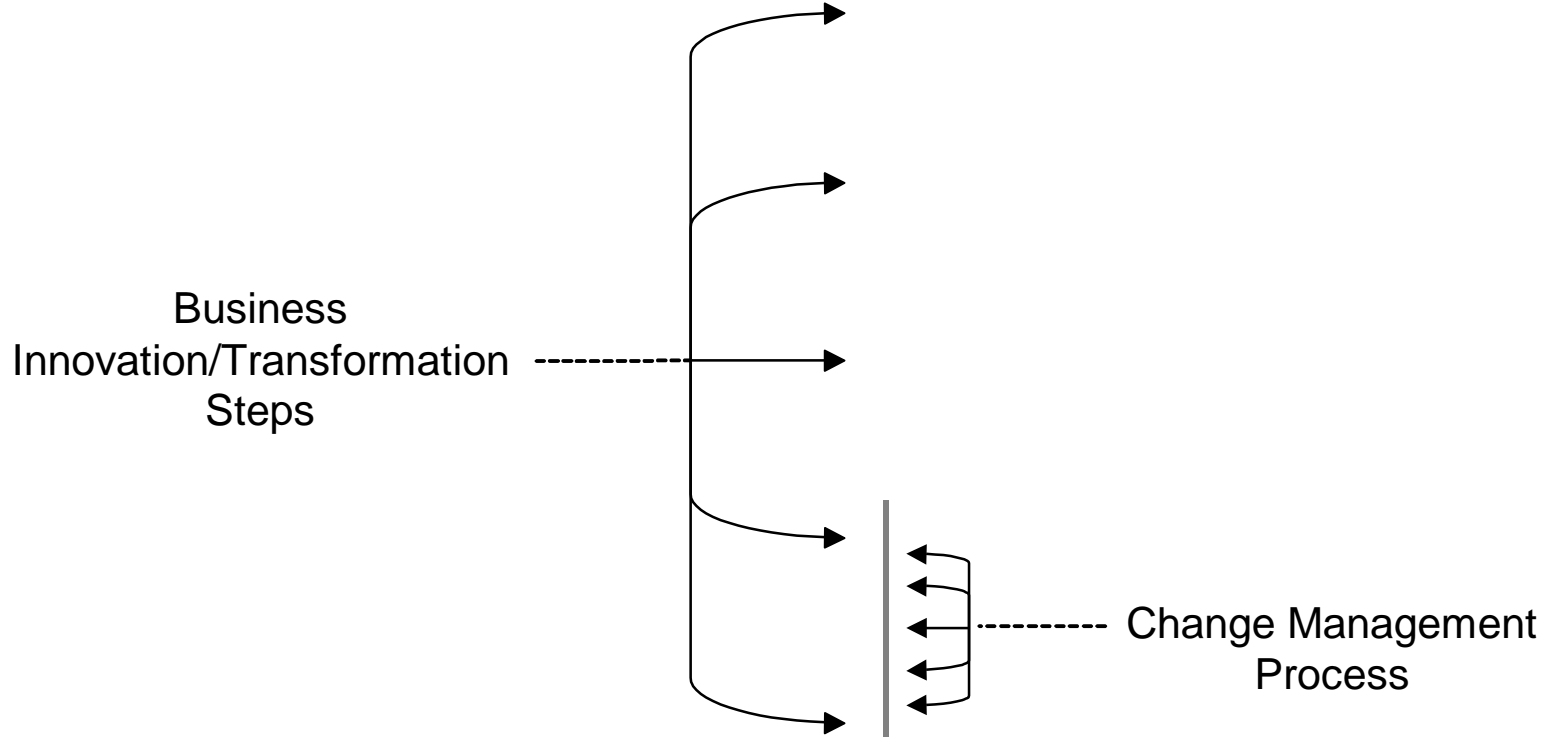
Coaching and feedback

Resistance management

Business Innovation and Transformation with Change Management
Change Management

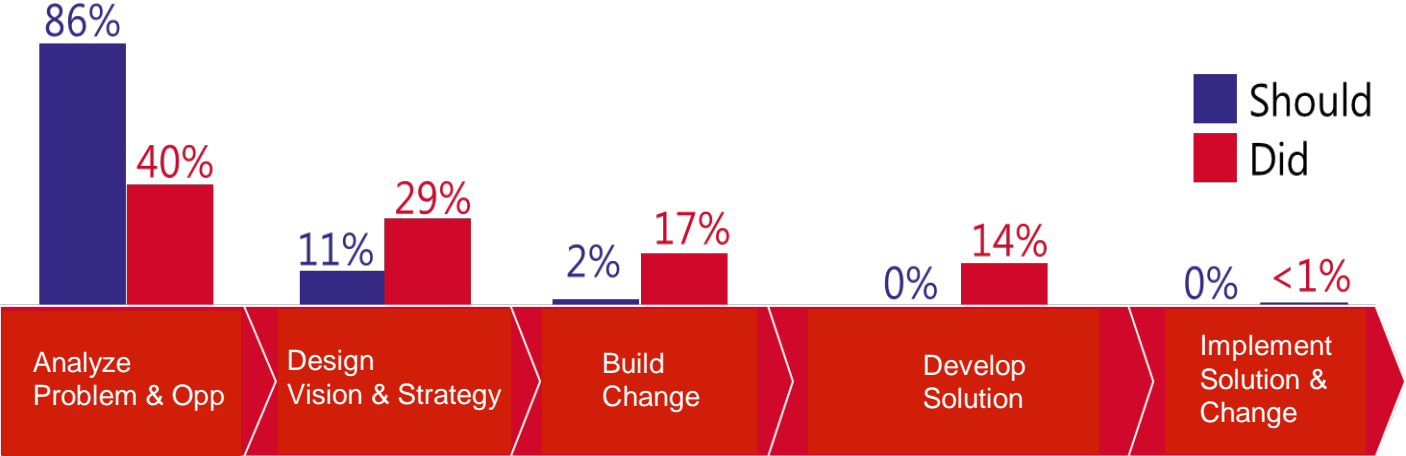Business Innovation/Transformation Steps
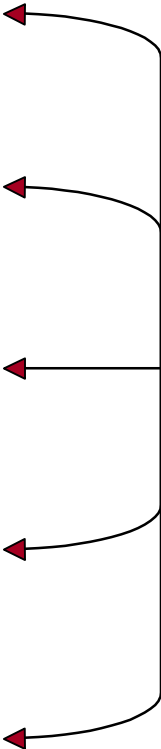
Change Management Process

Business Innovation and Transformation with Change Management

Business Innovation/Transformation Steps

Change Management Process

Research Results – When to start Change Management

Change Management

	Should	Did
Analyze Problem & Opp	86%	40%
Design Vision & Strategy	11%	29%
Build Change	2%	17%
Develop Solution	0%	14%
Implement Solution & Change	0%	<1%

Conclusion
Change Management

- Change management focuses on the 'people side' of organizational change.

- Change management involves both an individual and an organizational perspective.

- Change management requires action and involvement by leaders and managers throughout the organization.

- Change management and project management are both tools that support project benefit realization – project management is the 'technical' side and change management is the 'people' side.

- Change management is most effective when it is launched at the beginning of a project and integrated into the project activities.

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QUESTIONS?

LEADing Practice

Henrik von Scheel
Chief Executive Offices

Mobile   +1 605 963 9193
E-Mail: Hvs@LEADingPractice.com

For more information:
www.LEADingPractice.com

Global University Alliance

Professor Mark von Rosing
Chairman of Global University Alliance

Mobile   +33 (0)640194034
E-Mail: Mvr@GlobalUniversityAlliance.net

For more information:
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