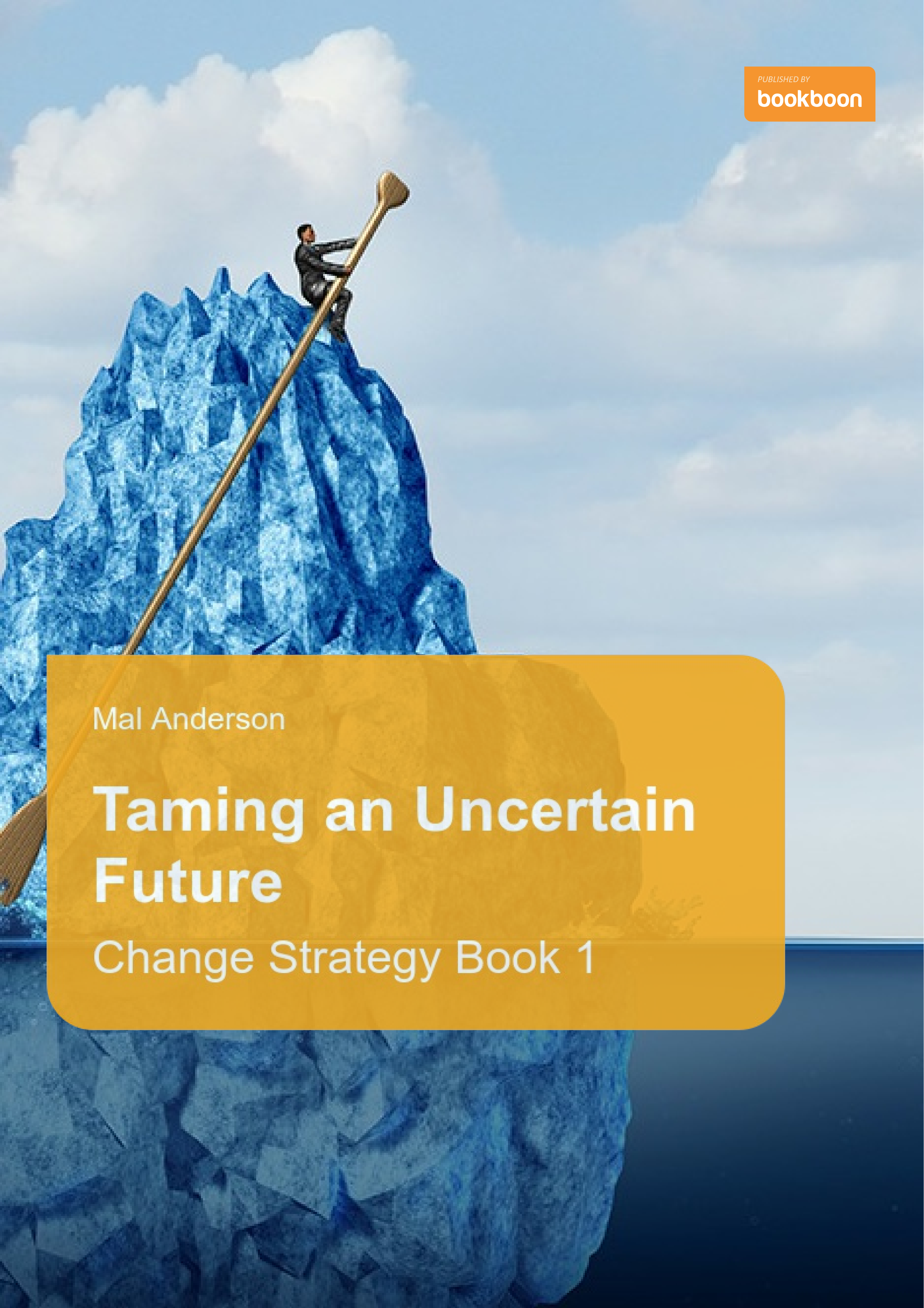

PUBLISHED BY bookboon

Mal Anderson

Taming an Uncertain Future

Change Strategy Book 1

MALCOLM ANDERSON

TAMING AN UNCERTAIN FUTURE

EXPLORING CHANGE STRATEGY – BOOK 1

Taming an Uncertain Future: Exploring Change Strategy – Book 1
1st edition

ISBN 978-87-403-3403-6

CONTENTS

	About The Author	**5**
	Dedication	**6**
1	**What is it that makes Change Strategy important?**	**7**
1.1	The Future is not going to get simpler	7
1.2	Managing change is not strategy	8
1.3	Undirected, unmanaged change is anarchy	8
1.4	Endnotes	14
2	**What's wrong with Change Management?**	**15**
2.1	Actually, Change Management works	15
2.2	Strengths and weaknesses of dependence on project managers	16
2.3	Outcomes	18
2.4	Change Fatigue	18
2.5	The Change Leader Challenge	19
2.6	Future Challenges	20
2.7	Endnotes	21

3	**What exactly is Change Strategy?**	**23**
3.1	Understanding Change and Strategy	23
3.2	What Change Strategy is not	24
3.3	Applications of Change Strategy	24
3.4	Endnote	26
4	**What difference does Change Strategy make?**	**27**
4.1	Change Strategy is misunderstood	27
4.2	Doing Change without Strategy	28
4.3	Why does Change need Strategy?	29
4.4	What can we learn from this?	33
4.5	Endnotes	34
5	**Is Change Strategy relevant in this fast-moving age?**	**35**
5.1	Strategic Planning	35
5.2	Change is changing	35
5.3	Change Strategy: preparing us for an unpredictable future	36
5.4	Evolutional Cultures	36
5.5	Endnotes	37
6	**How are the next books in the series structured?**	**38**

ABOUT THE AUTHOR

The author of the Change Strategy Series is Malcolm Anderson, an adviser, strategist and keynote speaker on change strategy and leadership. With over thirty years of international consulting experience in organisational change, he now specialises in strategy and future-proofing, organisational transformation & performance. He mentors leaders and managers in outcome-focused thinking and architecting high performance. The results of his help are to be found in transformed organisations and engaged people, positioned to tackle the future with smart thinking, confidence and energy.

Malcolm Anderson BA, MBA
MCIPD, MCMI, CDipAF, Cert Ed

Malcolm's experience spans Europe, the Middle East, Asia and Australia. He has held senior appointments in a variety of industries, managed activities in both public and private sectors and led a UK business and management faculty.

He introduced western-style management development programs into China, advised the Northern Ireland Education Service on cross-community small business development during the 'troubles', designed management development for Intourist, the Soviet tourist organisation, after the fall of the Iron Curtain and facilitated the introduction of Workplace Health and Safety into the Australian Defence Force.

He has four adult children, enjoys travel, film, theatre, opera, reading and in his spare time coaches community Rugby Union referees.

https://www.linkedin.com/in/malanderson/

DEDICATION

Thanks are due to my wonderful, long-suffering wife and proof-reader, Marise, to my four marvelous children and their partners and friends who I plied with frequent questions. More thanks are due to all those clients and colleagues with whom I have enjoyed working during my career (and still do), and especially (in no special order) Steve Wearn, Kevin Rowe, Alan Hudson, Paul Retter, Rob Vari, Craig Errey, Andy Hine and many others who know who they are. Finally, I need to thank Leigh Cowan for his inspiration and introduction to Sophie Tergeist, our very patient editor at Bookboon.

1 WHAT IS IT THAT MAKES CHANGE STRATEGY IMPORTANT?

1.1 THE FUTURE IS NOT GOING TO GET SIMPLER

> *It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.*
>
> Charles Darwin

We're all facing a more complex and fast-moving future.

This can be illustrated by appreciating that around the year 1900 human knowledge was doubling every 100 years. By 1950 that time had halved to fifty years. Now it is estimated human knowledge doubles every 13 months. By 2030, studies by IBM Watson indicate the time it will take to double the fund of all of our knowledge will be....12 hours.

As *Jack Welch*[1] said, 'Control Your Own Destiny or Someone Else Will'.

Meanwhile, change management as a function and a profession is capable and increasingly sophisticated but in the main is focused on tactical and operational goals. While some organisations are already making progress in integrating change into their business thinking, most consider that sophistication in change management consists of introducing a Change Management Office (CMO).

The specifics of the CMO solution vary between organisations but the concept is an attempt at a 'strategic' solution by raising and levelling the standard and effectiveness of change management across an organisation.

In itself, though, it signals that change management is off the rails and needs to play catch-up. Looking behind that rearguard action, what is causing leaders to need to play catch-up? Do they see the disruption on the horizon and/or are they looking at an increasingly broken system?

Leaders are right to be concerned about disruption in the next decade, as research from CB Insights shows that there are presently 343 '*unicorn*'[2] start-ups worth more than US$1 Billion EACH. All of those firms are essentially following the kind of disruptive pathways shaped by Uber and Airbnb. Let's not kid ourselves, the impact that Uber alone is having globally on the taxi industry has widespread knock-on effects beyond customers and competitors, for employment, the economy, road safety and insurance and hence there are widespread secondary government impacts too.

1.2 MANAGING CHANGE IS NOT STRATEGY

Change Management is generally regarded as a subset of project management employed to shape the 'soft' side of change, freeing up the project manager to focus on the 'more controllable" non-human resources affecting project performance.

Recent surveys by the IACCM (International Association of Contract and Commercial Managers) have shown that globally more than 70% of projects fail to achieve their outcomes. In the very recent past, I have come upon projects where:

- The new IT was installed because 'as it worked in another division it's bound to work here', so there was no concern, effort or funds put into how to align the current process of the target division with how the package functioned - result: poor take up, confusion, data loss, embarrassment and much rework.
- A massive *ERP*[3] implementation with the program funds that stopped after the implementation and was measured on the number of early users, with no measurement against business goals or strategic benefit. All of that was supposed to be achieved by line managers in their subsequent 'spare time'.....

These shortcomings exist because of an absence of outcome-based thinking, the kind of thinking required for successful change strategy. It also comes from a preference for short-term thinking because many will profess to be too busy to take their eyes off the 'operational' ball.

As Stephen Covey said in his book 'The 7 Habits of Highly Effective People', 'Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall'.

1.3 UNDIRECTED, UNMANAGED CHANGE IS ANARCHY

A great deal of change occurs without any apparent plan or leadership concern. Do leaders assume managers can just take it in their stride and staff can deliver what they are supposed to anyway and absorb changes through some kind of osmosis?

The cost of such change is not very visible or measurable and therefore ignored. It often leads to sub-optimal productivity, confusion of newly conflicting accountabilities and processes and increased staff cynicism and disaffection at being taken for granted again.

The Random Walk

This occurs when a number of independent changes are sanctioned as being justified in their own right but with no concern about the holistic customer or business impacts, or the effects on staff caught in the crossfire. It is especially challenging when the number of separate changes become overwhelming. The situation can be exacerbated in scenarios where a leader is more focused on managing upwards and loses sight of what is happening around them.

> **A recent snapshot of a large organisation** included simultaneous programs to implement a new performance development application, a new procurement application and a new compliance process affecting all staff. At the same time a relocation for most staff was being planned to another city which would involve a transition to agile office working. No coherent strategy had been considered to maintain staff engagement or customer service quality.

Political Change

Politically driven change is a frequent, costly and damaging driver of much 'random walk' change. It occurs when politicians decide to change policy or direction, often as a result of dogma or so-called conviction-driven politics, the signature style of *Margaret Thatcher*[4].

Equally as damaging are 'Machinery of Government' changes commonly associated with the reconfiguring of government departments after an election.

> **Following the 2019 New South Wales State election**, the Departments of Planning & Environment (DPE) and Industry (DOI) were effectively merged into a super department. Some elements of DPE had moved from DOI at the previous election and had spent the intervening period gradually converting from DOI systems to DPE systems (there is no cross-government standardisation).
>
> It is now emerging that DOI systems will be preferred for the new department, hence everyone will need to change back. Much DPE investment has just been made in a new HR system that will be turned off as the DOI system is applied to the whole new department. No customer or taxpayer return will result from any of these changes. But the politicians will be pleased. There is a saying from President Gerald Ford's failed re-election campaign that is apt here: 'rearranging the deck-chairs on the Titanic'.

These are some of the most difficult types of change to justify or manage as there are no obvious beneficiaries and they demand much dedication from overworked staff.

Political change is not just a public sector phenomenon. In this case I use the term 'political' to describe an environment in which what is considered 'correct' is not necessarily a direction that makes sense in a regional or local context. When a global business decides on a change, this is then rolled out to each region, often for a greater good, difficult to see at the regional level.

A global bank decided on a new global banking platform. The Asia-Pacific configuration was managed from Thailand. Other countries in the region obviously had their own local variations and laws to consider. For example, in one country, there was a very large credit card business including the local management of some other branded cards. There was thus a considerable threat to consumers and the relationship with the *B2B*[5] customer if a working compromise could not be reached. The new platform would produce no necessary regional business gain, but a global gain had been envisaged from having the one integrated platform.

PricewaterhouseCoopers (PwC) acquired Booz & Co as a global strategic move to provide them with a brand focused on strategy as opposed to operational consulting. That made global sense. However, in regions and country businesses, there was much variation in the levels of strategy and operational consulting within the merging businesses. The consulting business model generally meant that Partners had their own clients and teams and were rewarded for business contracted. Many were challenged by the possible impacts on business and clients from the process. No immediate local business gains would result from the upheaval but the potential for strategic gains was the driving force.

Ambulance chasing

I use the term here to describe last minute change initiatives introduced to counter impending disaster resulting from prior absence of strategic thinking.

Such changes are often driven by the need to urgently cut costs and are rarely designed with business outcomes in mind. This is sometimes because there simply isn't enough time before disaster strikes and is the kind of change driven by receivers brought in to save the rump of a business.

In other cases, such changes are conceived in the erroneous belief that 'surgically' removing a whole section of an organisation will save costs, maintain outcomes and drive change. These changes are rarely painless, rarely maintain productivity and deliver short-term fixed cost savings. They commonly soon drive up variable costs as contractors fill gaps left by the cuts and usually store up problems for the future.

> **A major review of the Australian Department of Defence** at the end of the 20th Century determined that the way ahead was to strip the department of all non-core activities. Many corporate support activities were outsourced and all subject matter experts for these activities left the Department. This resulted in the Department no longer having the expertise to manage the outsourced contract performance, hence there was no informed control over the outsourced provision for some years.
>
> Engineering services were outsourced. This led to most younger engineers moving to outsourced providers, an aging engineering workforce remaining and the elimination of the process that grew experience in engineers required for off-shore service in ships.

The Decision-Free Zone

These change programs present the illusion of managed change but suffer from a fundamental flaw that undermines effective outcomes.

Stakeholder influenced change occurs when a change program is established to achieve an outcome in an environment in which major stakeholders with conflicting motivation 'protect their turf' in opposition to leadership, governance (steering committee) or outcome-focused decision making.

A common example of this is the conflict between desired change program outcomes and the behaviours motivated by a conflicting performance rewards system.

> **For example, a major Telecommunications company** embarked on a 'service engineering' change program with the intent that engineering should be transformed into a customer-focused process. The change failed because the organisational structure remained functional with functional heads bonused on functional - not process or customer - performance.

Matrixed change is attempted by programs established to deliver organisation-wide change but which are not provided with active leadership and governance. The result is uneven implementation as more resistant areas of the organisation require modified or slower implementation.

> **Design and implementation of a new regulator** was hamstrung by 'hands-off' governance and sponsorship and a program leader not empowered to challenge leaders in subject institutions.
>
> Contrast this with the implementation of workplace health and safety in an organisation of 80,000 staff in which the newly appointed leader actively directed his executive to comply with all requirements of the change program and intervened personally wherever there was resistance.

Engagement at all costs

Fear of the future is far from many leaders' minds as the key driver for improving the quality and consistency of change management. A much more significant current leadership concern, driving action on the quality and effectiveness of change management, is staff engagement, especially if it is perceived to be associated with 'change fatigue'.

What is not so obvious is exactly what motivates this concern. Engagement levels are more visible these days because many organisations conduct annual people surveys. This is likely to attract more attention because 'you manage what you measure' (Peter Drucker). If your divisional engagement results are regularly visible then that focuses minds. In some cases, managers are rewarded according to results and that focuses minds even more...

Increasingly leaders recognise that a lack of engagement is a risk to productivity and the successful embedding of change. A 2015 study at the University of Warwick in the UK found that happy people are 12% more productive than the average individual.

However, for many, the engagement score is an independent concern is in itself. The rating needs to be improved so leaders often look for quick fixes, and rest on the appearance of action and persuasion through communications that things are improving in the hope of higher survey returns. In these cases, if a spike on engagement scores results, it is rarely sustainable. However, given the pace of change, it may be enough to help an executive into his/her next role as new changes develop.

Those with a longer-term view will place sustainability of performance through customers and staff above short-term gains.

A government department was one of many with low engagement scores. The Secretary (CEO) of the department directed her executive to make efforts to improve the scores and stated her intent that the department was to be the pace setter in higher staff engagement amongst her peers. No training was given, approaches were left to divisional heads to shape and implement. Out of eight divisions, one divisional head with very serious problems from a predecessor set in place a major culture change program. Another worked closely with an experienced change advisor and this had significant positive effects through coaching and training. The Secretary decided that the quality of change management must be to blame and set in place a Change Management Office (CMO) to implement assurance over change programs.

The CMO was in fact a label for a communications exercise that provided high profile speaking events, and some change workshops for new projects. The assurance approach was never approved and no independent assurance was completed for fear of making waves and slowing the pace of high cost projects. More change and reorganisation soon followed. All the spending and activity had little visible impact on staff engagement across the department (with notable divisional exceptions).

However, a new telecommunications firm operating in a highly competitive market was on track to make a significant market impact. There was major upheaval in ownership, funding and direction. Leaders knew that to maintain momentum and achieve results under the new regime, they would need to have their staff with them. They worked hard on engagement recognising that the relative youth of their professional teams needed a leadership approach tailored to their generational needs. This resulted in a highly engaged, flexible and 'can-do' attitude amongst staff and strong corporate results within the constraints of the new ownership.

In the latter example, the leadership team had thought strategically, acted authentically, aligned all change activity to coherent outcomes and had not been tempted to change direction mid-stream, when little had visibly been achieved.

1.4 ENDNOTES

1. *Jack Welch was the visionary Chairman and CEO of General Electric (GE) 1981-2001 who oversaw a 4000% growth in company value. I have used a number of his quotes. However it is important to note that Quy Huy, Professor of Strategic Management at INSEAD, who has reviewed Welch's work now notes that, 'Welch, for all his extraordinary capabilities, was a fairly typical change manager in that he leaned too heavily on the commanding approach. He also prioritised tangibles over intangibles. He was at his best when pushing forward initiatives with quantifiable and fairly immediate impact, such as spinning off hundreds of underperforming businesses. His impatience with the intangible—the qualitative rather than the quantitative—caused blunders that blot an otherwise outstanding legacy. He will probably never shake the nickname he says he always hated. Whatever his intentions, there will always be those who delight in calling him "Neutron Jack".' See Huy's article 'Strategic Change Is All in the Timing' July 5, 2017.*
2. *A "unicorn" is a private company with a valuation of at least $1 billion. There is no shortage of unicorns in the Silicon Valley, which is home to more than 200 such companies. Most of them are technology companies that attract huge investments from venture capital firms. China is home to more than 125 unicorns– including the ones you have never heard of – and they are rapidly expanding their presence in Western markets.*
3. *ERP is Enterprise Resource Planning. This is the integrated management of main business processes, commonly in real time, enabled by software and technology.*
4. *Margaret Thatcher was Prime Minister of the United Kingdom from 1979 to 1990*
5. *B2B – Business to Business as opposed to Business to Consumer (B2C)*

2 WHAT'S WRONG WITH CHANGE MANAGEMENT?

2.1 ACTUALLY, CHANGE MANAGEMENT WORKS

Let's be careful and emphasise this is not a critique of change managers. There are many very capable change managers delivering what they are asked to do very effectively, either as consultants, contractors or as members of in-house teams.

It's been said for many years now that change is the new normal. In the early 2000s there was much discussion about the differences between the generations and changes that would bring. Now we have disruption and the fast-increasing influence of social networking.

Yet most change jobs are still focused on enabling users to adapt their ways so they are prepared to use a new piece of technology or an upgrade. This is not much different from what change management has been doing for years.

In 1978 an electricity provider had three kinds of accounting technology:

- an HP 32K mainframe running accounting software in COBOL fed data on marked cards (similar to punched cards but manually marked with a pencil).
- Roomfuls of clerks working mechanical NCR bookkeeping machines dealing with customer accounts
- They were experimenting with the Xerox Alto with LAN as a way to automate the customer accounting and billing.

Their challenge was threefold.

- Strategically which technological direction to follow.
- The rationale for their choice of technology
- How to manage their highly skilled and efficient clerk workforce willingly in the chosen direction.

They were to be congratulated in looking so far ahead. And the march of technology was fairly manageable then.

The term 'change management' had yet to be widely used or understood. Everett Rogers first alluded to the concepts behind it in the 1960s. Julien Phillips first published a change management model in 1982.

However, my point is that the electricity provider in the example above was wrestling with the interface of people with technology to deliver business outcomes, just as change managers are doing today. The technology is rather more sophisticated now, of course, and the rate of innovation exponentially faster.

Whether change projects are large or small, following a methodology like the *Nudge*[1] Model or *Prosci*[2] closely with thoughtful communications support, can be enough to get the project through to training, testing and roll-out. I'll talk about models more later. A little judicious *hypercare*[3] will lead to the project winding up and the change managers moving on.

The challenge here is in how you define 'project outcomes'. There is still a significant and disappointing tendency to define projects according to hard deliverables, the roll-out of a new IT capability being the most obvious.

Benefits tracking is intended to protect the investment of shareholders' and/or taxpayers' money in projects because the benefits offered in business cases were persuasive enough to fund the project or program in the first place. But new pressures arise, priorities change, projects evolve and line of sight is often lost to the original reason for making the changes.

So, the result is the short-term focus on the 'hard' project deliverables and not on the transformation and benefit that the new capability was intended to deliver, and financially underpinned the decision to invest in the change.

Consequently, the strategic problem is not with change management but how it is deployed.

2.2 STRENGTHS AND WEAKNESSES OF DEPENDENCE ON PROJECT MANAGERS

Much reliance is placed on program and project managers to deliver the changes that are within the scope of their accountabilities with the assumption that each of these component programs if successful will, when laid alongside each other, constitute a successfully changed organisation.

The application of *Agile*[4] methods to IT and other change if conceived and managed thoughtfully will increase change management complexity but can lead to more sustainable IT and organisational outcomes.

Over the last two decades, Agile has been gradually gaining ground against more traditional *Waterfall*[5] approaches.

Within each program or project, enlightened managers recognise that the stakeholders, those leading, those impacted and those otherwise affected, need to be managed as a key resource component of the solution.

Regrettably many project managers are not so enlightened or skilled in the art of engagement. This can be because their journey into project and program management has failed to include opportunities to build an appreciation of the importance of people as the core resource that will most certainly secure and sustain the benefits of any initiative. It may be because their project management education has failed to provide the people and change management skills desirable to build alignment of key human resources with the adoption needs of projects for sustainable outcomes.

Alternatively, it can be because people who choose technical management roles do so because they can limit their need to interact with many people directly and depend on project management plans and structure to achieve their project outputs. They may even regard people as a necessary evil. Either way they look to employ change managers for the operational and tactical matters of change and change communications.

If project managers practice real, rather than 'by the book' risk management, they will quickly identify both operational and strategic risks to securing project benefits and escalate these to project governance.

However, project and program managers are not masters of their own destiny. They are often appointed after business cases have been signed off. In any event they do not control the sign off, and they are subservient to project governance. So once again, if there are shortcomings in the outcomes, one cannot criticise the managers for their professionalism. They are conducting, to the best of their ability, the tasks they were assigned and ought to be able to deliver the project outputs required.

2.3 OUTCOMES

Notice, however, that I differentiate between project outputs and outcomes. Outputs are 'hard' project deliverables, the design, build and delivery of which can be almost entirely completed under the control of the project.

Outcomes are the sustainable operating requirements that were explained in the business case used to justify the project spend. Outcomes depend on the people interface and the operational users. The outputs must be suitably useable, and their use must fit with customer needs and the process and knowledge management requirements to deliver those needs.

If the users have been suitably engaged, prepared and trained such that they demonstrate their readiness with willing adoption of the new ways of working, then required, measured business outcomes can be achieved sustainably.

The problem is that projects are frequently still defined to effectively terminate with implementation (go live) and early adoption. Sustainability remains a fond hope. The go-live is celebrated as a huge achievement (which in a sense it is) but going live is a long way from achieving the intended business outcomes.

2.4 CHANGE FATIGUE

What exactly is change fatigue? How is it related to change management? Why are leaders concerned about it? Drilling into staff survey results often reveals high levels of what has become known as 'change fatigue'. In fact, it is now common parlance as an inevitability of the times we live in.

Many leaders regard it, and the resulting increased change resistance, as an extension of that inevitability. Concerned leaders are recognising the implications for their organisations and are investing in resilience workshops and training which at its basic level can help people to cope. Most training of this nature has no follow-up to help staff work through changes in behaviour and direction, so at best it informs staff of options to tackle change more readily.

However, we should understand that 'change fatigue' is not a reality - it is a perception. I'm not saying it doesn't exist, but it is someone's perception, and that is their reality. If people are facing increasing waves of change at work and have no control and understanding of it all - then their stress levels rise - and that is what many are describing as change fatigue.

Perceptions of change fatigue are usually baselined from BAU (business as usual) as a (now mythical?) safe place to go back to when work was simple and uncomplicated. This is a misleading concept rather like the wonderful 1950s that *Brexiteers*[6] in the UK, since their EU Referendum, thought they would like to turn the clock back to, so that all their ills will be healed.

BAU in the sense of a stable, reliable unchanging workplace, has not existed anywhere for a long time and won't come back. So, the issue we face is the need to reclassify the causal factors of change fatigue in people's minds as the new BAU.

There are no clear objective measures of change fatigue, but the phenomenon is much observed and written about. The label is applied to those who have experienced much change, often overlayed, sometimes with little understanding, communications and involvement. This leads to stress and disengagement.

According to Harvard Business Review, unhappy people are not only less productive than the average individual, they're costly for companies. To quote HBR authors Emma Seppala and Kim Cameron:
"In studies by the Queens School of Business and by the Gallup Organization, disengaged workers had 37% higher absenteeism, 49% more accidents, and 60% more errors and defects. In organisations with low employee engagement scores, they experienced 18% lower productivity, 16% lower profitability, 37% lower job growth, and 65% lower share price over time."

Change fatigue is therefore not a direct result of change impacts or change management, it is the cumulative effect of the number, scope and intensity of unaligned change programs, coupled with the foreboding of more to come.

2.5 THE CHANGE LEADER CHALLENGE

Managers are paid to plan and execute. It is the leaders who determine the vision and the strategy. They map out with managers what activities, processes, projects and changes, are needed to provide the capability and deliver the necessary organisational outcomes.

In the sections above is evidence of piecemeal approaches to change that may be effective at an operational level and deliver incremental steps of improvement. Many leaders accept that changes are necessary and agree with what appear to be good ideas as the next incremental steps along the journey they are already navigating. Their system of thinking has more of a management focus which assumes achieving *targets*[7] will activate *strategies* and deliver *business outcomes*.

Regarding their staff there is commonly much positive talk and use of modern management phrases but underneath it all, the approaches leaders take tend to reflect McGregor's Theory X approach to managing their people rather than Theory Y. These theories were created by Douglas McGregor while he was working at the MIT Sloan School of Management in the 1950s.

Theory X assumes that the typical worker has little ambition, avoids responsibility and is individual-goal oriented. Theory Y managers assume employees are internally motivated and enjoy their job. These managers view their employees as one of the most valuable assets to the company.

What does this mean? I see many leaders and managers have evolved little in their attitudes and behaviours to managing people to achieve their outcomes. There is a greater inclination now to 'talk the talk' and many, often younger, executives are prepared to take on the challenge of understanding and managing people positively. There are still many, however, who prefer to manage the 'hard' aspects of their work and manage people by output and quality assurance.

2.6 FUTURE CHALLENGES

We are living in a time where the primary asset in any organisation that will enable us to satisfy customers and stakeholders and flexibly adapt to fast changing needs, is our people. Some leaders are looking further ahead and setting out a vision of where they need to be in the future:

- In the market place with current customers and in new markets with new customers
- With replacement and updated products and services, and with new solutions to new problems
- In relation to known competitors and with the prospect of unknown disruption from new players.

More leaders need to be bold enough to engage in the transformative thinking and achievement that sets organisations in the context of how the world, the economy and society is evolving. They must recognise what Klaus Schwab calls out in his book 'The Fourth Industrial Revolution' and the strategic and operational impacts of accelerating technologies and Artificial Intelligence. Too few are looking at where technology and disruption are heading next and asking key questions about the future of their customers' preferences and their organisation's responses.

There are some increasingly enlightened organisations that are trying really hard to evolve change-ready cultures but they are in a serious minority. At least those organisations have felt a whiff of the breeze that heralds the whirlwind of organisational challenges the 2020s will bring.

The Fourth Industrial Revolution, mentioned above, is the age of disruption, the growth of the Start-up.

- Uber is valued at $68 Billion and in 5 years has grown bigger than Ford and General Motors but owns no vehicles.
- Airbnb is more valuable than the Marriott and Hilton hotel chains but owns no property.
- Quicken Loans is now the largest mortgage lender in the USA. You can obtain a Rocket Mortgage through a phone app in under six minutes. The firm uses a psycho-mapping app that reviews your social media activity in seconds. This has been shown to be significantly more reliable than credit ratings in assessing credit risk.

It makes you wonder who or what will be the Uber of your industry? How will you respond? Will you be ready? It should also remind leaders that if never before, the human resource is central to the success and survivability of organisations in the coming decade.

Many leaders will find this challenging. Often executives gain senior roles by being very task-focused, relying on others to connect with people. Those leaders will find the future more challenging. *EQ*[8] is no longer a nice-to-have.

To function effectively, as leaders and organisations take on these future challenges, change management will need change strategy to provide context, direction and focus. For more on this, see Book 4.

2.7 ENDNOTES

1. *For the Nudge Model see 'Nudge' by Richard H Thaler and Cass R Sunstein.*
2. *The Prosci Model is called ADKAR, book by Jeffrey M Hiatt.*
3. *'Hypercare' it is the term used to describe the period of time immediately following a system Go Live where an elevated level of support is available to ensure the seamless adoption of a new system.*

4. *Agile software development is an approach to software development under which requirements and solutions evolve through the collaborative effort of self-organising and cross-functional teams and their customer/end user*
5. *The waterfall model is a breakdown of project activities into linear sequential phases, where each phase depends on the deliverables of the previous one and corresponds to a specialisation of tasks.*
6. *A Brexiteer was someone in favour of 'Brexit'. This was the name given to the withdrawal of the United Kingdom (UK) from the European Union (EU). Following a referendum held on 23 June 2016 in which 51.9 percent of those voting supported leaving the EU.*
7. *In this I use the term 'target' in relation to shorter term goals of (say) 1 to 2 years and 'strategies' to refer to the broader fields of action required to deliver 'business outcomes' in a minimum 3-5-year timeframe.*
8. *Emotional quotient (EQ) is a common label for emotional intelligence, the capability of individuals to recognise their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behaviour, and manage and/or adjust emotions to adapt to environments or achieve one's goal(s). The term 'emotional intelligence' first appeared in a 1964 paper by Michael Beldoch and gained popularity in the 1995 book by that title, written by author and science journalist Daniel Goleman.*

3 WHAT EXACTLY IS CHANGE STRATEGY?

3.1 UNDERSTANDING CHANGE AND STRATEGY

We have discussed strengths of change management, and weaknesses in leading change. In understanding the value and purpose of change strategy, it is useful to distinguish clearly between change management and change strategy.

Change management is a collective term for all approaches to prepare, support, and help individuals, teams, and organisations in designing and implementing organisational change. Change management applies to well-defined changes in programs or projects that have clear required deliverables in defined timescales with set budgets.

Examples range from the merger of departments in an organisation, moving offices, implementing a new compliance process, implementing or upgrading a software solution.

I define Change Strategy as analysing, mapping, and orchestrating the initiatives necessary for a holistic organisational journey of transition from the current operational and cultural status to the capability required to sustainably achieve future organisational outcomes.

As we have discussed, organisations are now in a constant state of flux. Too often this is because of change projects growing from the ground up with no necessary connection or alignment. Change strategy is the function of:

- Developing a whole of organisation view of an aspirational operational endstate. This will be distilled from the vision and corporate strategy. However, it will consist of 'features of the future' - descriptors of the operating elements of this future organisation, how it will function, why that must be so.
- Mapping the many changes, impacts and alignments necessary to achieve these outcomes.
- Orchestrating the management activity to design the program governing the interplay of the many parts to best achieve the outcomes, while maintaining current and transitional operations, customer care, staff engagement and productivity.

Examples of where change strategy applies are:

- In the late 1990s when it was decided that the Australian Defence Force needed to introduce Workplace Health and Safety programs to all activities behind the front line to avoid damaging personnel conducting peacetime activity including training.
- When a major bank decided to go paperless and simultaneously transition to agile office working.
- When an international insurance provider realised it was falling behind the competition and had to make multi-functional changes to reposition itself in the market and transform its capabilities.

3.2 WHAT CHANGE STRATEGY IS NOT

Change strategy is not corporate strategy. Corporate strategy is the sum of the high-level actions that an organisation intends to take to achieve long-term goals. These actions constitute the organisation's strategic plan.

Such planning activity starts from reviewing and redefining the fundamental purpose and vision of the organisation, making strategic choices, determining the business outcomes required to achieve the purpose and the priorities for business activity in the coming significant period – say 3-5 years.

Distilling this to the next level, change strategy is the function that optimises the journey from the current operating reality to be the intended future operating capability.

3.3 APPLICATIONS OF CHANGE STRATEGY

To set change management in a strategic setting creates the opportunity for enduring outcomes, organisations achieving business goals and/or states of capability that can render them resilient in future settings.

Transformational

The term transformation is generally used to signify major organisational change in which a step change is made which may affect products, markets and technologies as well as system, processes and culture. To be successful and sustainable, such change is obviously wide-ranging and inter-connected, driven by a variety of causal factors. We should note that the term 'transformation' is sometimes used incorrectly for smaller changes related to programs or projects. We will use the term in relation to its intended 'whole of organisation' meaning.

To be able to fully achieve a transformation an organisation must have a clear change strategy (sometimes in this context referred to as a 'transformation strategy') with clear outcomes. The nature of the strategic outcomes will depend on the drivers of the transformation. and this is considered in more detail in Book 2.

Operational

Change in operational activities is too often regarded as minor tweaking that an organisation, managers and staff can take in their stride. When only one change was happening at once with intervening periods of calm 'BAU' this was probably a fair call. However, in most organisations now, it is the norm for several changes of different levels of complexity to be happening simultaneously. This has two kinds of impacts:

- Staff trying to satisfy customers applying current processes are often impacted by several different kinds of change in the same timeframe with little or no coordination between the changes. Prior outcome-focused change strategy would anticipate the challenges and recognise the negative impacts on staff, customers and brand.
- Second, when these uncoordinated changes converge, without prior strategic thinking the changes can conflict with each-other and create unintended impacts on other aspects of process and customer outcomes.

Change strategy for operational change encompasses all incremental process and system changes that are required during a period (minimum one year) and seeks to minimise and or eliminate conflict and maximise coordinated development towards improved outcomes and process, together with enhanced customer and staff experiences.

Evolutional

Evolutional change is a new and challenging concept when applied to organisations.

First let's be clear about the words. 'Evolutional' describes the continuous genetic adaptation of organisms to their environment. This contrasts with 'Evolutionary' that describes matters in accordance with evolution - in other words *Darwin's theory*[1].

Why do I make distinction between them?

Living things that have followed a Darwinian evolutionary journey over millennia are highly developed for their present environment but are not immediately adaptive.

Organisations that follow an evolutional path learn to be adaptive, 'shape-changers' fitting the environment in which they find themselves, and doing so at the pace necessary to get ahead of the game and control their 'fit'.

Survival in 2030 and beyond will require organisations of different dynamics and dimensions. Such change cannot be accomplished through a random series of events nor through conventional change management. This is where change will change.

3.4 ENDNOTE

1. *Darwinism is a theory of biological evolution developed by the English naturalist Charles Darwin (1809–1882) and others, stating that all species of organisms arise and develop through the natural selection of small, inherited variations that increase the individual's ability to compete, survive and reproduce.*

4 WHAT DIFFERENCE DOES CHANGE STRATEGY MAKE?

4.1 CHANGE STRATEGY IS MISUNDERSTOOD

Change Strategy is misunderstood and there are many reasons for this. The purpose of this book is to peel away the myths, point a pathway back to reality and signpost a way to increase confidence in an otherwise uncertain future.

As we have seen, key issues that trigger concern in our age are disruption and change fatigue. Because true change strategy has become an endangered species in the last twenty years, these two threats are recognised but are met with no clear or consistent form of response or strategy.

While change fatigue is often signalled by lower staff engagement scores, less obvious has been the gradual upward trend in management readiness to accept lower levels of project achievement. This, of course, connects with the above mention of recent surveys by the IACCM showing that more than 70% of projects fail to achieve their outcomes.

That really is an astonishing statistic given the frequency and scale of project operations in organisations and the consequent investment levels in them. The term 'satisficing' is used by economists to describe the propensity of consumers to settle for less than optimal outcomes which appear to be the best they can get in an imperfect market at that time.

So, what is the reason that executives are satisficing with inadequate or 'just acceptable' project outcomes. Is it because:

- They have too many things to worry about?
- They have done the best they could?
- Stakeholders will see that enough was done and their attention spans are short?
- Business cases have to offer great value for money but in practice no-one really believes all they offer can be delivered?

Business cases that are used to justify spending on projects must articulate benefits that outweigh the investment in order to justify the spend. Change strategy shows us how the benefits can be secured. Are we simply poor at doing the cost benefit analysis of benefits or is there too much reliance on the assumption that benefits will automatically follow if the foundations are in place? Both matters are of concern in themselves, and both highlight the lack of understanding of the critical importance of people and behaviour in securing and sustaining benefits.

4.2 DOING CHANGE WITHOUT STRATEGY

This brings me to a question I was asked at a recent leadership presentation: What is the difference between change management and managing change?

We employ change managers to do change management in defined instances of change large and small, from transformations to relocations and restructures to IT programs. Increasingly, these changes are happening simultaneously and impacting people from several directions at once.

The problem that results is complex both for organisations endeavouring to maintain performance in challenging times and for individuals who are trying to do a good job and constantly faced with variations in how to do that.

'Managing change', in the broadest or strategic sense, is what generally happens much less than it should. The job of leaders in change is to take an outcome-focused overview and orchestrate change initiatives so that impacts can be best managed across time, and outcomes can be aligned and optimised.

This is what change strategy is all about. This really needs to be the new norm for our modern age. Many executives struggle to consider change in its strategic context and are too busy to practice the *Gemba Walk*[1] and see it from the perspective of those trying to execute operations. Many executives have forgotten or never learned that this is what their job is all about. It is said that an American journalist who was trying to interview Soichiro Honda, founder of the Honda Motor Co., pointed out that he was never in his office, and Honda is said to have replied 'but we don't make cars in the office'.

Hence if change is not managed strategically, it can impact the business, the staff and often the customers in uncontrolled bursts. It is no wonder therefore that the perception of change fatigue is experienced.

> I earlier mentioned as an example **the telecommunications provider** that established a major change program to introduce 'service engineering', a customer-focused engineering process approach, across its functionally structured engineering organisation.
>
> The project was a failure. I led a forensic analysis of why the multi-million-dollar program had failed, intended to identify root causes so that a second project could be initiated to succeed where the first had not.

Absence of change strategy was the fundamental gap. No-one had looked at the outcomes in detail. The detail of how the future business model would work had not been explored. Consequently, there had been no '*right to left*'[2] thinking about what had to be in place in a business model sense for the outcomes to be delivered and sustained. Critically the whole people dimension had been assumed and/or overlooked, which is not uncommon in technical settings.

The cost of not spending time on change strategy stretched into millions. One whole year of a Divisional change program was written off. Sub-optimal customer service results worsening as opposed to improving. Loss of customers to competitors.

The report we wrote was for years afterwards a key management development text in the firm.

4.3 WHY DOES CHANGE NEED STRATEGY?

According to Leigh Cowan in his book '*The Four Faces of Marketing*'[3], 'Most executives get confused between strategy and tactics. Strategies are the means by which objectives are achieved. Actions are the activities undertaken to perform strategies. Tactics are the indivisible components of actions that, performed in coordination with each other, achieve, or fail to achieve, the desired outcomes. Many different tactics can be employed to satisfy a single strategy.'

Meanwhile in 'The Art of War', Sun Tzu, the Chinese General from the 6th Century BC, said 'Tactics without strategy is the noise before defeat' and 'The victorious strategist only seeks battle after the victory has been won'.

Let us examine these quotations. Leigh Cowan is as concerned in his considerations of strategic marketing as I am about the absence of 'big picture' thinking in the orchestration of change in an organisation.

He is anxious to emphasise the hierarchy of roles and thinking that is required for effective and sustainable corporate initiatives that will achieve meaningful outcomes.

Sun Tzu, remarkably is a general who wished always to win with the minimum of effort and death. As such he calls upon leaders to think strategically before embarking on piecemeal action. He regarded that as sound advice 2500 years ago and Leigh Cowan suggests nothing much has changed.... If we look around us, we see Sun Tzu was still correct in his assessments.

The 2nd Gulf war (invasion of Iraq, 2003) was embarked upon with an intent to bring down the dictator Saddam Hussein. Tactically the US Forces were very successful. Strategically they had no answers.

There were unfounded assumptions that Iraqi citizens would welcome 'liberation' from Saddam and the creation of a US style democracy. Saddam's officer corps were 'punished' by being banned from the new Iraqi Army. Later, examining the military structures of the Islamic State forces in the civil war across Iraq and Syria, it was found that the core of that Army was made up of disenfranchised Iraqi officers. So not only was there no workable strategic solution planned for Iraq, but the tactical decisions, taken in a mistaken approach to creating a basis for peace, created the basis for the next war.

We can look back at the Versailles Treaty at the end of World War 1 as a similar scenario.

Of course, in organisations we generally don't see people dying from the lack of strategy. We do see shareholder or taxpayer funds wasted, or potential savings and gains underachieved in favour of short-term wins.

It is rare to have the opportunity to observe, at first hand, major change programs occurring in parallel in essentially similar organisations, one with clear strategy and outcomes, and the other employing purely tactical change management. The following examples provide a clear comparative lesson in change without strategy against change with strategy.

Some years ago, I was change advisor to a large Defence Procurement agency that was introducing a financial shared-services model led by the CFO.

The Procurement Agency

The agency consisted of many individual branches (many located widely across the country's geography) dedicated to managing procurement and sustainment of every aspect of the huge range of equipment, supplies and consumables that a Defence Force needs to train, maintain and operate. Each branch had its own finance team. As a corporate strategy for the whole of the country's Defence Department the concept of shared-services was considered to be the way of the future.

The Agency CFO realised that while the changes were mandated, significant opportunities would be created from the introduction of shared services if the change was managed well, including:

- Finance policies could be standardised
- Much repetitive and duplicated work could be centralised
- Systems use could be aligned and better connected
- Staff career and training opportunities could be considerably improved
- Support for peak periods in financial services effort could be better resourced
- Greater flexibility could be provided to respond to different phases in the *lifecycle of Defence procurement and sustainment*[4]*.*

The quality of agency financial services and outcomes for customers and stakeholders depended on the skills and enthusiasm of the financial services staff. There could be negative outcomes for the agency if customer relationships with Branch Heads across the organisation were not carefully maintained.

So, the change strategy was developed with three key strands:

1. Maintenance of a minimum of current levels of financial services to all branches throughout the changes was the No1 priority. A key outcome was to define best practice standards to apply across shared services in the future.
2. Engage customers for all agency financial services work to build their enthusiastic participation in the change program. The Branch Heads as pivotal players in supply to the Armed Forces were key influencers and needed to be satisfied at every turn that what could be interpreted as a reduction in service would work in their best interests. This risk was exacerbated by a history of government shared services schemes essentially employed as smoke screens for staff cuts.
3. Engage staff right across the agency to help them understand that moving within the organisation but physically staying in the same place with the same colleagues and the same customers was going to be a really positive story all round. After all they were all ambassadors for the new ‘brand’ as well as subject matter experts. It was also essential to ensure they

understood that the changes were not about staffing cuts as many lived and worked in rural locations with limited alternative employment.

To be clear, staff changes did lead to some reductions in numbers but these were clearly explained by changes in business and customer requirements and not as a result of the change itself, and redeployment was always offered.

Our change plans were therefore designed with those strategic requirements as our priorities. Customer and staff engagement were central, mapping of services and service levels conducted early to understand requirements, supported by a strong communications campaign led by very visible leadership interventions by the CFO to reassure executives, customers and staff. Customer and staff feedback remained highly positive and issues arising were acted on immediately. Productivity and quality increased and staff turnover was no greater than normal

The Defence Department

Meanwhile, in parallel, the Defence Department itself was going through the same change to financial shared services across the Armed Forces themselves and other supporting divisions.

The primary driver was that the outcomes were directed and the Defence CFO proceeded accordingly.

There was no broad strategy. Change management consisted of communications, large staff meetings and an intranet site. The intent was to make sure that what was happening, and when, was known, and that business as usual standards were expected of staff during the changes. The change management program was terminated at the point of transition to the shared services model.

No reassurance was given regarding the likelihood of staff cuts. No attempt was made to explain consequent staff changes or reductions as anything else but having resulted from the structural changes themselves.

Morale, which for other reasons was already low, suffered further. The change was perceived to have no benefits for the organisation or its people. Disaffection and cynicism grew, staff turnover increased and financial services continuity was threatened. Service quality depended on the dedication of individual staff taking personal pride in their work despite the pressures.

4.4 WHAT CAN WE LEARN FROM THIS?

The existence of the Procurement Agency strategy, providing a higher, and more enduring purpose to the change management and communications, meant that there was strong messaging for all stakeholders. All of those from the Executive to staff throughout the organisation believed that despite the change being essentially directed, the organisation was going to measurably benefit from the changes.

Productivity was maintained by focus on the three strands of the strategy:

- Maintaining service levels as key to the organisational outcomes required
- Taking time and effort to understand and meet customer needs,
- Ensuring staff well-being and contribution through the changes as key to the first two matters.

Developing the strategy itself was not a lengthy, costly or complicated effort. It did require:

- A clear understanding of the business and its needs
- A recognition of the stakeholder importance and risk
- Understanding that staff were the key resource
- Leadership readiness to authentically and consistently invest in and lead the changes

The Department, meanwhile, had a history of *directed change*[5]. In comparison with the Agency, staff morale, productivity and quality of accounting outcomes were all significantly lower before and after the changes.

One can see that the approach to change management at the Department was simpler and shorter than at the Agency, and reflected the absence of concern with the quality of the outcomes, and/or an assumption that there was no significant problem to manage.

The example above shows us that change management can be excellent but if the bigger plans are unsound, the organisation will achieve nothing worthwhile.

Critically leaders will not see the need for strategy if they:

- See no value in managing people through change
- Recognise no connection between effective change, productivity and business outcomes
- Assume that any change will inevitably produce improvement
- Believe that the right language about leadership intent to manage people well through change will be sufficient to encourage staff that their needs are being protected.

However, the facts show that change strategy enables change management to be integrated and focused to deliver outcomes more effectively and sustainably with the minimum of productivity impact.

Constant uncoordinated change:

- Wears people down and reduces energy, accuracy, innovation, creativity and customer service quality.
- Limits forward thinking, leading to process and system conflict, increased errors, workarounds and increases the need for more small changes to fix omissions and unintended consequences.

4.5 ENDNOTES

1. *The Gemba Walk is an essential part of the Lean management philosophy. Its initial purpose is to allow executives to observe the actual work process, engage with employees, gain knowledge about the work process and explore opportunities for continuous improvement. Lean has its origins in the Japanese manufacturing industry as a systematic method for the minimisation of waste without sacrificing productivity.*
2. *'Right to left' thinking is the key to understanding organisational requirements to enable an outcome. Essentially in the Western World we read and hence are inclined to think from left to right. Thus, the outcome of a piece of thinking will logically be on the right of a page. How did we achieve it? We have to look from right to left. See Book 4 for more detail.*
3. *The Four Faces of Marketing, Breakthrough Business Empowerment & Marketing Accountability, 2nd edition, Leigh Cowan, Bookboon.com 2018*
4. *The lifecycle of Defence procurement and sustainment can be explained by considering the acquisition of a major Defence asset. A new ship requires complex contracts, design, build and commissioning. Then the ship will be maintained and replenished in service and go through several upgrades in its lifetime. It will then be decommissioned and disposed of. Each phase requires significantly different financial services and skills.*
5. *Directed Change denoted organisational change that is to be implemented by order without discussion or obvious performance benefit.*

5 IS CHANGE STRATEGY RELEVANT IN THIS FAST-MOVING AGE?

5.1 STRATEGIC PLANNING

Strategic planning in the 1980s and 1990s was very structured and supported the process of *strategic decision making*[1]. It was focused on defining and solving strategic corporate decisions in order to set objectives for corporate achievement in a coming fixed period. In the Western World this was between 3 and 10 years and in East Asian countries might not uncommonly be 50 or 100 years.

How times have changed! The pace of change in technology, innovation and disruption means that those timescales should not be contemplated in the age we live in now, for fixed strategic objectives.

5.2 CHANGE IS CHANGING

Organisational business models and structures that have worked well for decades are now increasingly being challenged. In private, and increasingly in public sectors, events are moving faster than traditional constructs can respond.

However, many organisations are suffering a change culture backlog. *Gen X*[2] executives may exhibit leadership behaviours in ways they have learned from their predecessors. The risks are that these behaviours do not sufficiently comprehend the threats of the icebergs in the sea in which they are now navigating.

Knowing the sea in which we are navigating is one of our key challenges now. By this I mean that you may think you are in one business and in moments you find your market shape-changing into something else. For example, restaurants are mostly now technology-enabled, taking orders through UberEats, Deliveroo and Menulog. Already these food solutions are facing counter-disruption from ChowNow, a restaurant website order enabler.

By a 'change culture backlog' I'm talking about organisations that are about to enter the 2020s with a culture from the 1990s or before that is traditional and directive in nature. In the same way such organisations employ approaches to change that are piecemeal, process-focused and uncoordinated.

If our organisation is already 'behind the 8 ball' and unprepared for a fast moving, complex and disruptable future, there is a lot of catching up to do.

5.3 CHANGE STRATEGY: PREPARING US FOR AN UNPREDICTABLE FUTURE

Traditional change issues confront us still. They need better coordination both for better outcomes and to lay the foundations of future-proofing. Contemporary change challenges are more complex. Change strategy is the answer to both kinds of challenge if executives are authentically prepared to achieve the necessary change readiness for an unpredictable future.

A new telecommunications business was established by a government in the early 2000s to take the lead in establishing a broadband network nationally to put the country in the lead in the telecommunications revolution. Several changes of government as shareholder meant constant changes of strategic focus, expectations and available budget.

Fifteen years later and the network was nearly complete at a lower standard than intended, with the technology already outdated, but having provided connectivity to many places that had previously had no broadband connections at all. During this time the network has gradually gone 'live' and what was a construction organisation has morphed into a maintainer, upgrader and wholesaler of services.

The company now faces an ongoing challenge in upgrading the network with the fast-developing technologies driving acceptable standards.

How does an organisation deal, not with a single defined change, but with a context and future that is ever changing such as that outlined above? Developing change strategy will provide answers to this question, so read on!

5.4 EVOLUTIONAL CULTURES

The challenge for leaders and change managers is therefore first to get their houses in order. This means recognising that if you mean business, then think holistic change and don't be satisfied with the veneer. Then look beyond incremental change, remember how to think strategically about change and start future-proofing your organisations for complex, disruptive and faster changing futures.

The organisational settings for the future require much internal and external strategic reshaping to achieve an Evolutional Culture in an Adaptive Organisation. See Book 3.

5.5 ENDNOTES

1. *For an understanding of this era and thinking see Exploring Corporate Strategy by Johnson & Scholes, ideally an early edition (it was first published in 1989).*
2. *Gen X is generally accepted to refer to those born between 1965 and 1980, and in 2019 these people are aged between 39 and 54. It is true that some organisations still have 'Baby Boomer' leaders, but these are becoming much fewer now. In 1991, CERN (the European Organisation for Nuclear Research) introduced the World Wide Web to the public. In 1995 email became more widely available but it was in the early 2000s that technology was becoming the norm for many people, when Gen X people were aged between 20 and 36. In contrast to Millennials (born between 1981 and 1996), Gen X learned technology as a set of task specific tools and did not appreciate technology as the dimension of human existence it has now become.*

6 HOW ARE THE NEXT BOOKS IN THE SERIES STRUCTURED?

Finally, here is an overview of the structure of the series from this point onwards so that you know why you are reading each book and can find your way around.

Book 2 - Design Thinking for Strategic Change

In Book 2 we will start with the traditional elements of strategic thinking and evolve these into an accessible process for orchestrating change. We will look at the two core strategic change challenges:

- Coherent management of the piecemeal change management landscape of today
- Transformative strategy from traditional organisational concepts to the adaptive organisations needed for the future.

We will develop approaches to overcoming them by:

- Revisiting good, sound, still valid thinking from the past
- Resetting strategic thinking in our contemporary setting
- Ensuring we can differentiate strategic, operational and tactical thought.

We can then dive into how change strategy works, and how it interfaces between corporate strategy and change management. It also explains how change strategy can be developed and deployed in the absence of a higher strategy in order to still deliver outcomes of best fit for the circumstances of the organisation.

Book 3 - People-Centric Change & Adaptive Organisations

In this Book we will start by looking at the anatomy of different change management problems to understand how change strategy is used to tackle the different types of change, tactical, incremental, complex and disruptive.

This is followed by explorations of the dimensions of change in organisations in order to understand how we can apply change strategy to them. In this we consider transformational and operational change. We will examine how to design and conduct People-Centric Change.

We will consider evolutional change. We look at causal factors and consequential variations in strategic approach to change. And we will consider the changing role of change management, and the nature of Adaptive Organisations as we evolve into a demanding future.

We will look at the pitfalls, and finally, we will consider the need for continuity after the strategy has been designed – how do you keep the momentum going.

Book 4 - Creating Change Strategy: CS10 Change Strategy Model & D9 Business Operating Model

In Book 4 we will pull it all together with a step by step guide to getting change strategy right. As you will be beginning to appreciate, change strategy is not a simple matter, but the CS10 Model makes things straightforward.

CS10 – Change Strategy 10 – is the recommended model for developing change strategy that has been developed specifically to ensure successful outcome-based change strategy.

That is where we explore the change strategy model, the stages and process of defining, designing, developing and deploying change strategy.

The model shows how you make it all happen. How do you design the strategic change approach that is right for your organisation and how do you drive that ahead with skilled leadership and support?

We explore each of the 10 elements and follow the how-to guide and understand what questions you need to ask to develop a sound change strategy:

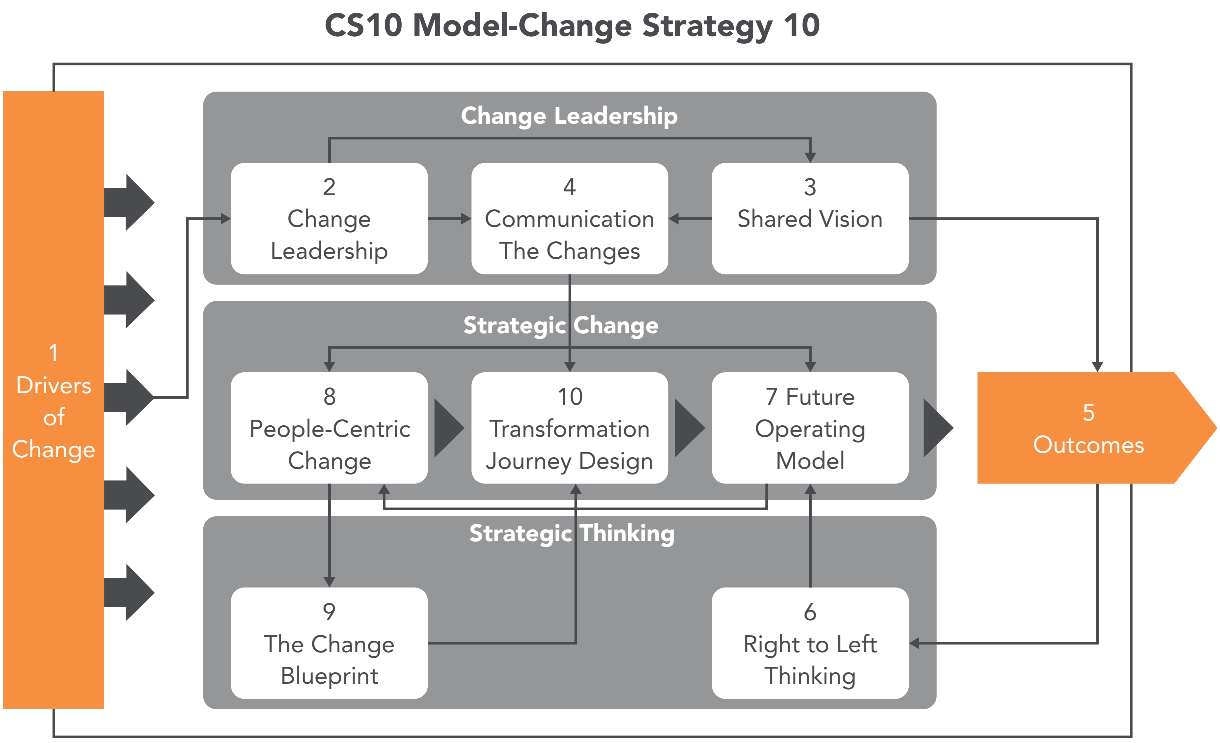

Fig 6.1 CS10 Model – Change Strategy 10

Book 4 Annex – The D9 Model

In the Annex to Book 4 is the D9 Model – the Dimension 9 Business Operating Model. The 9 Dimensions are 9 key elements of the organisational jigsaw in which, with the pieces working together, the organisation works effectively and achieves outcomes. The model is used in two of the steps in the CS10 model:

- As a basis for developing the Future Operating Model to describe all aspects of the organisation you are seeking to evolve as a result of the change strategy.
- As a framework to review the current organisational operating model to baseline the change and develop the Change Blueprint. (See Book 4)