

People Management Seminar

Athens, 20/10/2011

7th PeopleManagement
Executive Seminar

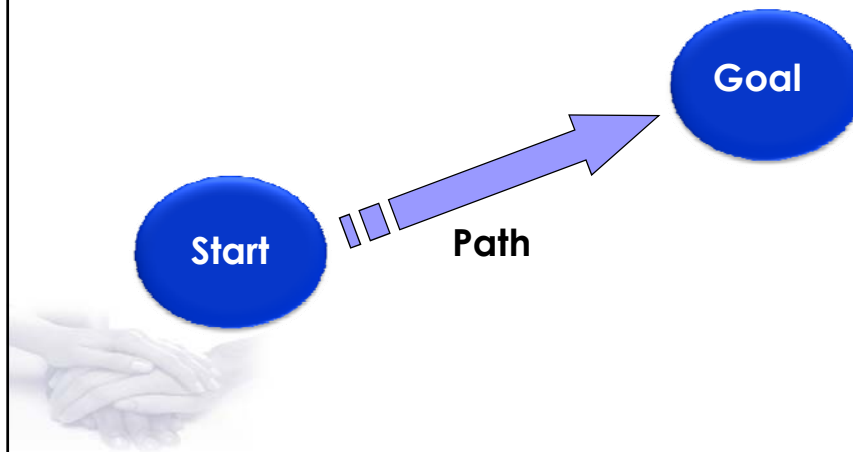
"Managing Change Effectively"

By: Emmanuel Perakis



I. INTRODUCTION

Change – What is change?



Change - Many failed without it



Change – Are there rules?



“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

—Charles Darwin

Change – More required than ever





II. OBSTACLES



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Change – Not easy



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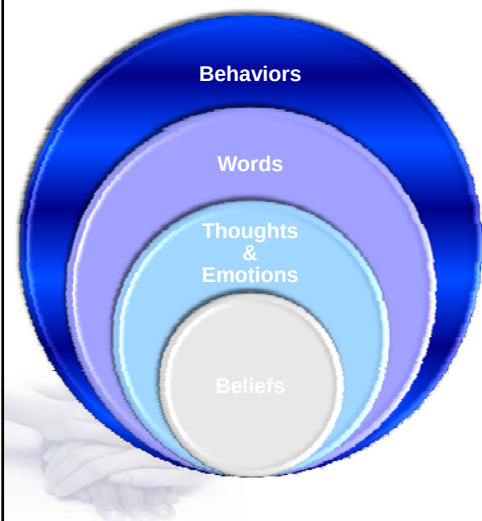
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Change – Human Obstacles

1. Insecurity of outcome
2. Stress (being too busy)
3. Culture (e.g. hierarchical structure)
4. Self limiting beliefs (lack of confidence)
5. Mental models
6. Routines (not allowing to relax)
7. Not focusing on the target
8. Fear (fear of criticism)

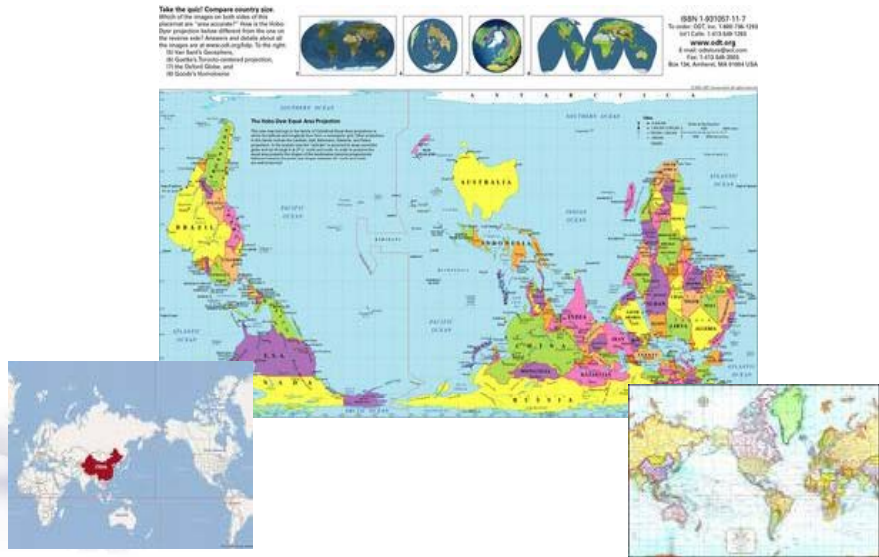
Change - Self Limiting Beliefs



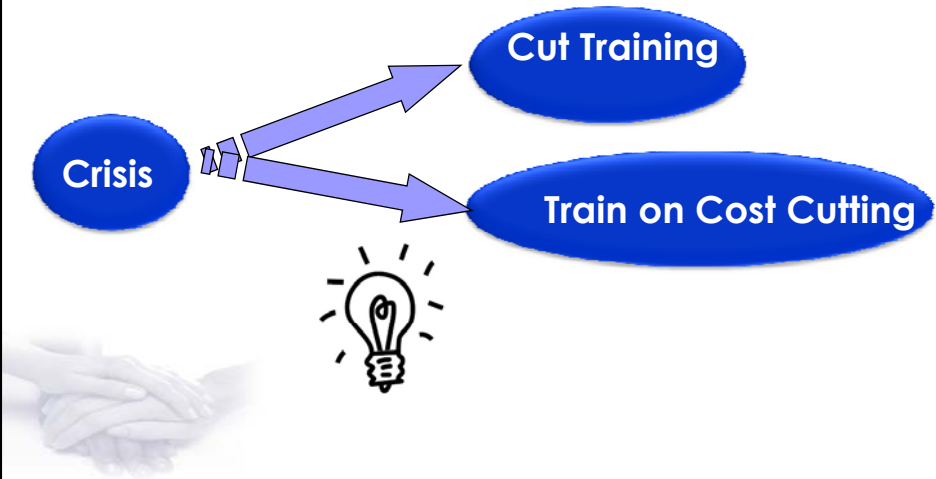
“Our intentions tend to be much more real than our actions, and this can lead to a great deal of misunderstanding with other people, to whom our actions tend to be much more real than our intentions.”

E. F. Schumacher

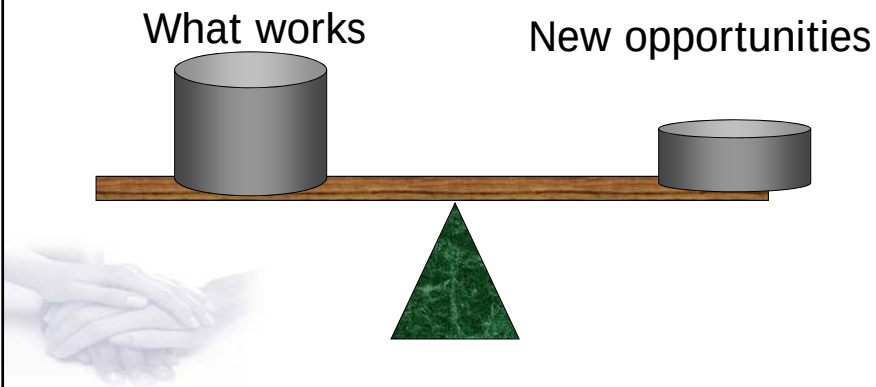
Change – Mental Models



Change – Routines vs think outside the box



Change - Keeping a balance of routines



III. MANAGING CHANGE



Change - “Ms Ryan, send me a scapegoat.”

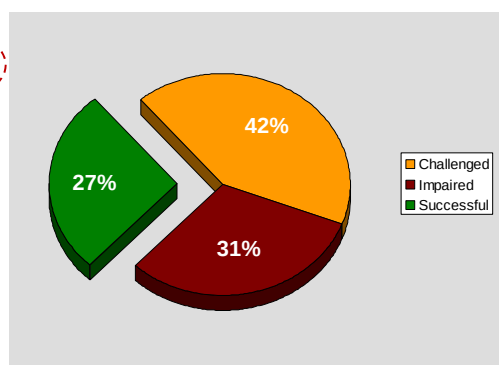


Change - Unmanaged change projects fail

<27% completed on-time and on-budget with ALL objectives as initially specified

>43% are Challenged - Completed but over-budget, over-time and with fewer deliverables than intended

>30 are Cancelled



Results across major industry segments, representing thousands of projects
Harvard 2007

Change – 4 P Model

Purpose

- Explain the basic purpose behind the outcome
- 'What was the problem?'
- Who said so and on what evidence?
- What would have occurred if no one had acted to solve it?
- What could have happened to us if that had occurred

Picture

- Paint the picture of how the outcome will look and feel
- What is the outcome going to look, feel and sound like?
- How are people going to get their work done and interact with each other?
- How will a day be organised?

Plan

- Lay out the plan for phasing in the outcome
- Outline steps and schedules in which people will receive information, training & support they need to make the transition
- People oriented to tell employees how and when their worlds are going to change
- Start with where people are & work forward to leave the past behind and emerge with new attitudes, behaviours & identity

Part

- Establish each person's part in both the plan and the outcome
- Show employees the role & their relationship to others. Until they see it they can't adjust hopes & fears to the new reality
- Show employees what part they play in the outcome & the transition process

IV. IN PRACTICE

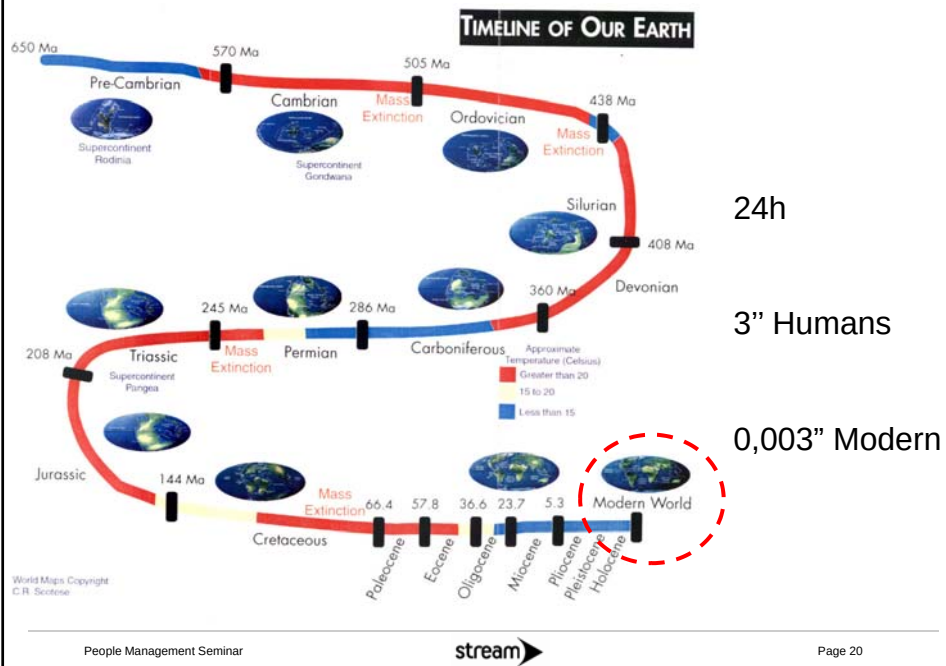
Change – The magic formula?

19



Change – Becoming more responsible

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Purpose



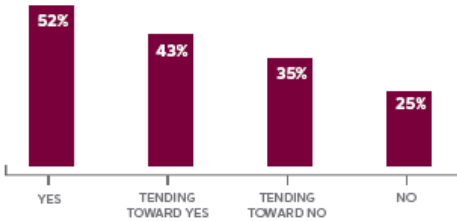
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Purpose – Why do we need it?

FIGURE 9 WE FOUND A STRONG CORRELATION BETWEEN SUCCESSFUL PROJECTS AND A REALISTIC AWARENESS OF THE CHANGE CHALLENGE

Responses to the question, “Within your organization, do you think there is sufficient awareness of the challenges associated with implementing and sustaining change?”

■ Percentage of successful projects



Awareness Level	Percentage of successful projects
YES	52%
TENDING TOWARD YES	43%
TENDING TOWARD NO	35%
NO	25%

Source: IBM Services Global Survey 3250 Practitioners

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Values, Principles, Goals



Being responsible
is our foundation



Thinking ahead
makes it possible



Innovation
is the essence



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Focusing on the big picture

Interface **FLOR**



Ray Anderson – Chairman & Founder

mission



Mission Zero:
our promise to eliminate
any negative impact our company
may have on the environment
by the year 2020.

Risk Assessment - Analyzing our impact

A quantitative risk assessment based on consequence and likelihood, helps us select the areas we should primarily work on.

A	B	C	D	E		F	G	H
S/N	THREAT	Compliance Requirements (Legal/Regulatory)	LIKELIHOOD Rating (See Ethib. 3)	CONSEQUENCES		RISK LEVEL (See Ethib. 5)	IMPROV/NT POTENTIAL	PRIORITY (See Ethib. 6)
				Description	Magnitude (See Ethib. 4)			
1	Waste - Disposal of Solid v liquid, hazardous v non-hazardous, construction waste, general waste etc. - Recycling/reuse. (Priority to reduce, reuse, recycle, energy recovery without polluting, best available practices)		4		6	24	3	B
General								
1.1.1	Disposal of obsolete electrical & electronic equipment & materials (circuit boards, microchips, switches, connectors etc)	Electrical and Electronic equipment should be sent out for recycling, along with copper-bearing components, switches, batteries, wire and other low grade items. Circuit boards in most cases contain leaded solder and silver. They should be cleaned of all components and mercury switches, before properly recycled.	2	- Land/ Hazardous waste	7	14	5 (36%)	C
1.1.2	Disposal of wooden packaging (wooden boxes, pallets)	Reduction of the volume of the waste that are finally disposed of, by: - Priority to reuse, - Energy recovery without polluting.	3	- Land Non-hazardous waste - Resource Usage/ Raw materials	4	12	3 (8%)	C
1.1.3	Incomplete waste data reporting	-	3	-	4	12	4 (30%)	B
1.1.4	Untidiness of building yards	-	2	- Visual	5	10	3 (6%)	C



Picture



Picture – Why do we need it?



Picture – Beyond customer imagination



Steve Jobs

“There was no market research.

It's not the consumers' role to

know what they need.”



Transparency



- "...12% of old leaders have not implemented the rules in the **Ethics** Handbook..."
- "...64 dismissals caused by **unethical** behavior...and attempts to **bribery** (four cases)..."
- "...opened its **lobby** office in Brussels in August 2009..."
- "...the total use of **CRAN** substances fell by 26%...totaled 906 tns"
- "2 **discrimination** cases were brought against Danfoss...was resolved through meeting between employee in question and the immediate manager..."
- "...violations of approvals of environmental **regulation** occurred 27 times..."



Part



Part – Why do we need it?

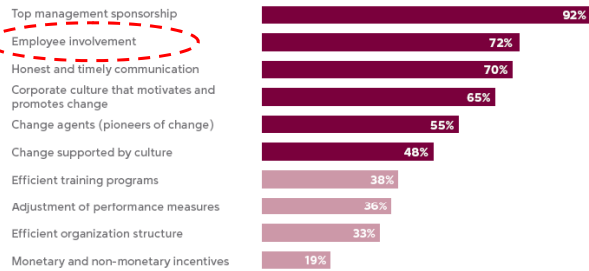
1. People do not argue with their own data

2. People want to change but people do not want to be changed

FIGURE 7 WHAT MAKES CHANGE SUCCESSFUL?

Leadership, employee engagement and honest communication are prerequisites for successful change.

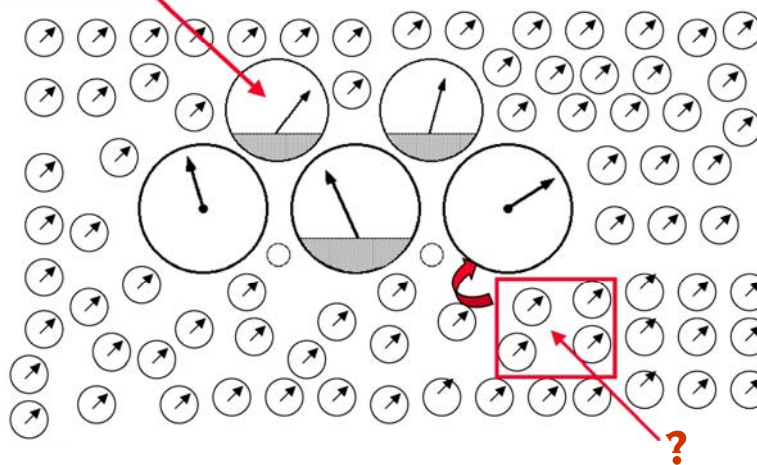
■ Soft Factors ■ Hard Factors



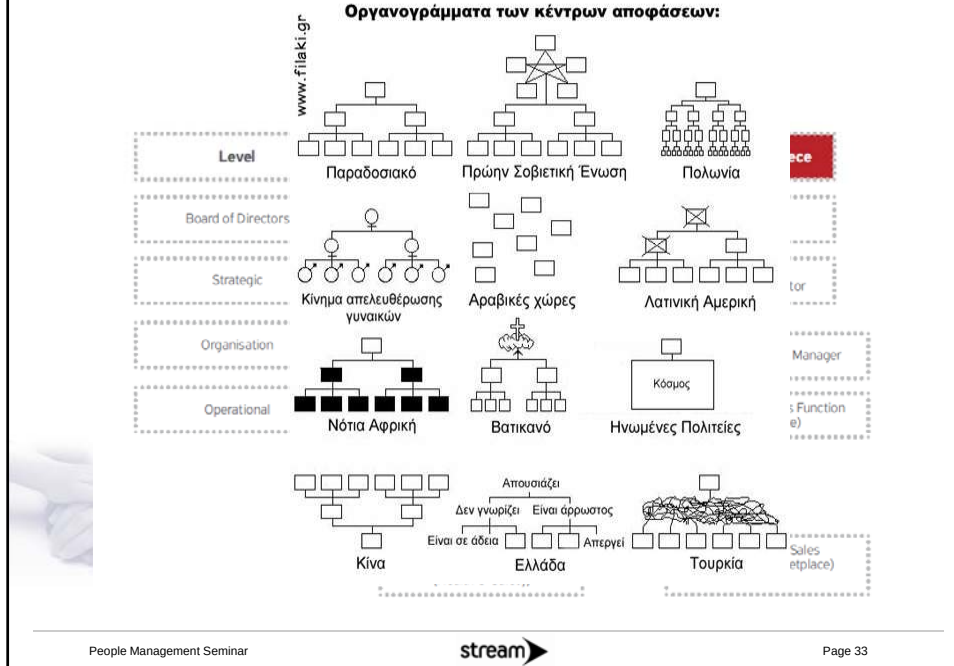
Source: IBM Services Global Survey 3250 Practitioners

Part – Why do we need it?

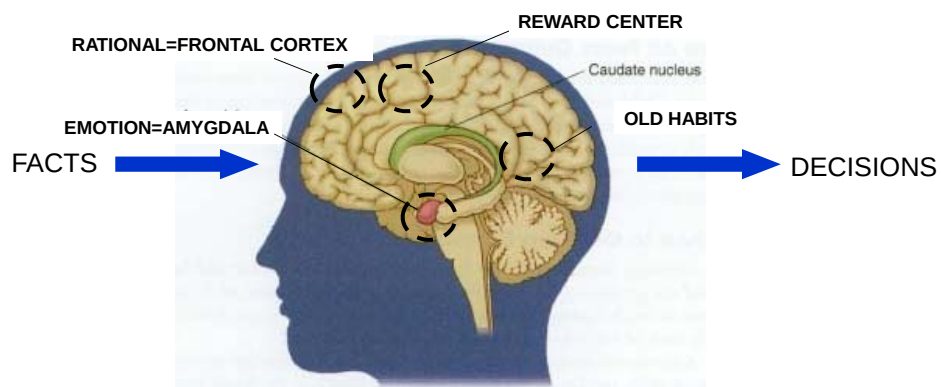
Strategic Gauges



Organisation



Engagement – How it works



- Neuroplasticity= the ability of the brain to change
- Left Frontal Rational Cortex=needs to be stimulated to create commitment

Engagement – CR Ambassadors

*Interface*FLOR

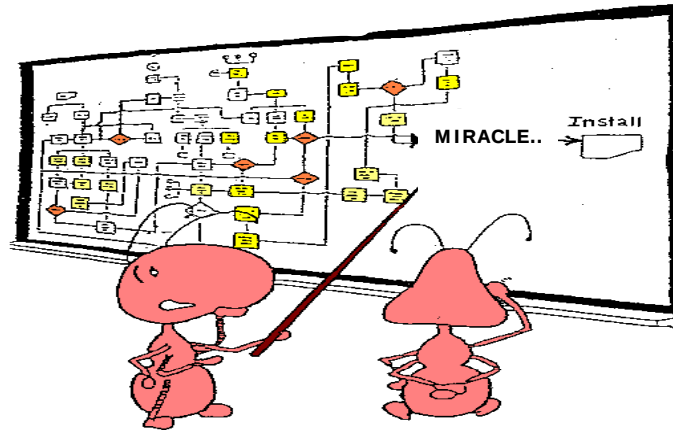
- Give sustainability **status** in the company
- One mind at a time
- Average length service in Europe: **13.5** years
- **68%** of employees think 'my company's mission makes me feel my job is important'



Plan



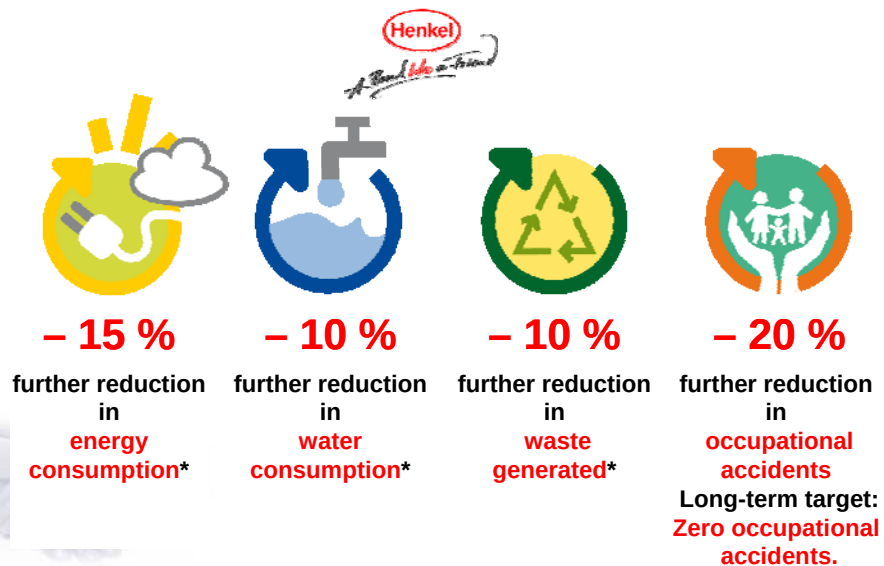
Change – How do we plan?



Looks Good!

Maybe you should be a bit more specific here?

Strategy



* Targets per metric ton of output. Base year: 2007

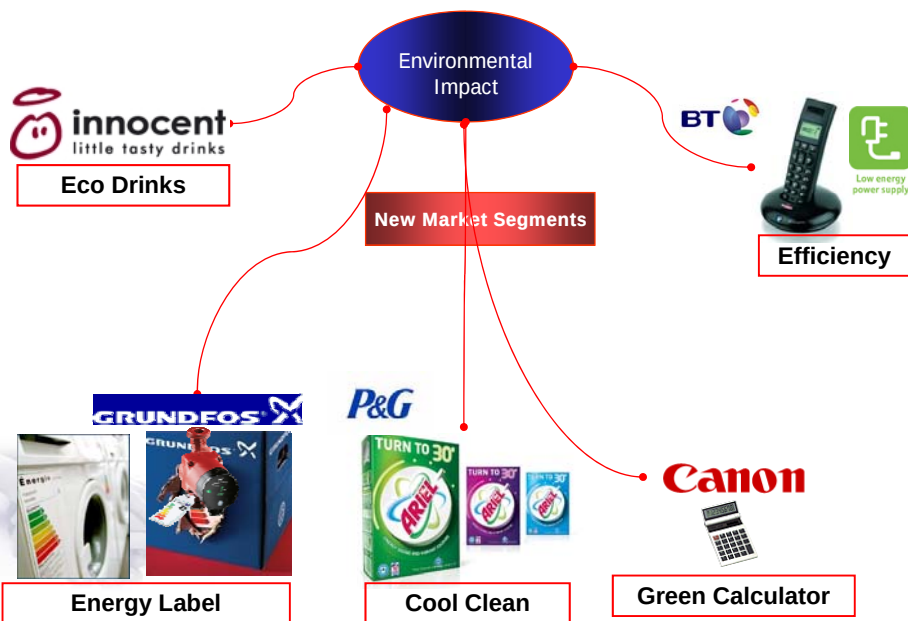
Integrating in PDR



Areas in Annual Performance Appraisal

1. Management
2. Results
3. Employee Development
4. Leadership
5. Development & Innovation
6. Quality of Relationships
7. Social Responsibility

Products - Environment



IV.CONCLUDING

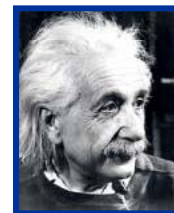


**“If you always do, what you always did,
you’ll always get, what you always got.”**

Joseph Juran

**“Insanity is doing the same thing over and
over again and expecting different results.”**

Albert Einstein





Thank you for your time!

For further questions please contact:



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