Enabling Enduring Success
Leading Change and Transformation

Annual Council Indaba
Pheasant Hill, Sterkfontein Avenue,
Pretoria
8 June 2017
A Leadership Conversation Facilitated
by Buyani Zwane
Lessons & insights from

- John P. Kotter
  *A Sense of Urgency*

- ADKAR
  *How to Implement Successful Change in Our Personal Lives and Professional Careers*
  by Jeffrey M. Hiatt

- Change Management
  *The People Side of Change*
  by Jeffrey M. Hiatt and Timothy J. Creasey

- Playing to Win
  *How Strategy Really Works*
  by A.G. Lafley and Roger L. Martin

- The Slight Edge
  *The One Thing That Changes Everything*
  by Stephen M.R. Covey

- The 8th Habit
  *From Effectiveness to Greatness*
  by Stephen R. Covey

- Start With Why
  *How Great Leaders Inspire Everyone to Take Action*
  by Simon Sinek
New Normal

LIVING IN A VUCA WORLD
Leadership FLIP in VUCA

I. Agility

II. Acceleration

Adapted Bob Johansen, 2007
“90% of managers are typically either distracted or disengaged from key organisational objectives.

Confusing frenetic motion with constructive action, they are noted for their unproductive busyness.”

Am I Purposeful? Who else is?

<table>
<thead>
<tr>
<th>FOCUS</th>
<th>ENERGY</th>
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<tbody>
<tr>
<td>High</td>
<td>Disengaged (detached) 20%</td>
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<td></td>
<td>Purposeful 10%</td>
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<tr>
<td>Low</td>
<td>Procrastinator/Why bother? 30%</td>
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<tr>
<td></td>
<td>Distracted (frenzied) 40%</td>
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Bruch & Ghoshal, HBR, Feb 2002
Engaging Leaders Start with Why
Most ailing organisations have developed a functional blindness to their own defects. They are not suffering because they cannot resolve their problems, but because they cannot see their problems.”

John Gardner
Legendary Change Leaders & Disruptors
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For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others.

Nelson Mandela
Nelson Mandela – The Legend

① Free yourself
② Free others
③ Serve everyday

SAVC
SOUTH AFRICAN VETERINARY COUNCIL

BREAKTHROUGH
DEVELOPMENT (PTY) LTD
“If you want to make small change work on behavior, if you want quantum leap change work on paradigms.”

Stephen R Covey
How we SEE the world ...
FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC STUDY COMBINED WITH THE EXPERIENCE OF MANY YEARS OF EXPERTS
“The significant problems we face today cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein
“Building a visionary organization requires 1% vision and 99% alignment and execution. When you have superb alignment a visitor can drop in... and infer your vision from your operations and activities in the company, without ever reading it...”

Jim Collins
Transformation
“When the rate of change outside exceeds the rate of change inside, the end is in sight.”

Jack Welch, 1996 as Chairman & CEO of GE
Career Transitions
“Our research tells us that the single most important determinant of individual performance is a person’s relationship with his or her immediate manager ...

... Without a robust relationship with a manager who sets clear expectations, knows you, trusts you and invests in you, you are less likely to stay and perform.”

Marcus Buckingham
Author of First Break All the Rules
Timeline – RSA

BP/BCM

Black Advancement
Affirmative Action 1960s and 70s

Multi-racialism
Valuing Differences 1980s

Non-racialism
Non-sexism
Managing Diversity 1990s

Employment Equity
Living Diversity 2000s

BEE to BBBEE
Transformation Fails Due To

1. Insufficient sense of urgency
2. Lack of powerful guiding coalition
3. Lack of vision and strategy
4. Under-communication of change vision
5. Retaining obstacles to New vision
6. No planning for & creating short-term wins
7. Declaration of victory too soon
8. No anchoring of changes in corporate culture

John P Kotter: 1995
“Leadership is about movement.”

Bill Hybells, 2014
Orchestrating High Performance

Performance Levels

Coach/Manage Out  Solid Performer  High Performer

Champion
Better Future
Change & Transformation Roadmap

Current

Transition

Future

Prosci PCT Model

Breakthrough Development (Pty) Ltd

South African Veterinary Council
Change & Transformation
Leadership Roadmap

Current  Transition  Future

MIND
HEART
SPIRIT
BODY

BREAKTHROUGH
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Transformation is often more about unlearning then learning.

Richard Rohr
Phases of Transition

Endings
- Loss
- Letting go
- Getting closure
- Saying good-bye

Neutral Zone
- In-between time
- Chaos
- Clean slate

Beginnings
- Being “with it”
- The new chapter
- Renewal

Current state
“unfreeze”

Transition
“change”

Improved
“refreeze”
# People Responding to Change

<table>
<thead>
<tr>
<th></th>
<th>IMMOVABLES</th>
<th>LAGGARDS</th>
<th>LATE MAJORITY</th>
<th>EARLY MAJORITY</th>
<th>EARLY ADAPTORS</th>
<th>INNOVATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>Need opportunity to succeed outside the organization</td>
<td>• Challenge the organization • Make other members take a stand</td>
<td>Need evidence, to see the consequences With evidence, will be asset</td>
<td>Need to see personal benefit Need to know necessity for change</td>
<td>Need opportunity plus vision</td>
<td>Need only opportunity</td>
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The Change Process

Old Status Quo

Foreign Element

Resistance

Chaos

Transforming Idea

Integration

New Status Quo

Performance

Time
Sometimes, it falls upon a generation to be great. **You can be that great generation.** Let your greatness blossom.

-Nelson Mandela
Change & Transformation implementation

Prosci PCT Model
Success To Significance

- Ignite Fire Within
- Drive Performance
- Enable Sustainable Contribution
Agility

① Anticipate change
② Generate confidence
③ Initiate Action
④ Liberate thinking
⑤ Evaluate results
Am I AGILE?
Leading Change Better

1. Explain why it’s important to change
2. Be flexible - monitor & fine tune continuously
3. Be available - provide ongoing coaching & support
4. Don’t overload key staff
5. Remind people of reason for change
6. Don’t give up too easily - change takes time

J Welch, 2001
Change Acceleration Process

- Leading Change
  - Creating A Shared Need
  - Shaping A Vision
  - Mobilizing Commitment
  - Making Change Last
  - Monitoring Progress

- Changing Systems & Structures

- Current State
- Transition State
- Improved State
Excellence

1. Clarity
2. Commitment
3. Translation
4. Enabling
5. Synergy/collaboration
6. Accountability
7. Consequences
Transformed Workplace Can Be

1. Total human capital strategy
2. Removing unfair discriminatory practices
3. Employing Affirmative Action measures
4. Attracting, developing, celebrating diversity
5. Tapping into whole work force
6. Enabling Total Organisational Transformation & Culture Change
Business case for Transformation

① Redress past skewed employment practices,
② Eliminate unfair discrimination,
③ Better utilize ALL talent in organization,
④ Access to markets hitherto untapped/ under-serviced,
⑤ Meet BBBEE imperatives (Code of Good Practice),
⑥ Advance transformation plus African renaissance…
Business case for Transformation

1. Organisational attractiveness
2. ROI in human capital
3. Talent retention
4. Higher creativity & innovation
5. Better customer service
6. Managerial growth
7. Corporate reputation & good corporate citizenship
When Untransformed Expect

① Higher employee turnover
② Higher recruitment and training costs
③ Employee conflicts that may result in sabotage
④ Misunderstandings continue leading to expensive discrimination lawsuits and litigation
⑤ Losing Business opportunities
⑥ Negative reputation generated making organization unattractive to talent, discerning customers and investors
“Imagination is more important than knowledge.”

Albert Einstein
ONE REASON
PEOPLE
RESIST
CHANGE IS
BECAUSE
THEY FOCUS
ON WHAT
THEY HAVE TO
GIVE UP,
INSTEAD OF
WHAT THEY
HAVE TO GAIN.
Phase 1 – Preparing for change

1. Understanding the nature of the change
2. Understanding the groups being changed
3. Creating the right sponsor model
4. Identifying risks
5. Developing special tactics
Phase 2 – Managing change

1. Communication plan
2. Sponsor roadmap
3. Training plan
4. Coaching plan
5. Resistance management plan
TWO THINGS YOU CAN CONTROL
ATTITUDE AND EFFORT

GYMAHOLIC
Resistance: most common reasons managers resist change

1. Lack of awareness about and involvement in the change
2. Loss of control or negative impact on job role
3. Increased workload and lack of time
4. Culture of change resistance and past failures
Resistance: most common reasons employees resist change

1. Lack of awareness
2. Impact on current job role
3. Organization’s past performance with change
4. Lack of visible support and commitment from managers
5. Job loss

Resistance is the #2 obstacle to success
It is not about the solution you are implementing
I KNOW THIS TRANSFORMATION IS PAINFUL, BUT YOU'RE NOT FALLING APART; YOU'RE JUST FALLING INTO SOMETHING DIFFERENT, WITH A NEW CAPACITY TO BE BEAUTIFUL

-WILLIAM C. HANNAN
Greatest contributors to success

① Active and visible executive sponsorship
② Frequent and open communications
③ Structured change management approach
④ Dedicated resources for change management
⑤ Employee participation

In all 5 Prosci studies, sponsorship was #1

How effective are your sponsors?
Biggest obstacles to success

1. Ineffective change sponsorship from senior leaders
2. Resistance to the change from employees
3. Insufficient change management resources and funding
4. Middle management resistance
5. Poor project management
6. Ineffective communications
7. A culture that is resistant to change

Resistance moved down from #1 to #2 in 2007 and 2009

Causes and effects: (sponsorship) and (resistance)
FALL IN LOVE WITH THE PROCESS AND THE RESULTS WILL COME.
Phase 3 – Reinforcing change

1. Compliance audits and employee feedback
2. Corrective action and managing resistance
3. After action review and transition management
MAY THE NEXT FEW MONTHS BE A PERIOD OF MAGNIFICENT TRANSFORMATION
I have walked that long road to freedom. I have tried not to falter; I have made missteps along the way. But I have discovered the secret that after climbing a great hill, one only finds that there are many more hills to climb. I have taken a moment here to rest, to steal a view of the glorious vista that surrounds me, to look back on the distance I have come. But I can only rest for a moment, for with freedom comes responsibilities, and I dare not linger, for my long walk is not ended.

Nelson Mandela
Success

“To laugh often and much
To win the respect of intelligent people and affection of children;
To earn the appreciation of honest critics and endure the betrayal of false friends;
To find the best in others;
To leave the world a bit better...
To know even one life has breathed easier because you have lived. This is to have succeeded.”

—Ralph Waldo Emerson
Thank you

Enable Sustainable Transformation
Enable Africa’s GREATNESS!

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Engage via: www.breakthroughdevelopment.co.za
TRUE WORDS
HOW TO SUCCEED IN LIFE?

Talk - Softly;
Eat - Sensibly;
Breathe - Deeply;
Sleep - Sufficiently;
Dress - Smartly;
Act - Fearlessly;
Work - Patiently;
Think - Creatively;
Behave - Decently;
Earn - Honestly;
Save - Regularly;
Spend - Intelligently.