



**Mubadala
Energy**

Change Management

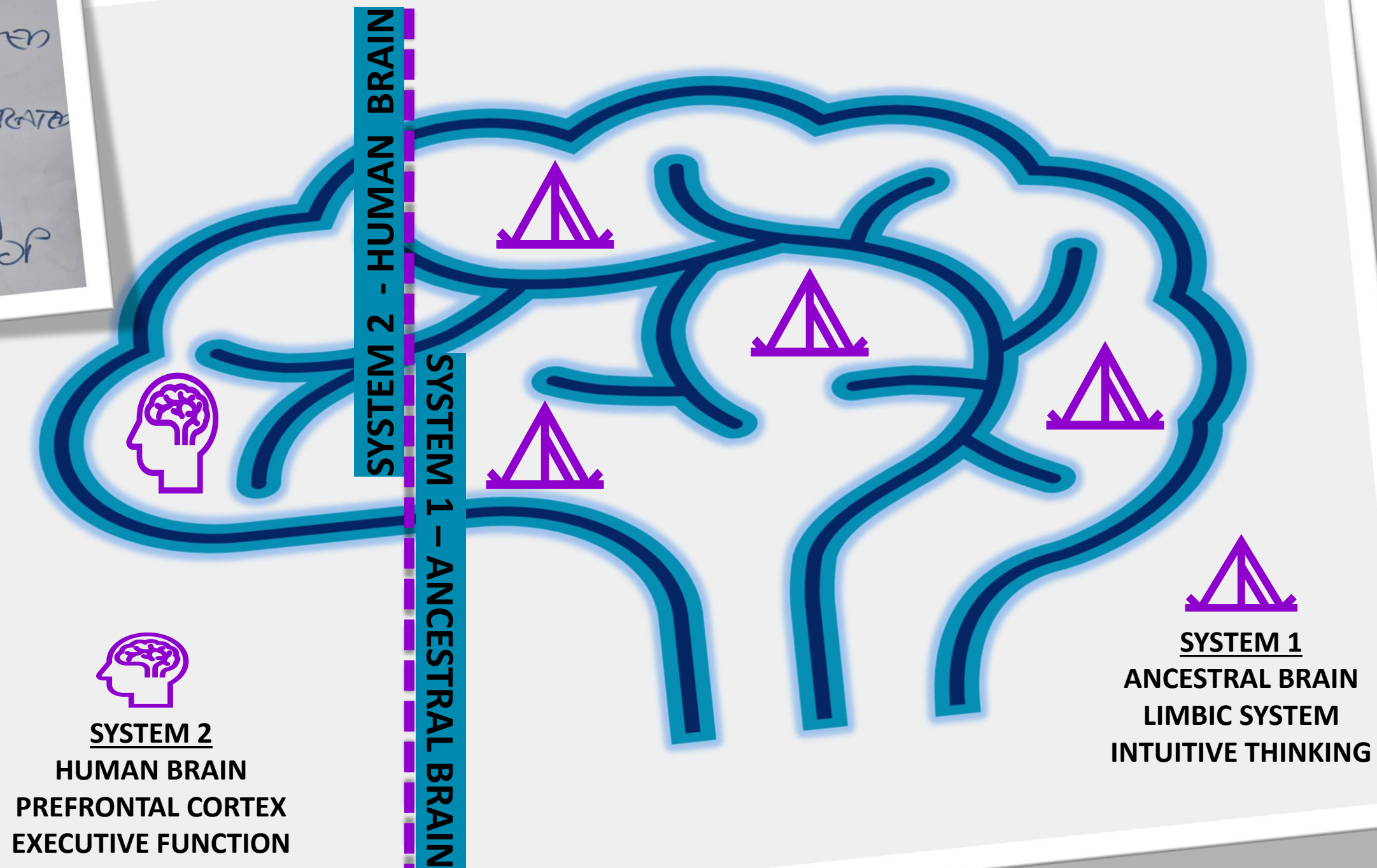
Defining Change Management

“The systematic approach and application of knowledge, tools and resources to deal with change... defining and adopting corporate strategies, structures, procedures and technologies to deal with changes in external conditions and the business environment.”

(http://www.superglossary.com/Definition/Human_Resources_%28HR%29/Change_Management.html)

The Brain & Change Management

MATTHEW WALKER
CONFIDENCE
- understanding
SURPRISE - EXCITED
FRUSTRATED
↓
LOOP
SUCCESS



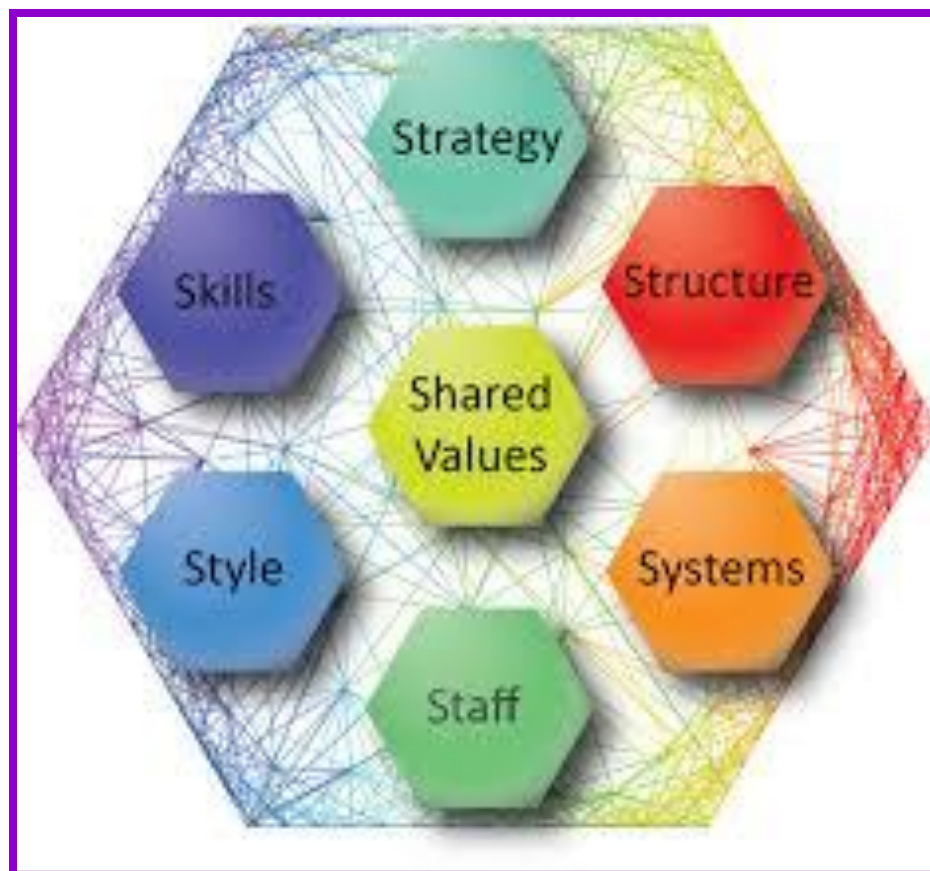
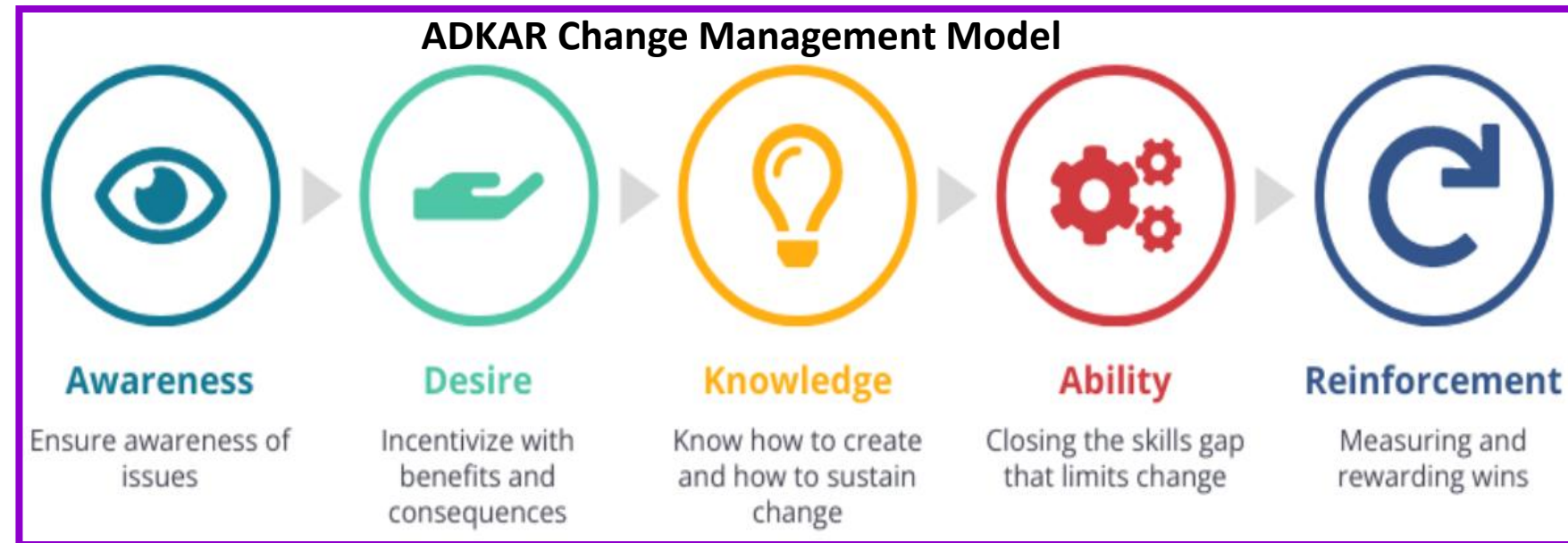
Change Management Skills

- ☐ Conflict Management
- ☐ Delegation
- ☐ Emotional Intelligence
- ☐ Goal-Setting
- ☐ Leadership
- ☐ Management Skills
- ☐ Motivation/ Empowerment

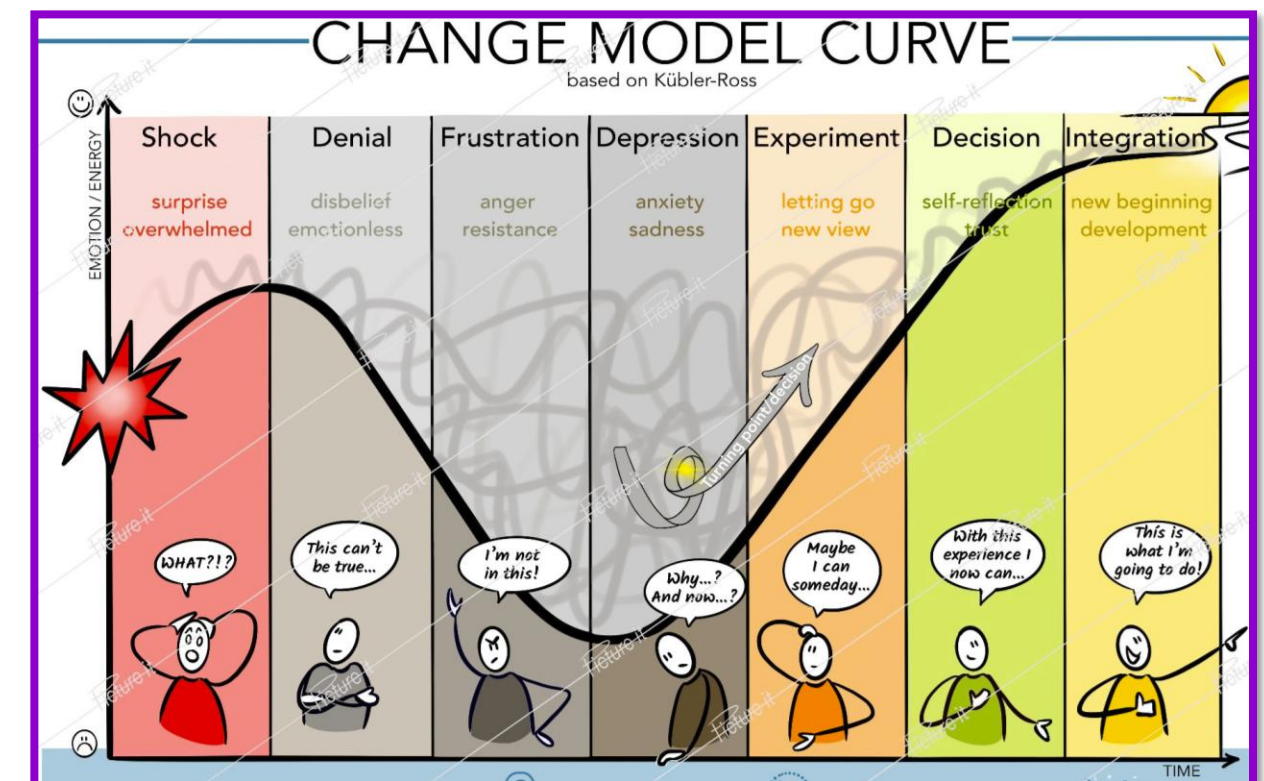
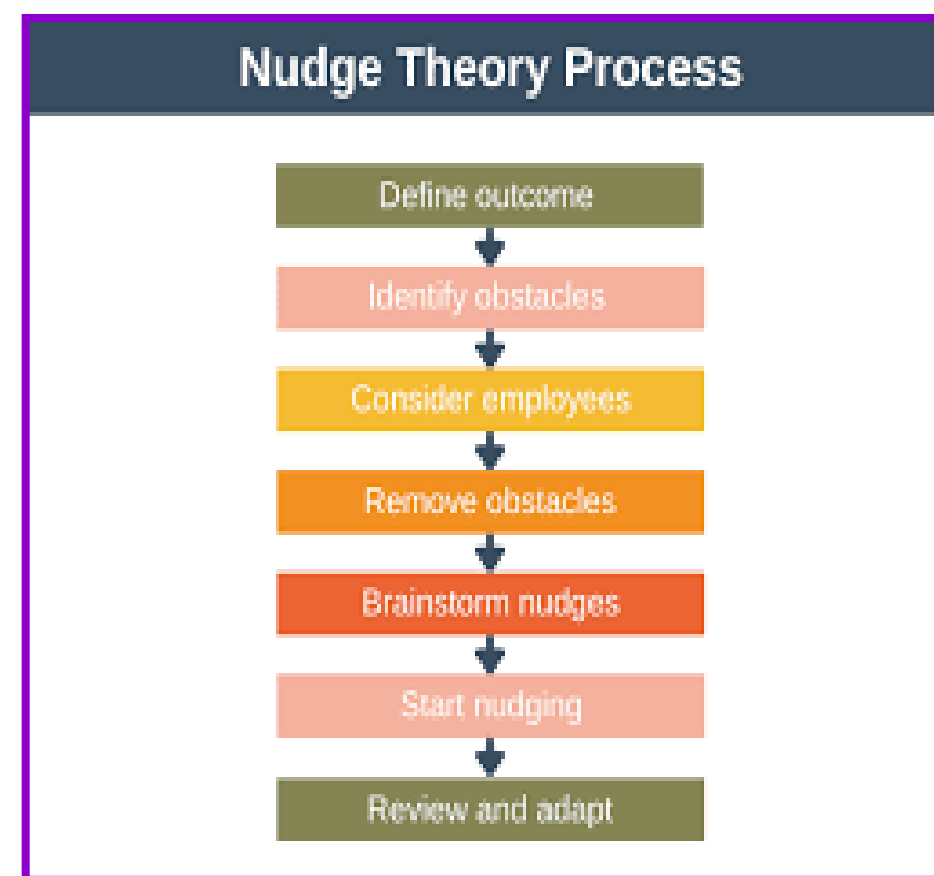


- ☐ Negotiation
- ☐ Personality & Self-Awareness
- ☐ Power/Influence
- ☐ Resilience/Stress Management
- ☐ Teamwork
- ☐ Time Management

Change Management Models



McKinsey 7S Framework



Outline



1. Defining the Change



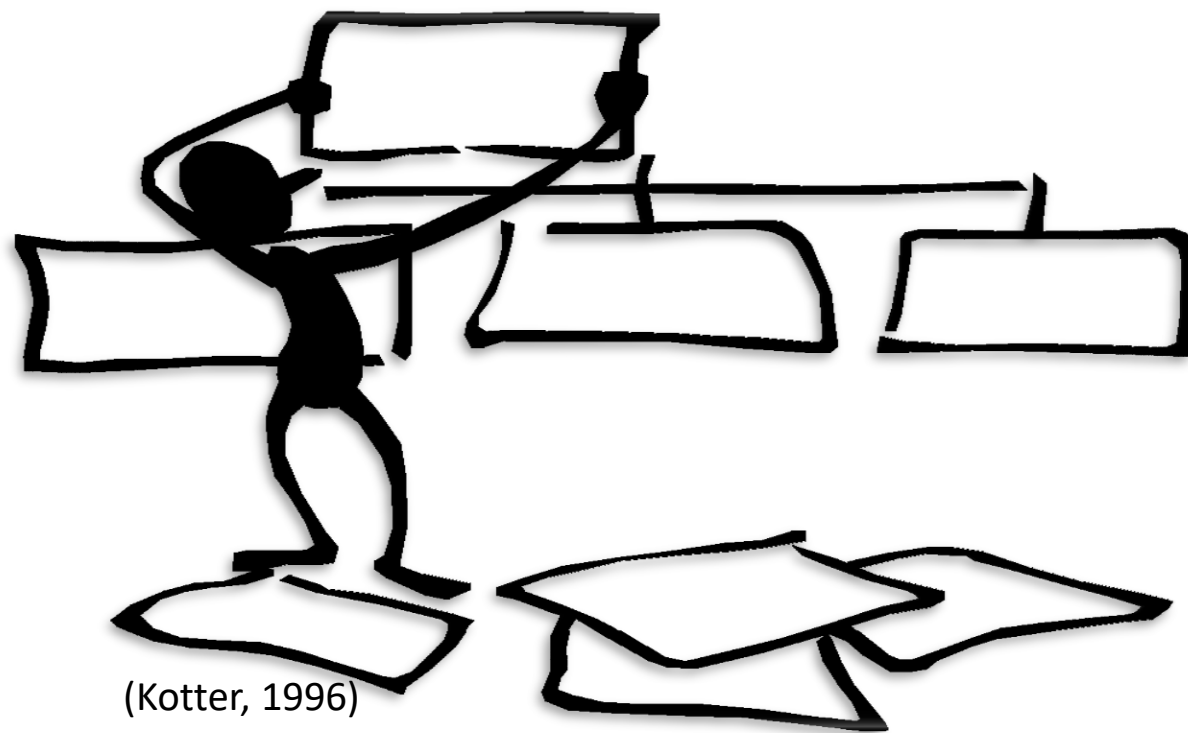
2. Implementing the Change



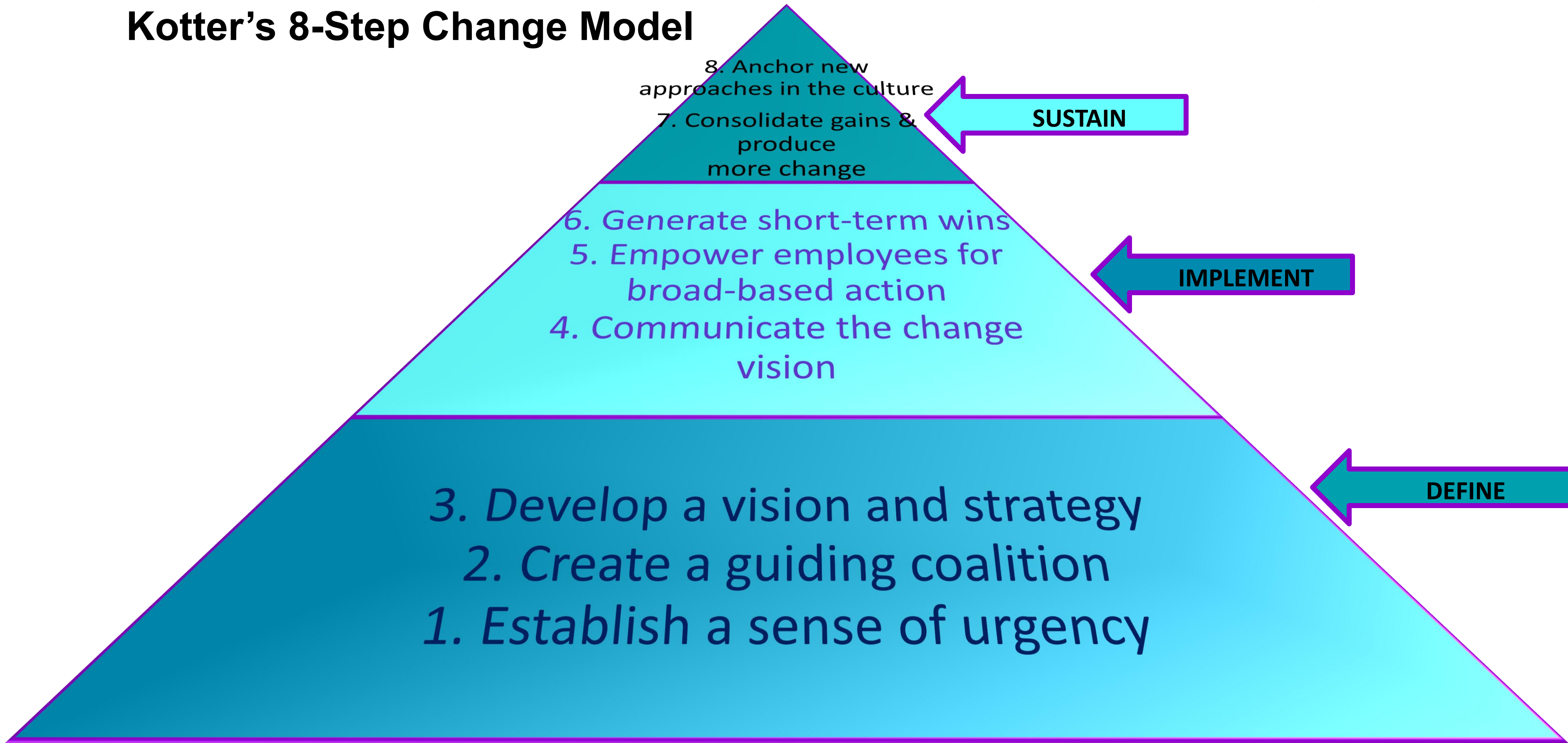
3. Sustaining the Change

Kotter's 8-Step Change Model

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower employees for broad-based action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture



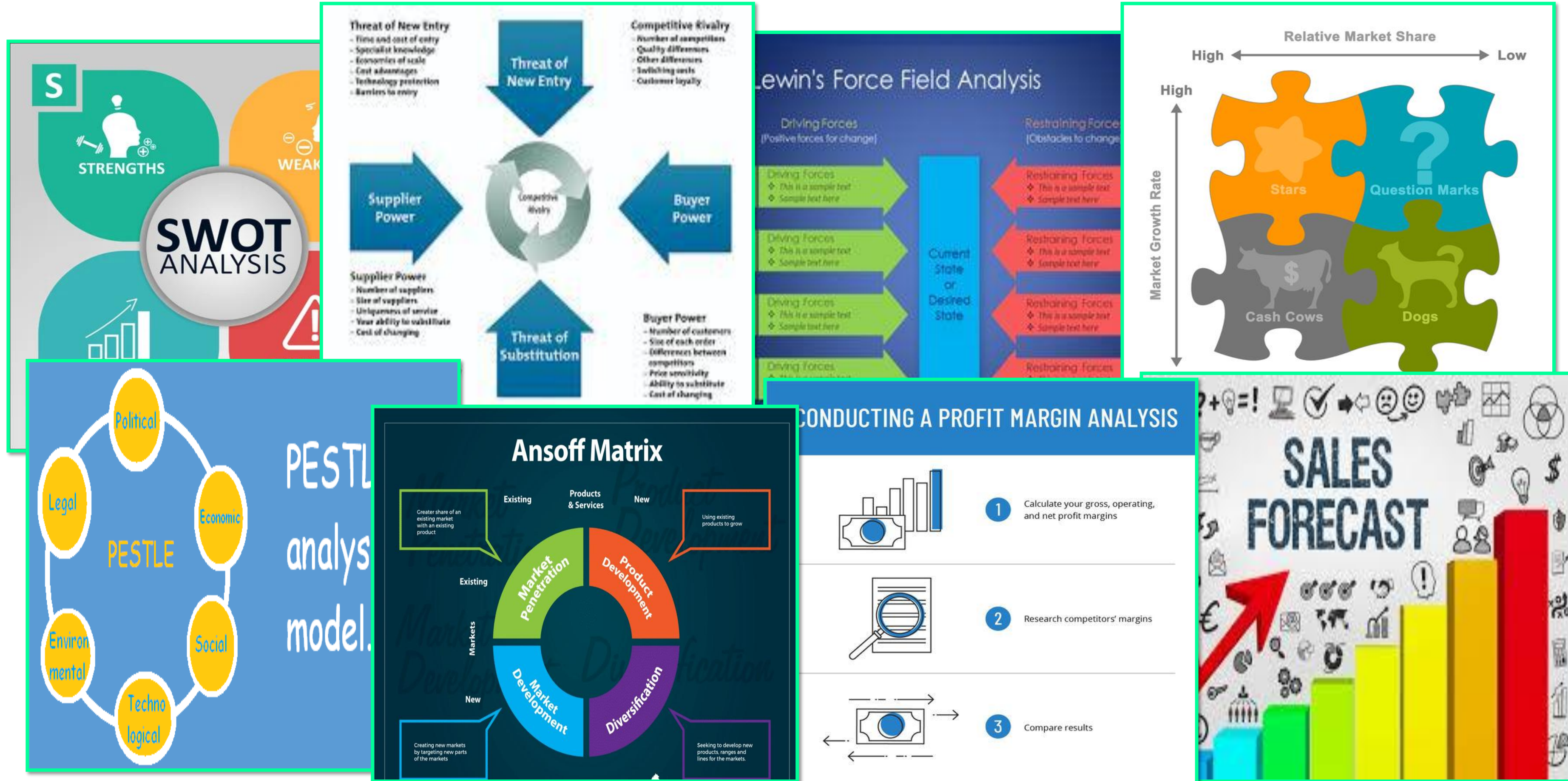
Kotter's 8-Step Change Model



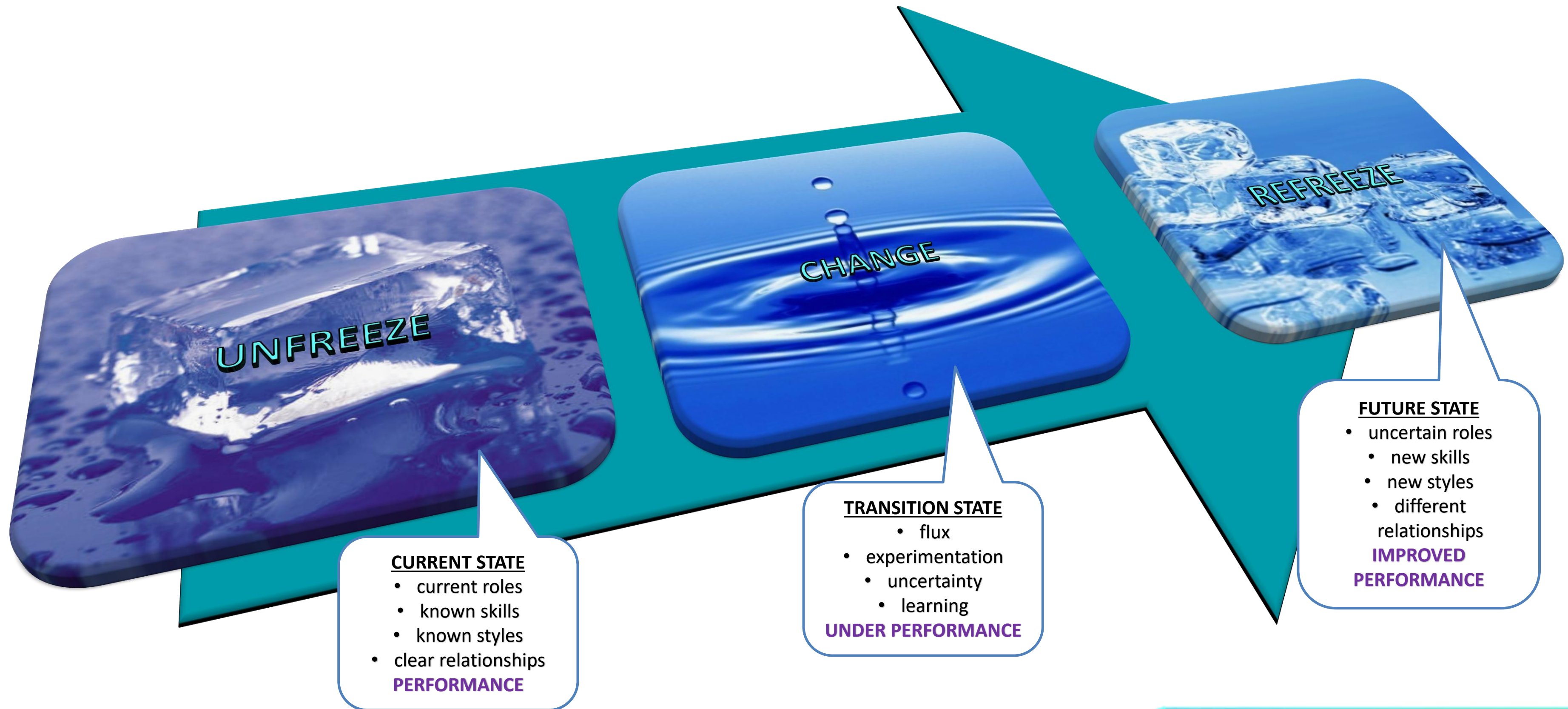


1. Defining the Change

1. Establish a Sense of Urgency



Change Simplified



Coalition: a temporary alliance
for combined action

2. Create A Guiding Coalition

Identify your company's:

- Innovators
- Early adopters
- Early majority
- Late majority
- Laggards

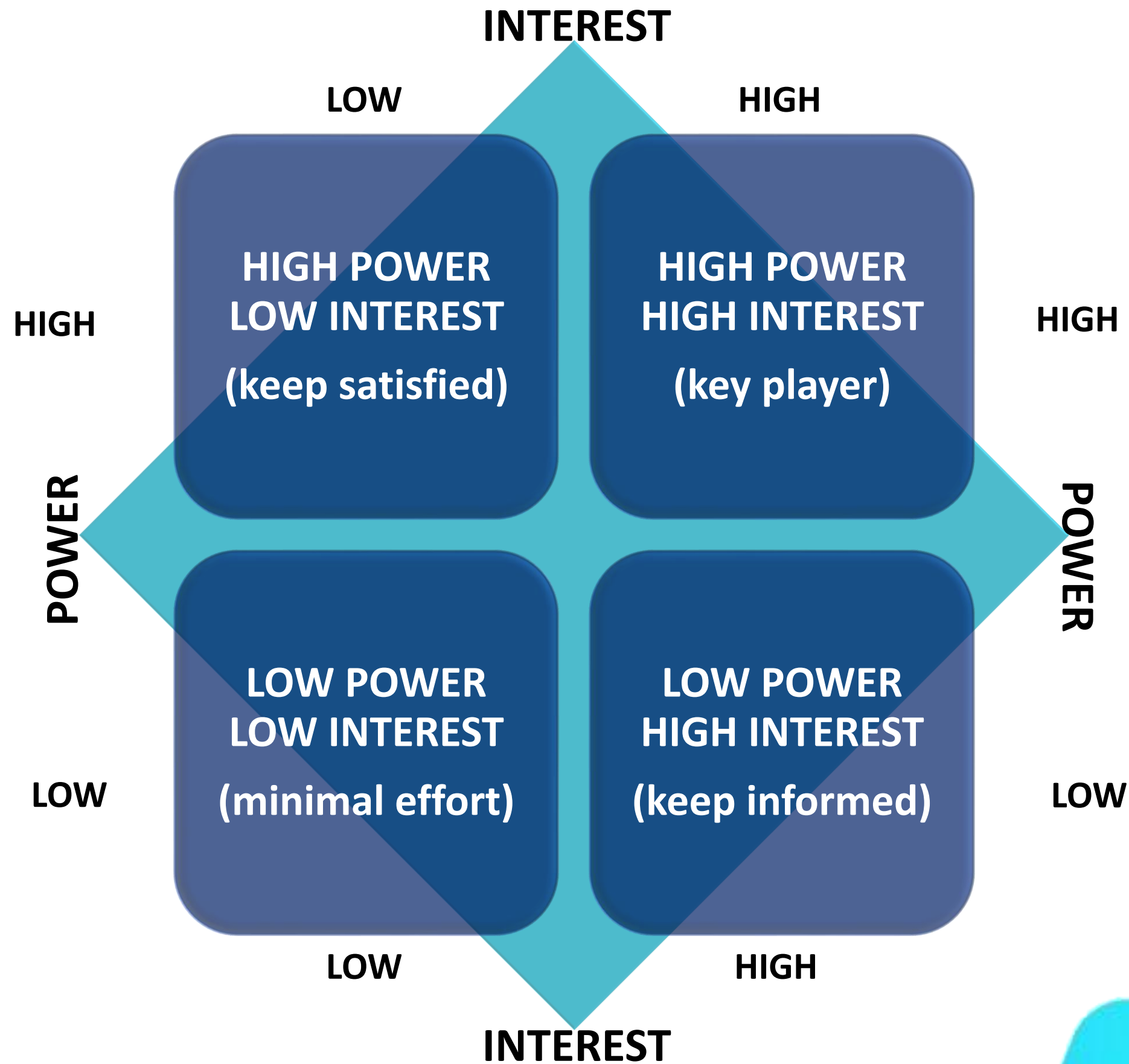
Make use of your company's:

- ☐ Social/cultural architects
- ☐ Change agents/champions
- ☐ Informal leaders/informal coalitions (Rodgers, 2006)

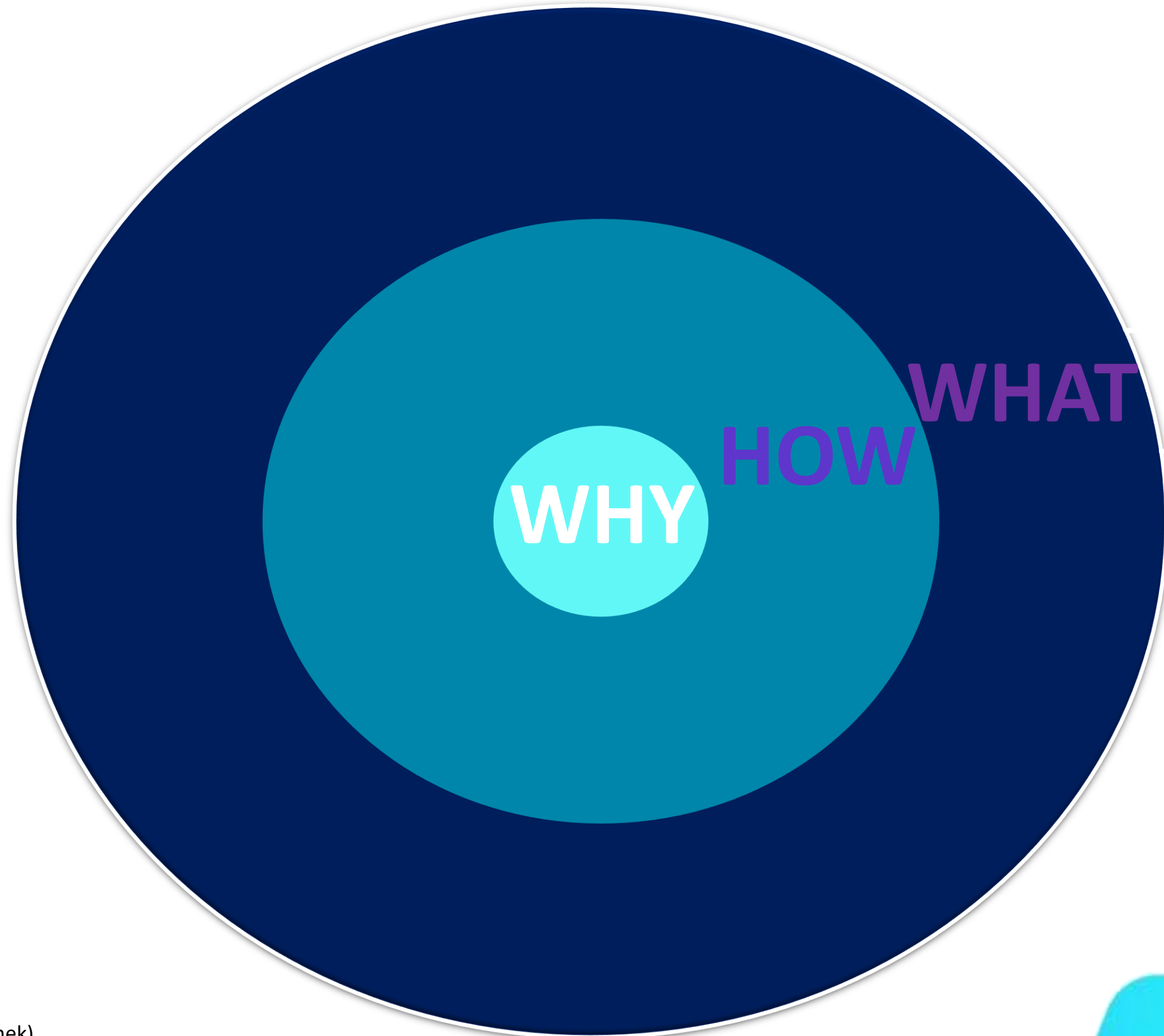


(Ryan & Gross, 1943, & Rodgers, 1962)

Stakeholder Mapping

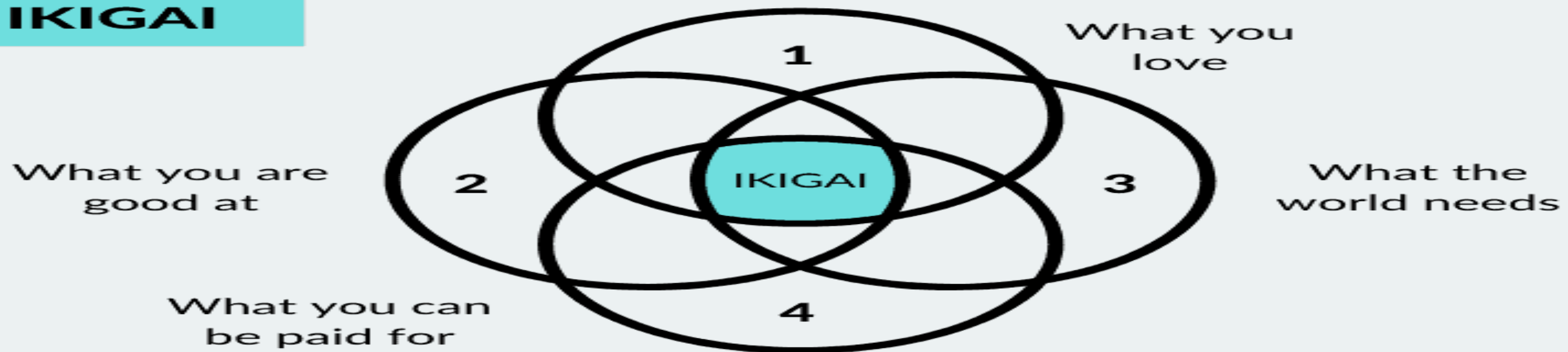


3. Develop a Vision and Strategy

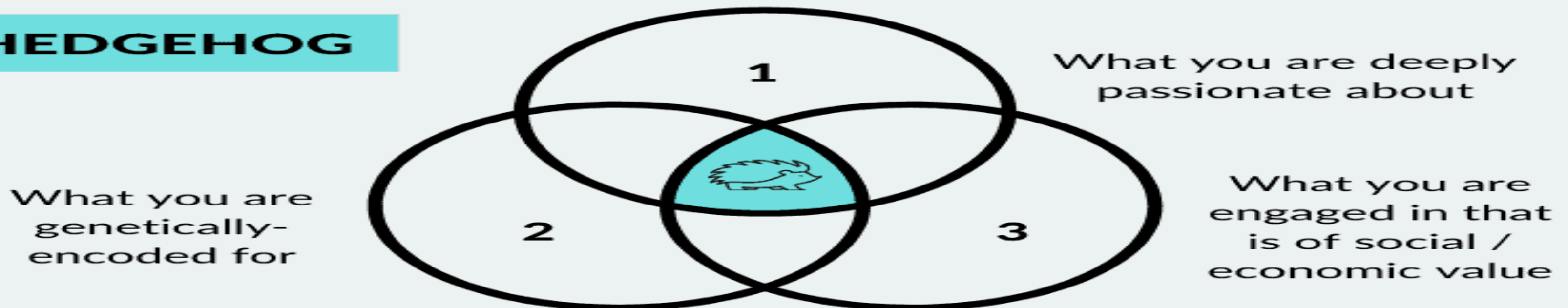


IKIGAI vs HEDGEHOG

IKIGAI

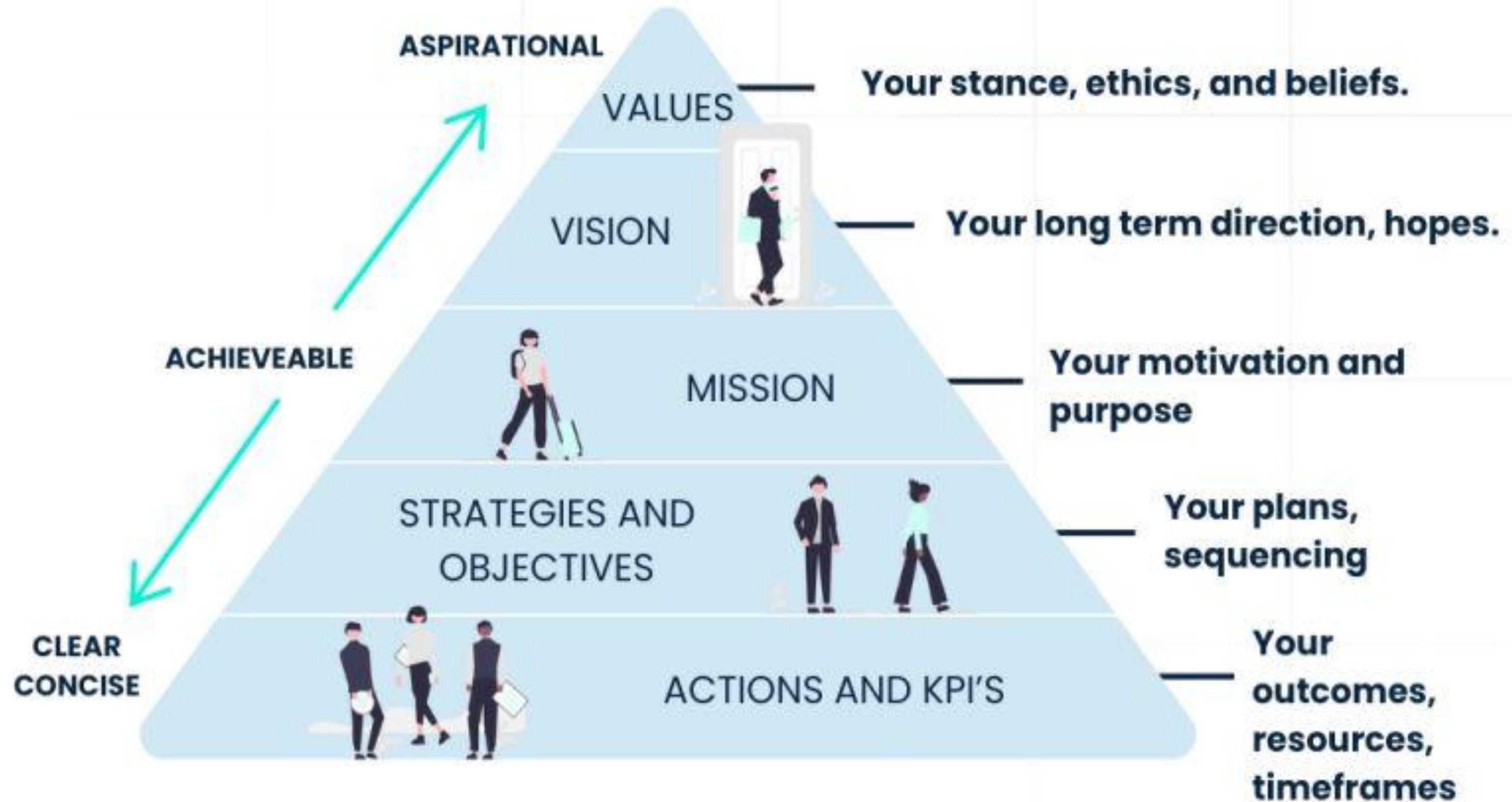


HEDGEHOG



Sources: Ikigai is the Japanese "reason for being" / Hedgehog Concept by Jim Collins

Vision & Strategy



Making Strategic Decisions — 5 Steps for Success

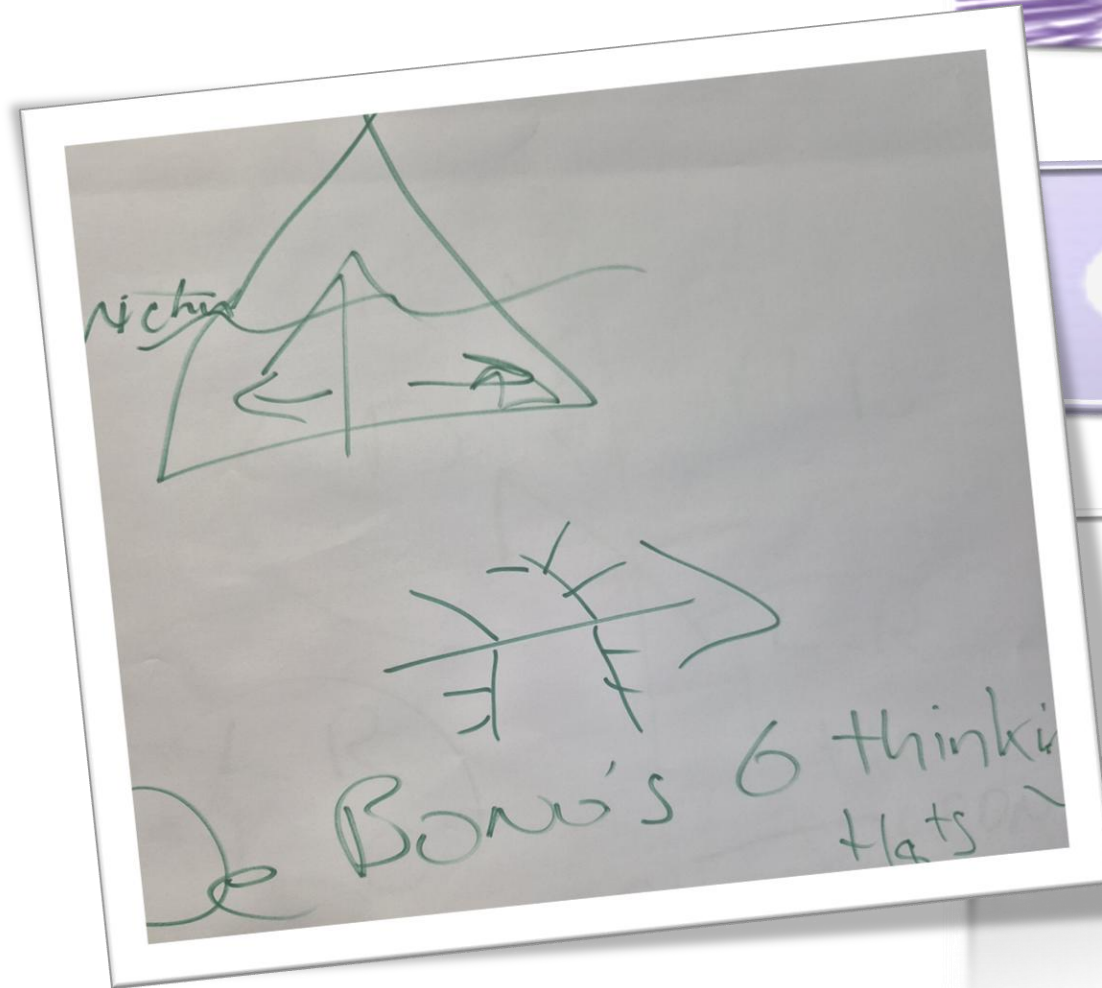
1. Define the problem

2. Gather the information

3. Develop and evaluate options

4. Choose the best action

5. Implement & monitor the decision

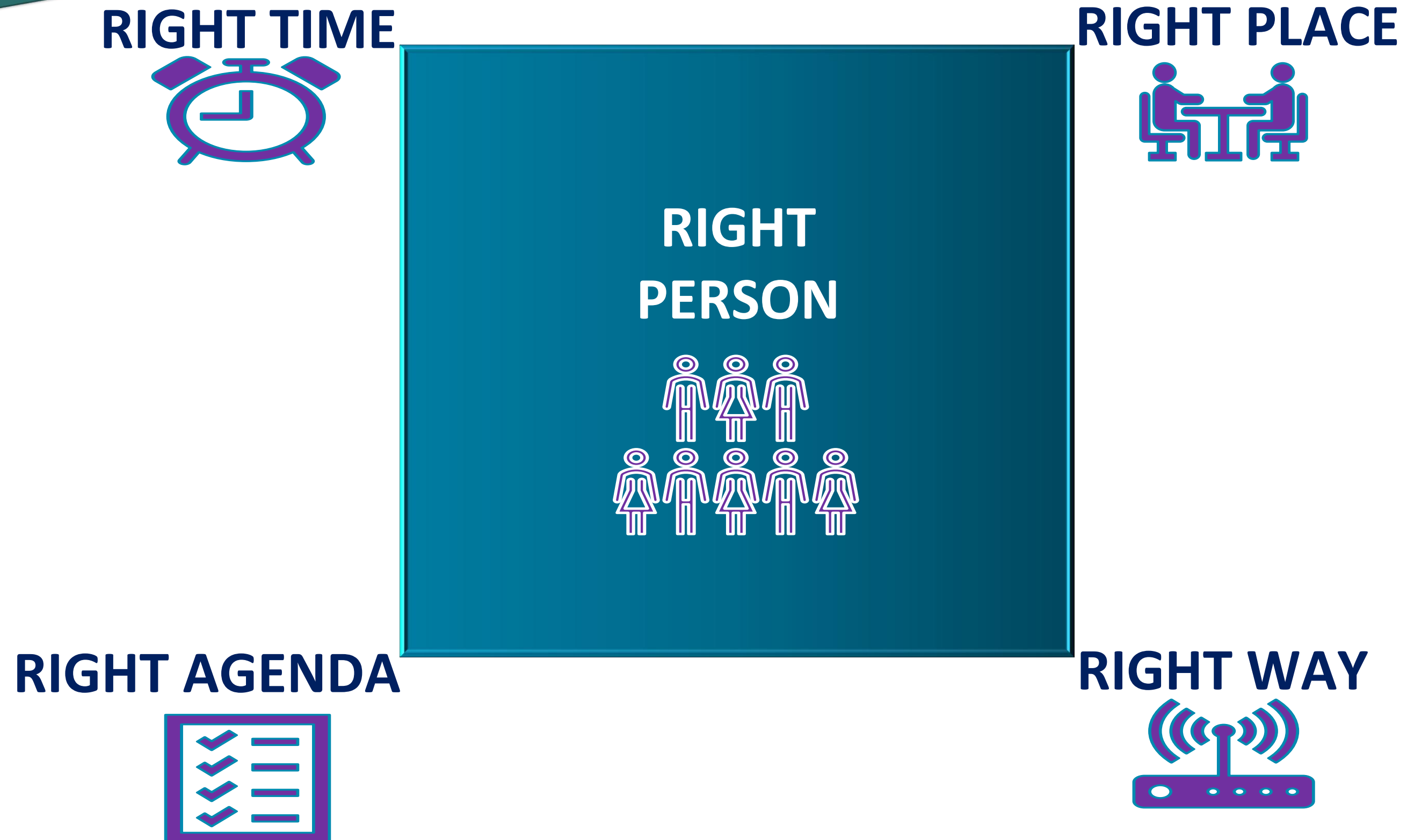




2. Implementing the Change

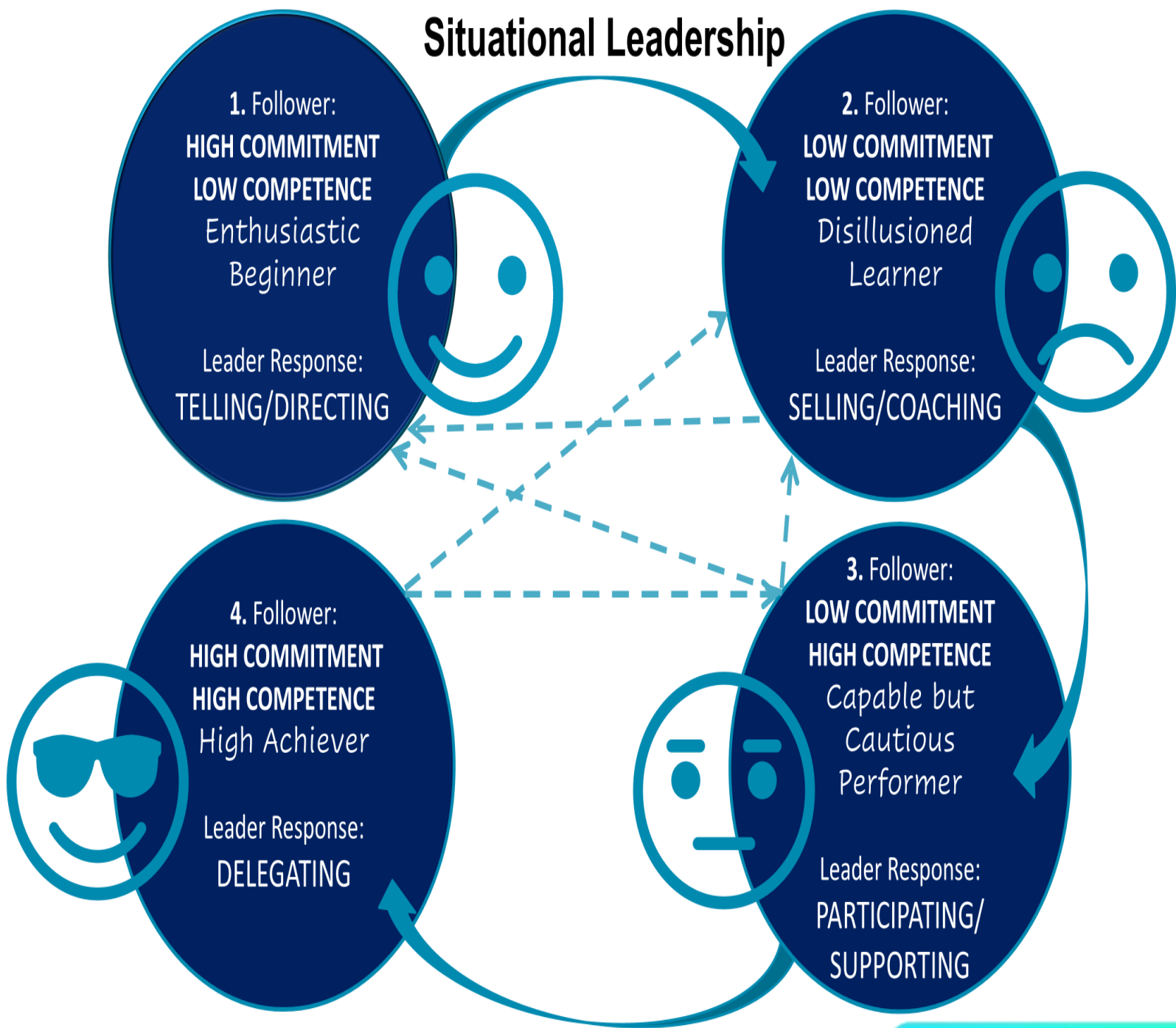


4. Communicate the Change Vision



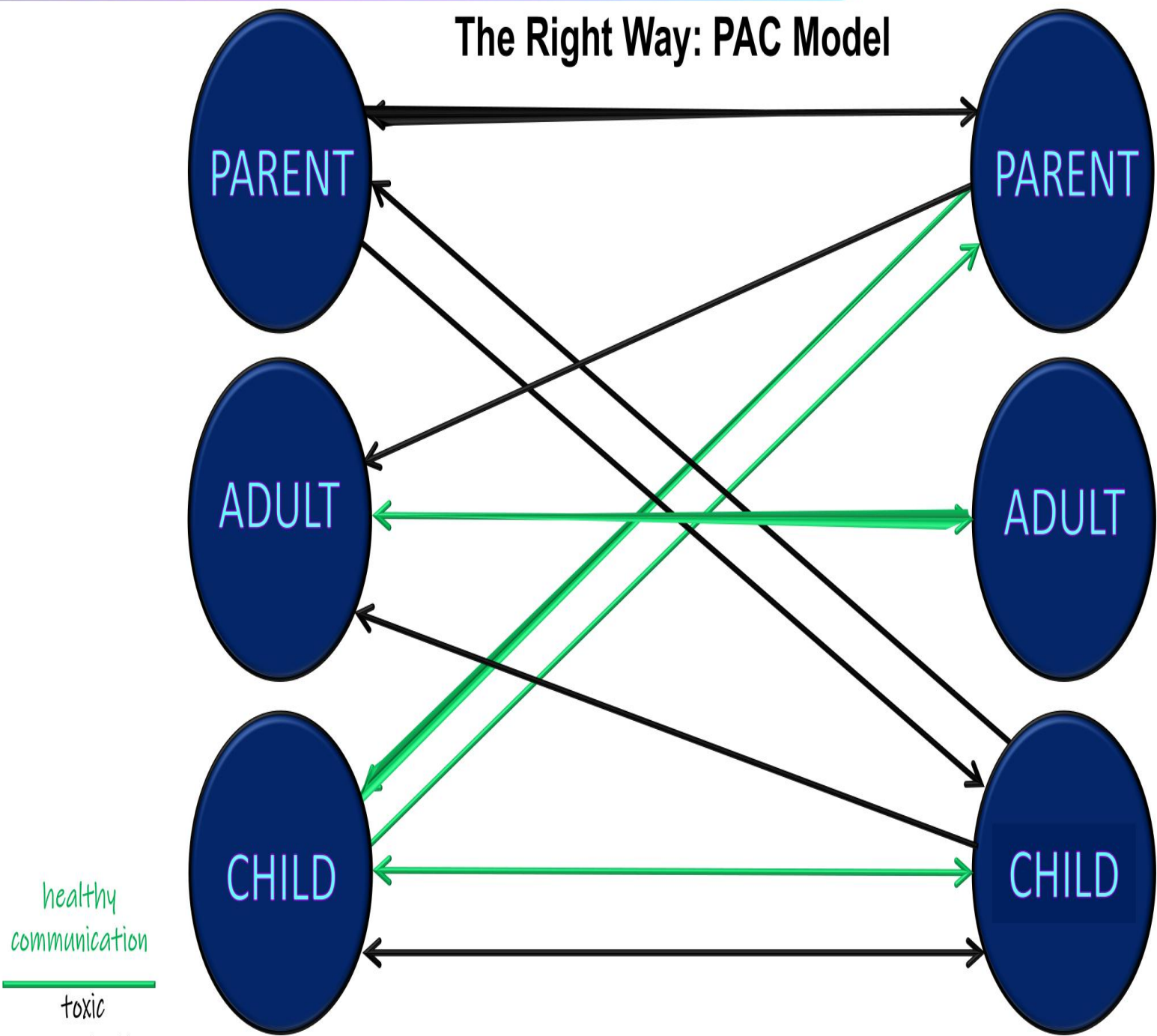
The Right Way

Situational Leadership



(Situational Leadership Theory, Hersey & Blanchard, 1969)

The Right Way: PAC Model



healthy
communication
toxic
communication

(Transactional Analysis, Eric Berne, 1961)

The Right Agenda

+ Urgency -

**Important
Urgent**

NB! List in order of
priority

**Important
Not Urgent**

(Short/long term)

NB! Always date action &
work towards these
incentives

**Not Important
Urgent**

NB! Bin/reschedule/
prioritise

**Not Important
Not Urgent**

NB! Bin time wasters

+ Important -

“quadrant of
effectiveness”

“quadrant of
waste”

+ Urgency -

“quadrant of
immediacy”

“quadrant of
delusion”

Important +

<https://www.youtube.com/watch?v=fmV0gXpXwDU>

Task Prioritisation/Eisenhower Quadrants

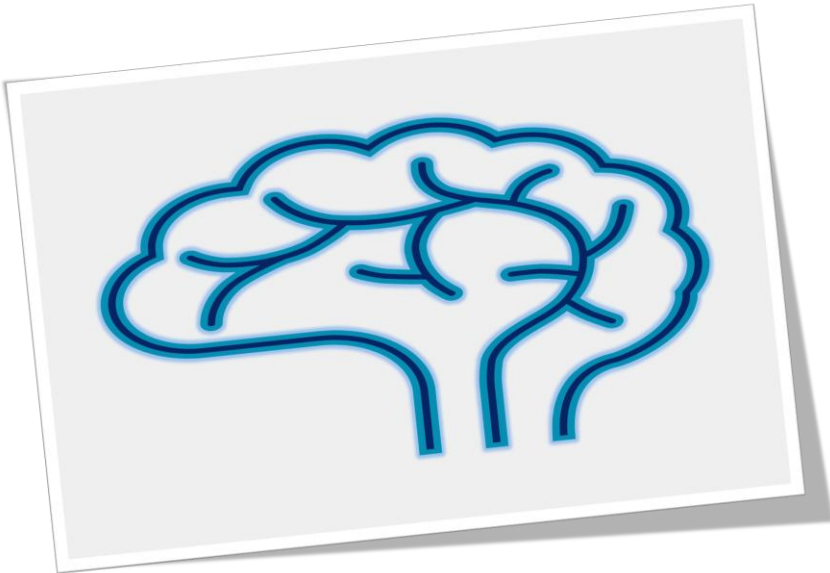
<https://www.youtube.com/watch?v=arj7oStGLkU>

SystemaHR

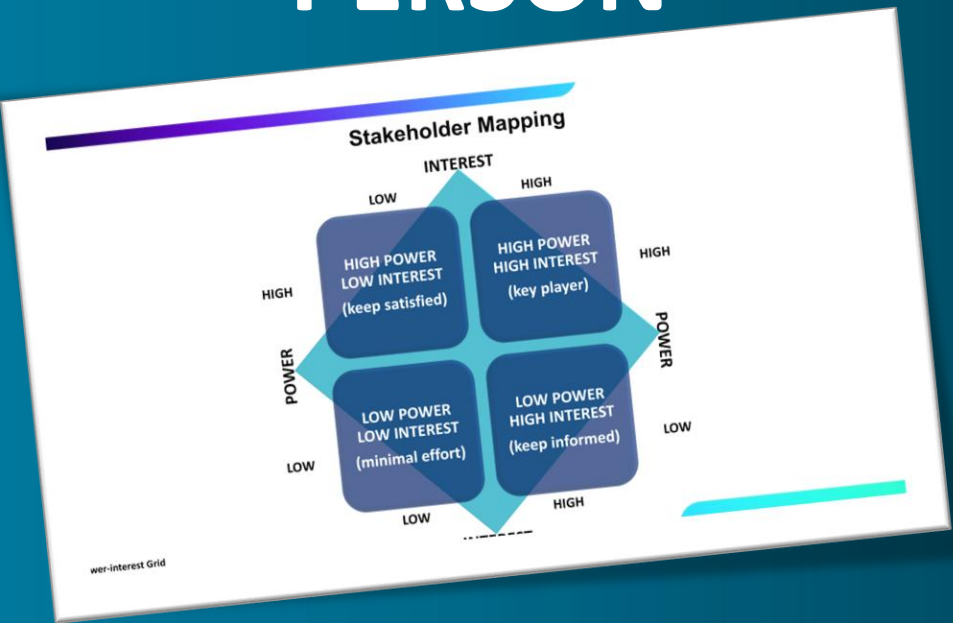
Effective Communication



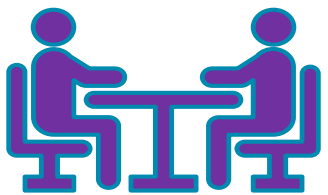
RIGHT TIME



RIGHT PERSON



RIGHT PLACE

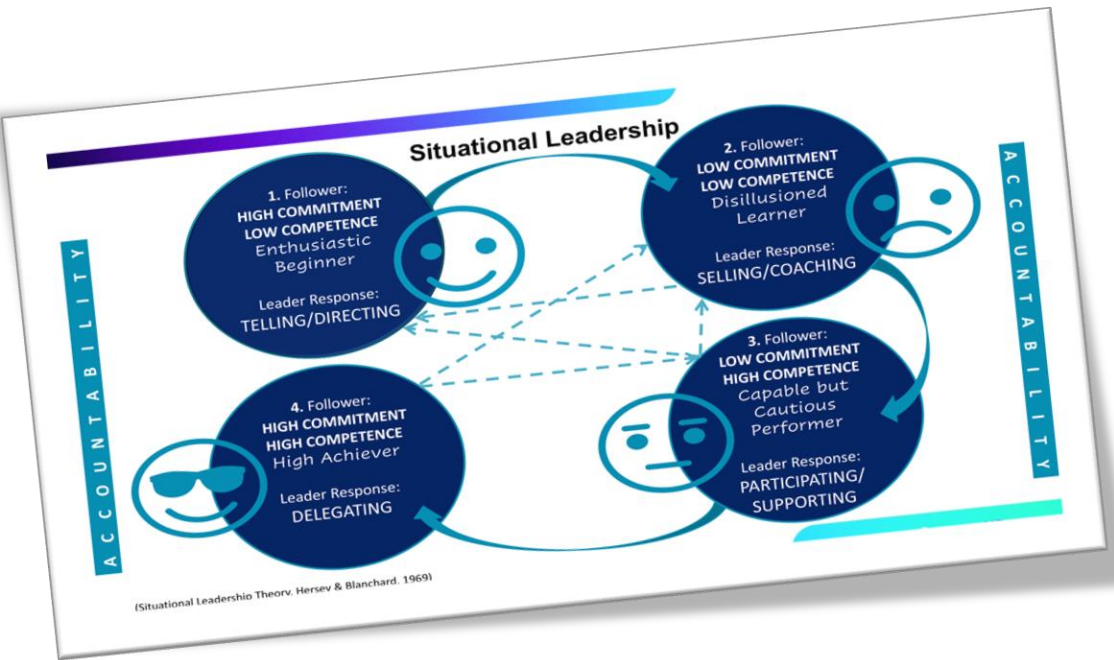
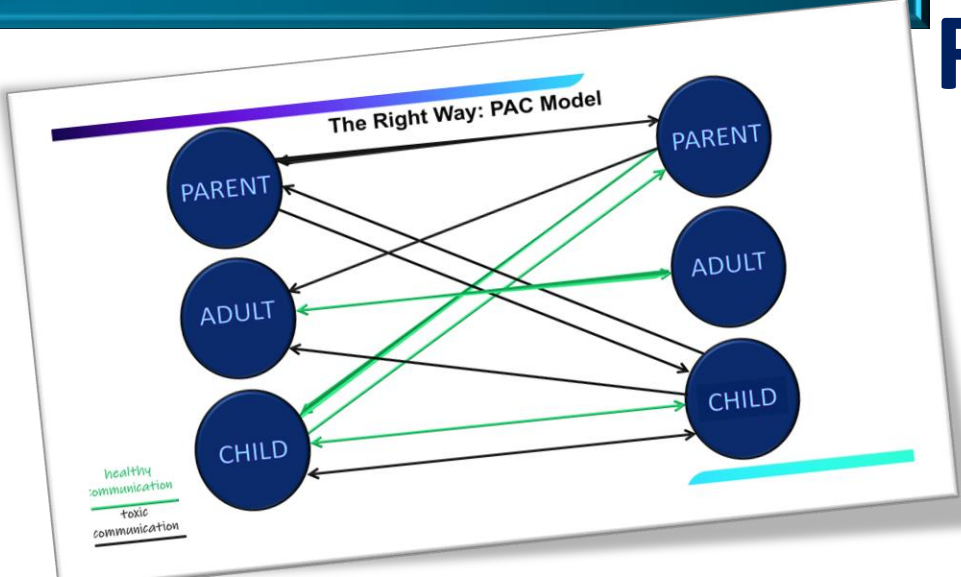


RIGHT AGENDA

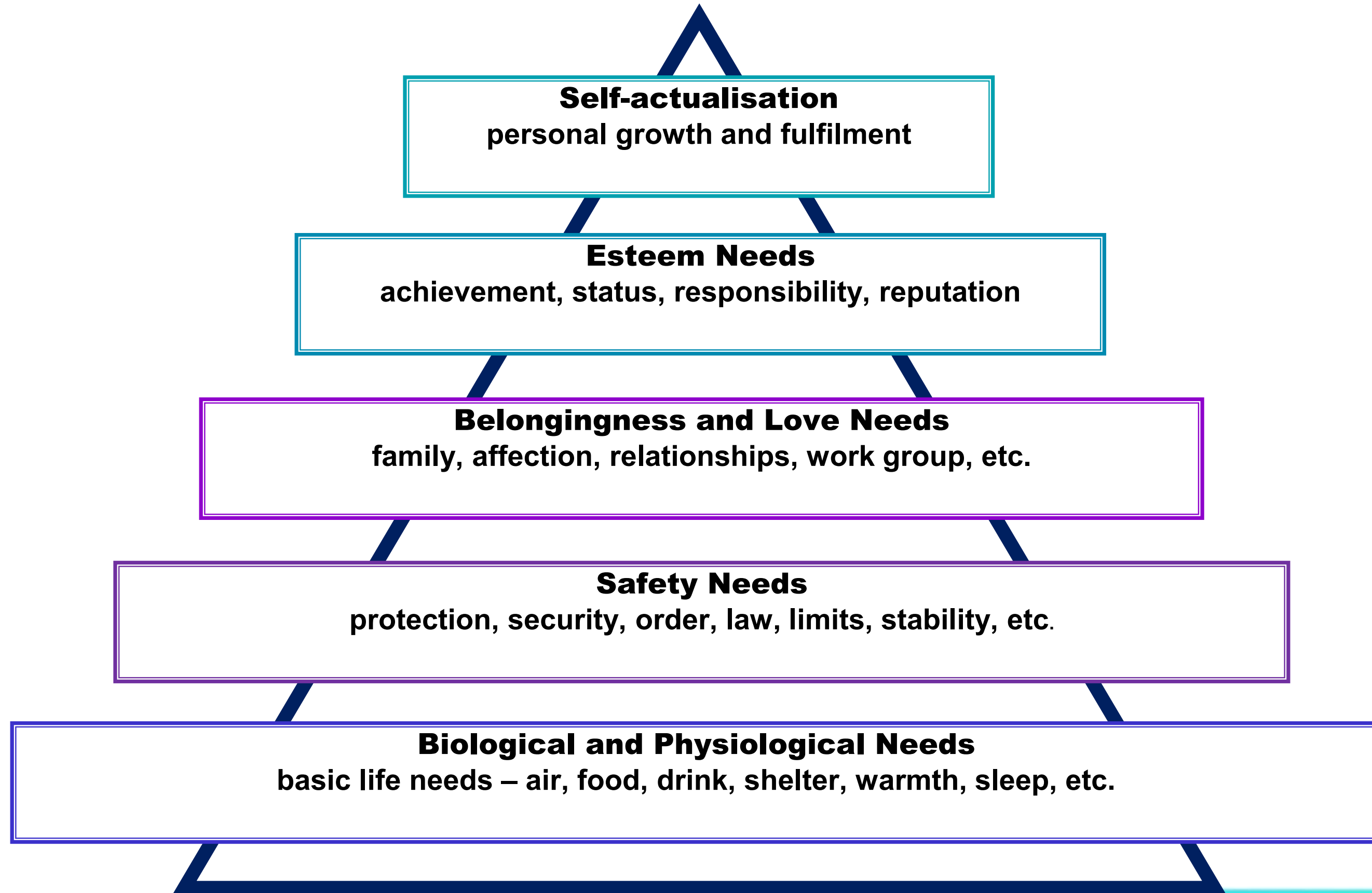


SQUARE OF COMMUNICATION
(Peters, 2011)

RIGHT WAY



5. Empower Employees for Broad Based Action

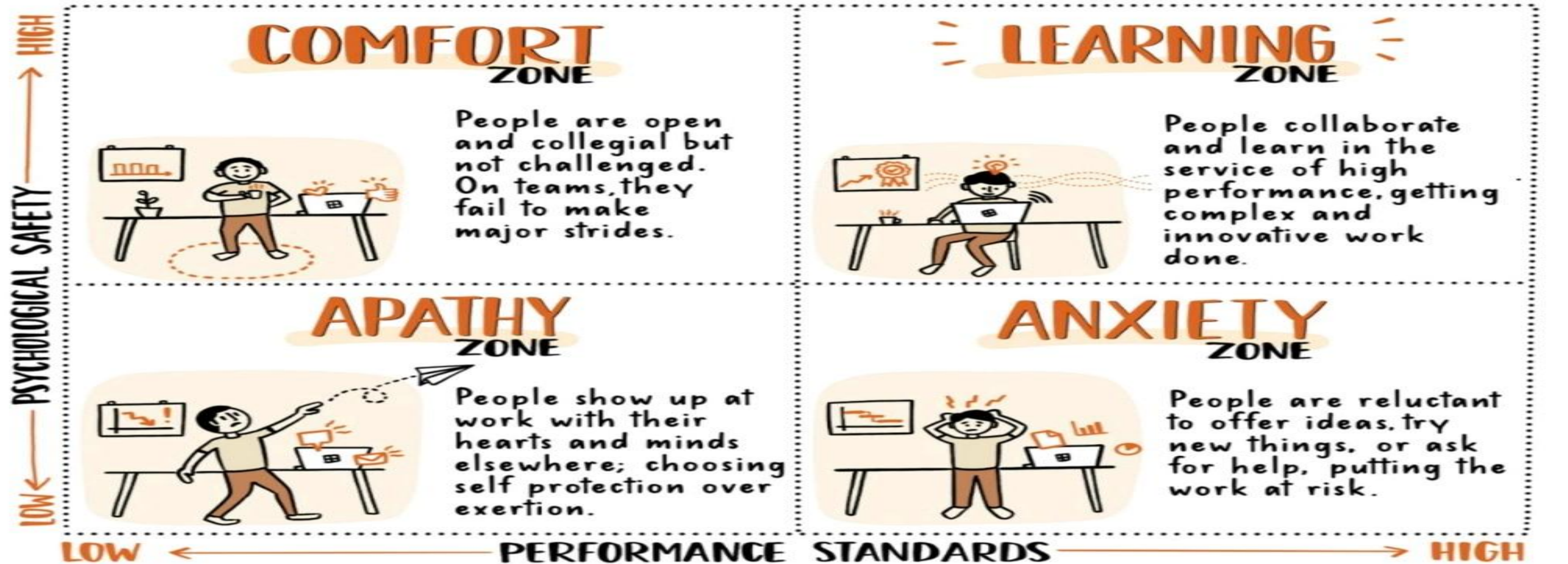


Motivation: Safety Needs



HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

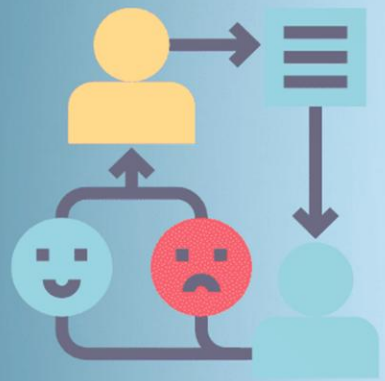
AMY EDMONDSON



Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com

6. Generate Short Term Wins



**MAKE
FEEDBACK
PART OF
YOUR
CULTURE**



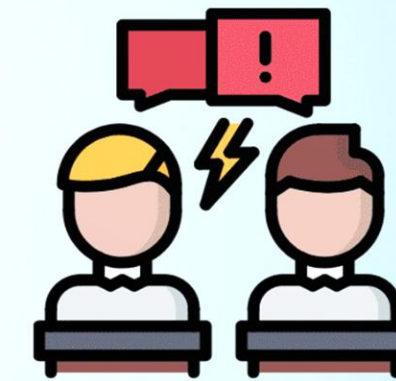
**INVEST IN
DEVELOPMENT**



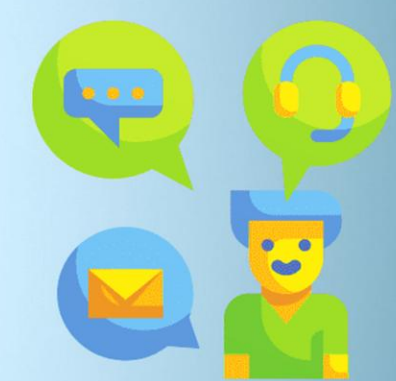
**SET
MEASURABLE
GOALS**



**CREATE A
SHARED
SENSE OF
PURPOSE**



**CREATE
SPACE
FOR
HEALTHY
CONFLICT**



**STREAMLINE
COMMUNI-
CATION**

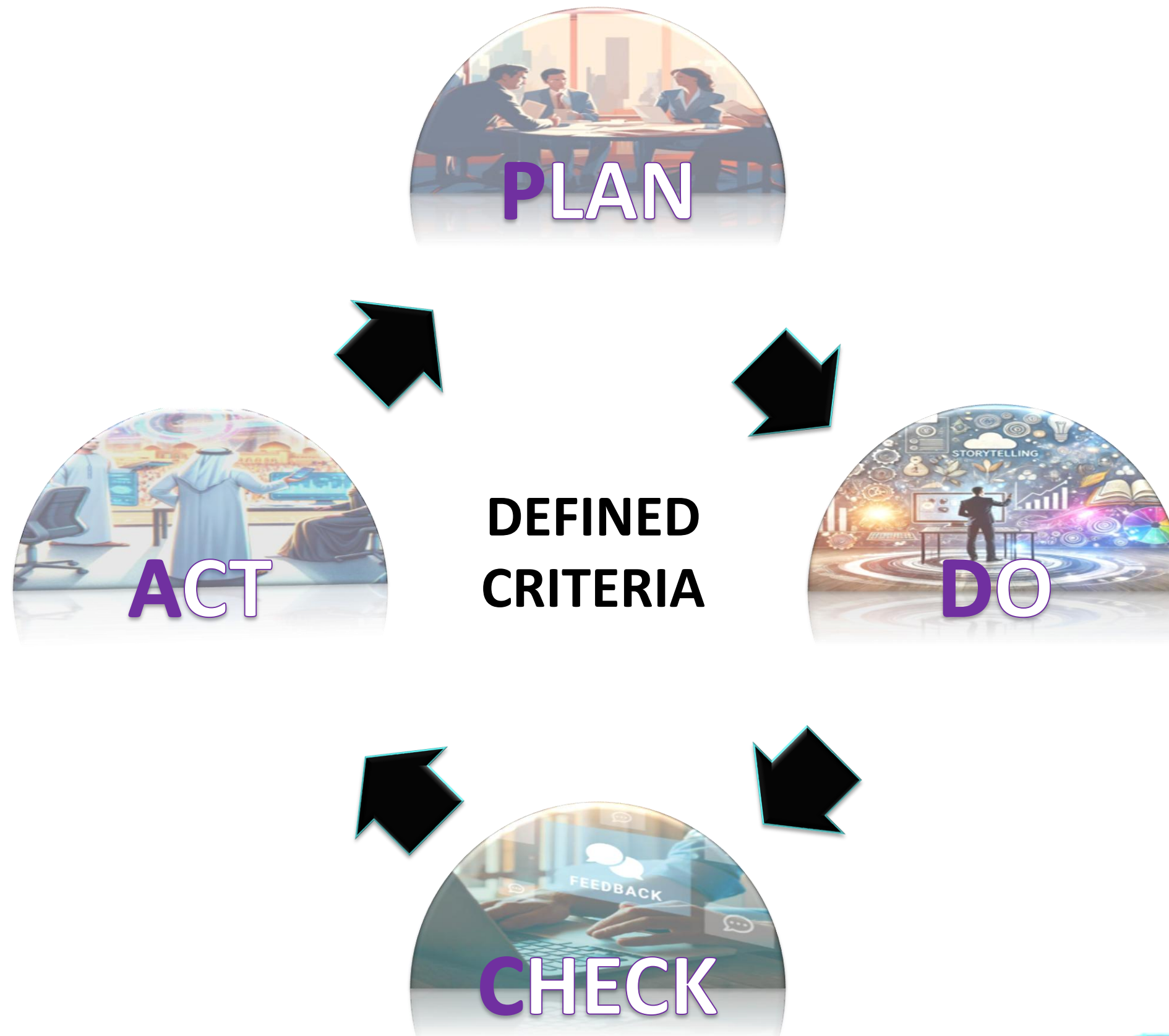
Leading High-Performing Change Teams



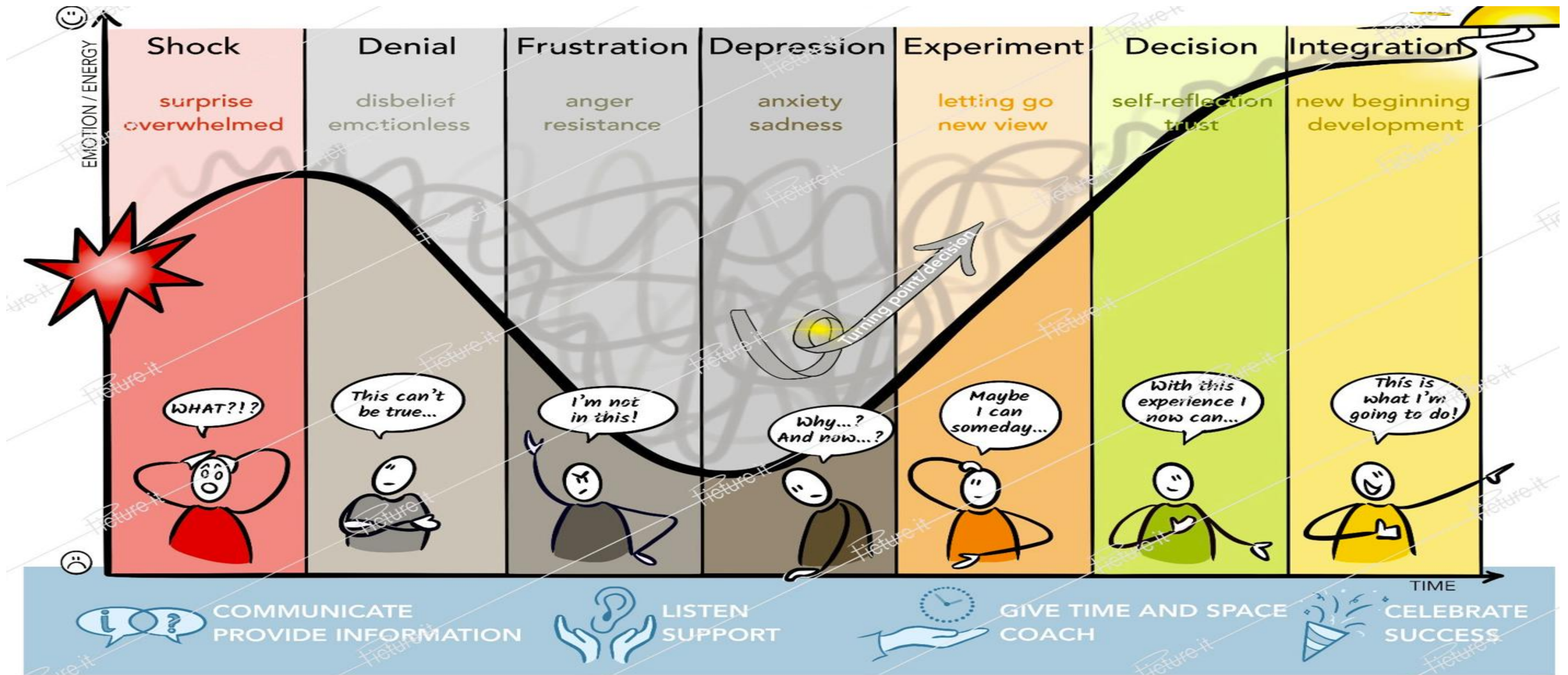


3. Sustaining the Change

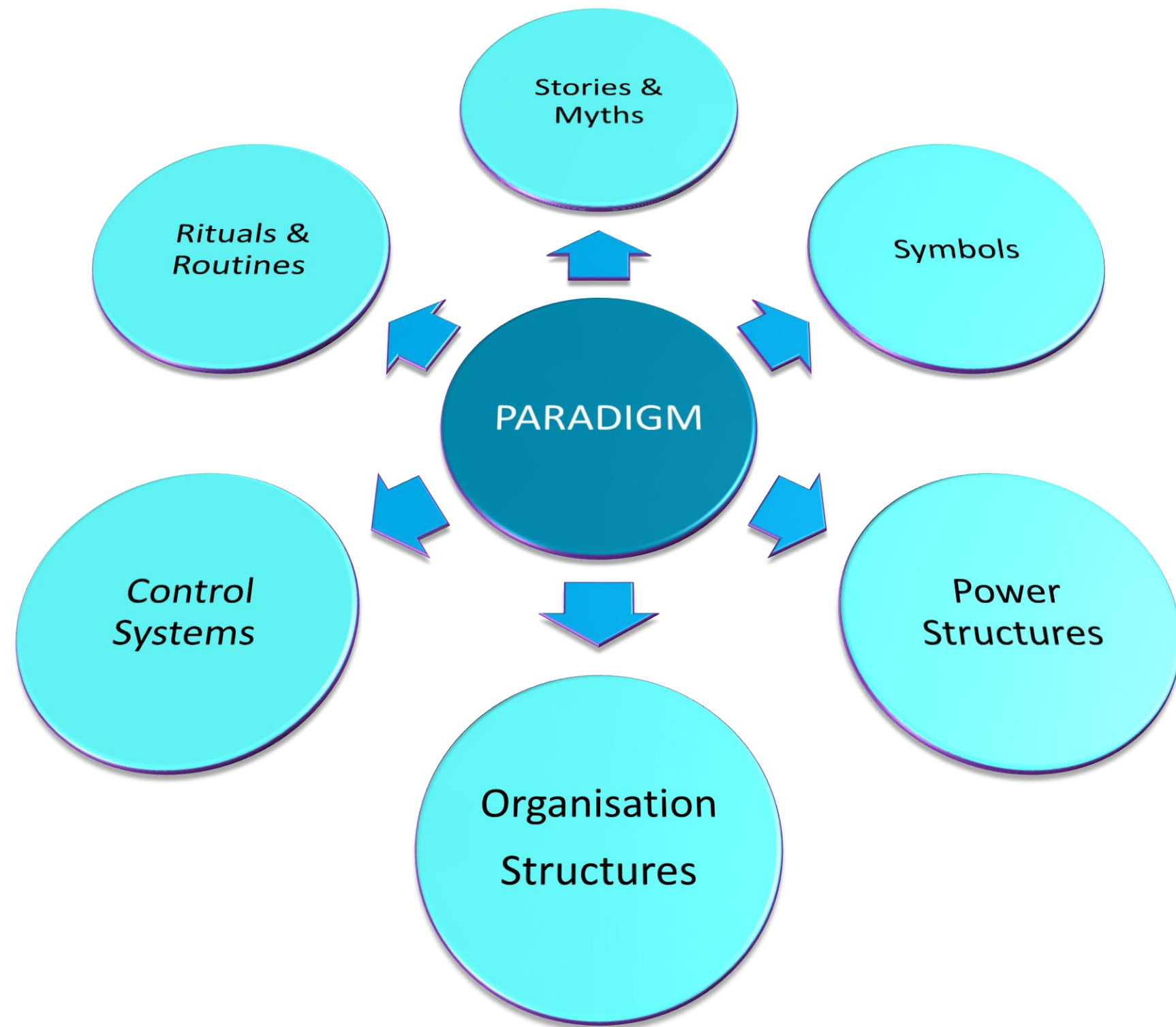
7. Consolidate Change and Produce More Wins



8. Anchor New Approaches in the Culture



Organisational Culture

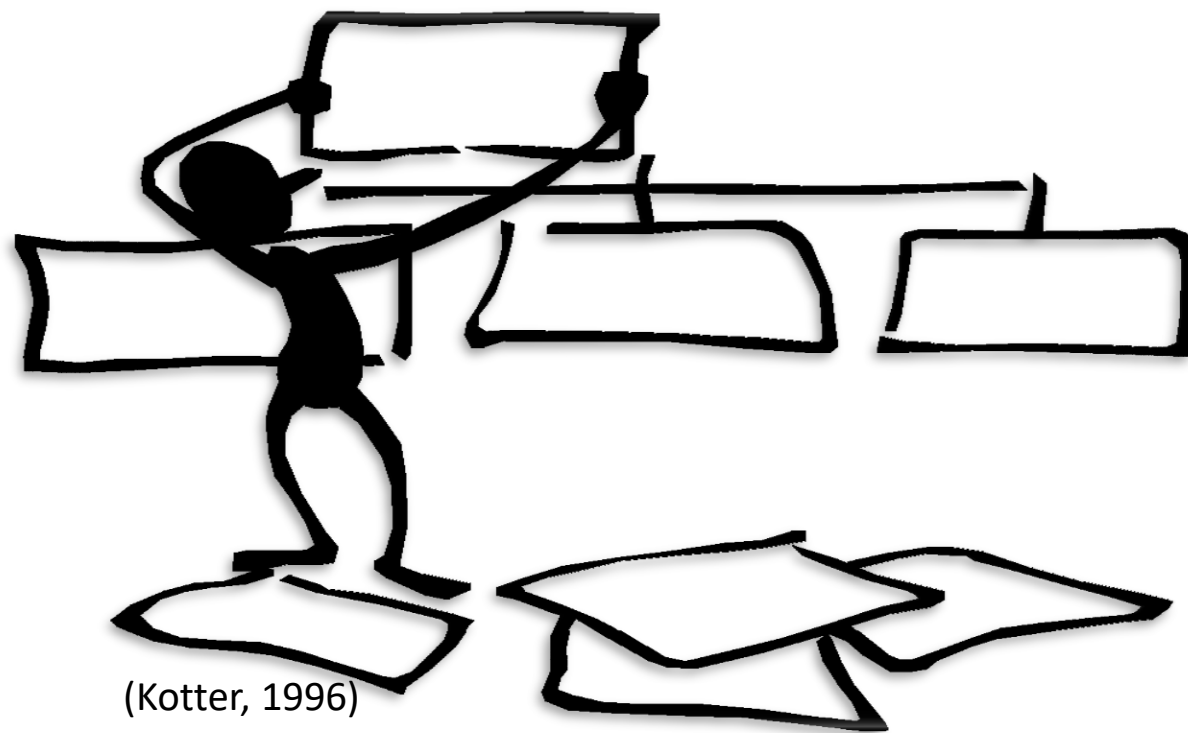


(Johnson & Scholes, 1999)



Kotter's 8-Step Change Model

- ✓ Establish a sense of urgency
- ✓ Create a guiding coalition
- ✓ Develop a vision and strategy
- ✓ Communicate the change vision
- ✓ Empower employees for broad-based action
- ✓ Generate short-term wins
- ✓ Consolidate gains and produce more change
- ✓ Anchor new approaches in the culture



(Kotter, 1996)

In Conclusion...



1. Defining the Change



2. Implementing the Change



3. Sustaining the Change

THANK YOU!

Your Contributions and Efforts are Appreciated and It Matters



UAE : Abu Dhabi
KSA : Riyadh



info@systemahr.com



UAE: +971 50 240 8873
KSA : +966 59 810 6796

 systemahr.com

SystemaHR

Creating Personal Capacity



Normal
(no chemical)



Marijuana



Benzedrine

Sleep is critical for
effective decision
making!



Caffeine



Chloral Hydrate

Warning!

Excess caffeine
compromises sleep
and thereby our
decision-making
effectiveness



Leadership is about putting all the pieces together to drive the organisation forward.

The leader doesn't have to generate those pieces but rather facilitate those whose job it is.

