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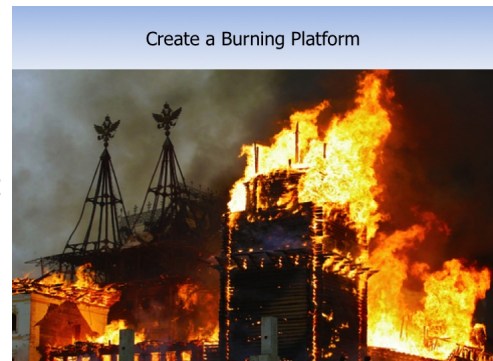
Greetings!

OK, maybe not everything. But, there's a lot of the accepted wisdom about change that certainly needs an update. If, like many Board members, you are worried about how your strategy gets turned into results in your organisation - you should read this. Or, if you work in a large organisation, or manage any sort of team, where change is needed.

At our recent breakfast seminar, we had [Kathy Coleman](#) join us to set up a discussion about Strategic Change - and how it needs to be different now. As Kathy pointed out, much of the accepted wisdom was effective in the past, but new approaches are needed now. Here are a few of the examples she discussed.

"The Burning Platform"

Almost any article on change management will talk about the importance of creating a burning platform. And, if the business is in crisis, you need to communicate that fact in clear and gripping language. But, too often, the perceived need to have a burning platform becomes just a



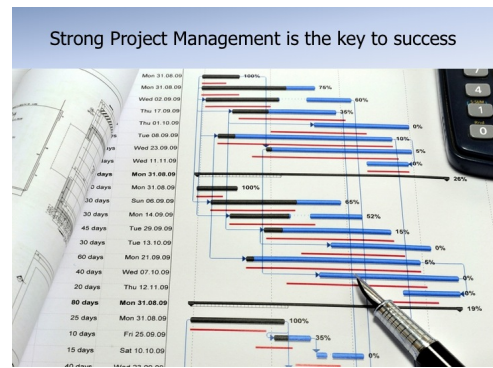
communications exercise, based on overstating things in a way that comes across as artificial and manipulative.

The update: motivate with the truth and keep the conversation going. Frame the change in the context of where it adds real value to customers and employees - what people tend to want from work is a sense of making progress on something that matters. There are almost always good reasons for any change; employees will generally understand and support them - even if they aren't about impending doom.

"Strong Project Management"

It's amazing how much effort organisations put into Project Management - separate from actually doing the work to make change happen. Planning and re-planning, progress reviews, co-ordination meetings, etc. Often, this is a well-intentioned effort to make efficient use of (inevitably) limited resources. Yet when you review a typical project portfolio, it's full of pet projects, things that made sense at one point but now we're just

pressing on with, and "nice to haves". And the overhead and delay of "project management" often drains the enthusiasm and creativity out of the people who have to deliver the results.



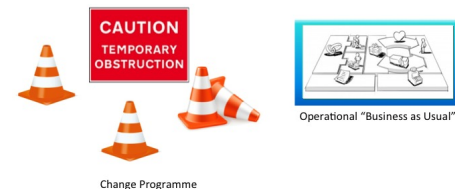
The update: Align projects into a single initiative to take you from business today to business tomorrow; make sure you have the capacity to deliver and implement decision checkpoints. This really has two faces to it: 1) Keep what you're doing tightly focused on the things that will deliver the strategy (and drop everything else). 2) Make sure teams have sufficient resources and then get out of their way, while keeping tight control over key investment and risk decisions.

"Business as usual"

In many organisations, there's a strong sense (still) that change is a temporary interruption and if we can just get the change project

Change is a temporary state.....

completed, we'll go back to "business as usual". Of course, that flied in the face of the actual experience in most businesses over the last 20 years, and even more so in the last 3. Time to stop talking about something we haven't seen in quite some time.



The update: Make executing strategy through change intrinsic to your business; create accountability within the organisational structure. Accept that there is no BAU; that there's only how we run the business today and how we want to run it in the future - and that strategy is about how you move from one to the other. And, since you'll always have a strategy, you'll always be changing.

Therefore, change can no longer be seen as a sort of temporary add-on to someone's day job, an activity run by someone else that they can "sponsor". If it's important enough to take up your organisation's limited change capacity, it's important enough to make it part of your performance appraisal.

As you can imagine, these ideas alone would have sparked a fair amount of discussion. But, there was more. I won't take the time now to cover it all, but I'm sure [Kathy](#) would be happy to take you through it all, perhaps over a cup of coffee.

As ever, I'd be interested in your thoughts and

comments.

All the best,



Belden Menkus
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Blogging at: menkus.wordpress.com

Masterclass

Strategic
Leadership, Talent
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Kathy Coleman, [Jill Foley](#) of On3 Partners, and I are considering running a Masterclass that will integrate three key elements of Strategic Leadership in today's world. If you'd like to be part of the first one, let me know, as we'd be very interested in getting your input on which topics you'd most like to see included.

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