

Leading through Transformation



TODAY'S AGENDA

- Overview of transformations and why they occur?
- Importance of defining the vision of the transformational change ahead
- Awareness of the impact that transformation and change can have on individuals and teams
- Importance of set goals that will determine success post transformation
- Facing into the changes that are needed to enable the transformation
- Change plan to provide reassurance of road map of the journey and defining key milestones

Introductions

**Chartered
Marketer,
Fellow
of CIM**

**Accredited
Course Director
for CIM

ICF Accredited**

**Award winning
Client side
marketer and
consultant**



**Delivered
growth for a
Variety of
household
brands for over
20 years**

**Founder and director
Labyrinth marketing
step changing
the growth of
brands, agencies
and people**

**Founder, Podcast
Host and Author-
The Whole Marketer**







BABEL



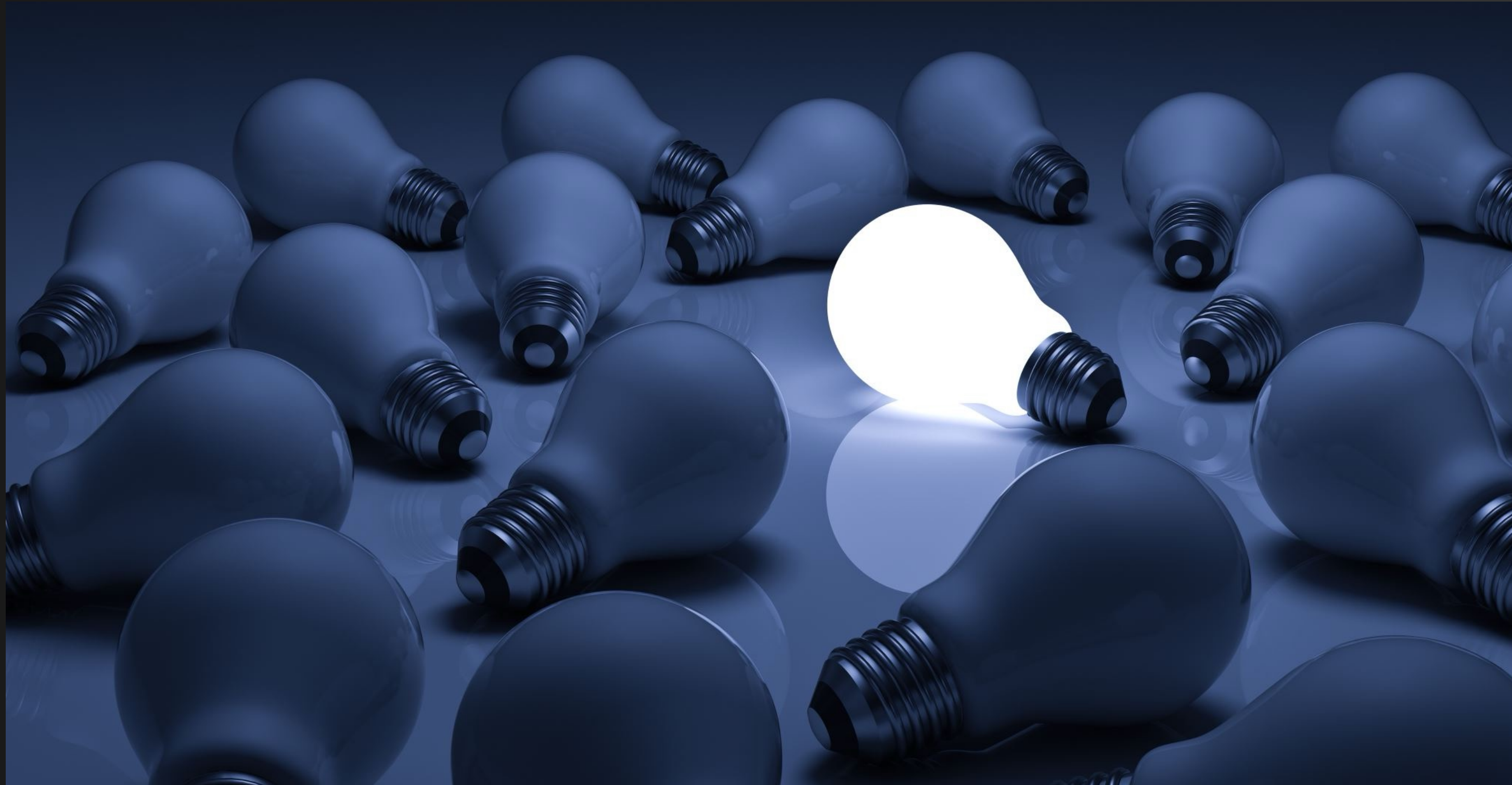
Introductions

Name?

What would you like to get out of the session?

What is transformation?

What do you think drives a need for transformation?

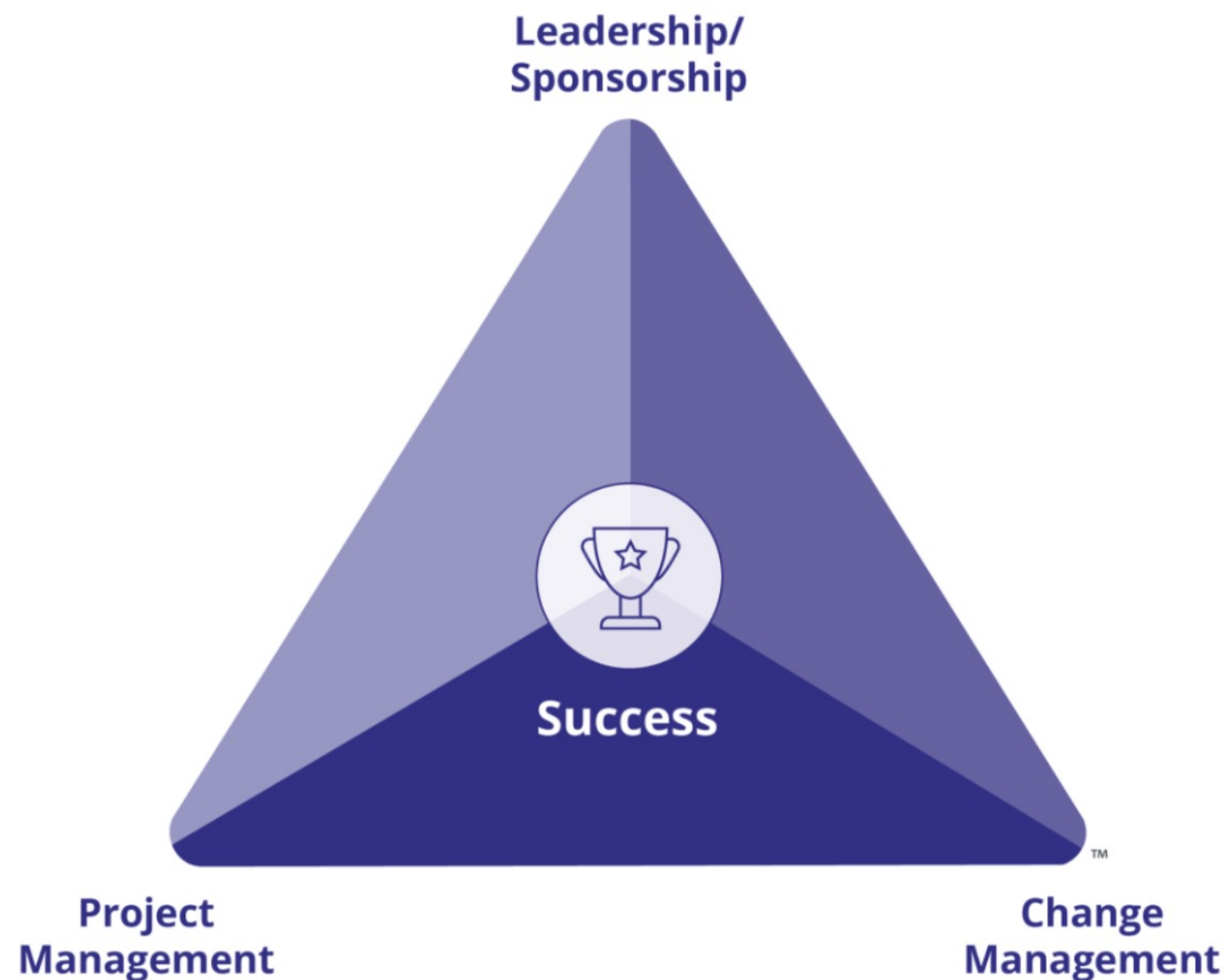


Transformation occur when:



- Internal desire to step change the commercial Growth
- Increase/changes in competition
- Technological advancements
- Changes in customers demands/needs
- Globalisation
- External Events
- Culture

The 4 aspects of the PCT Model

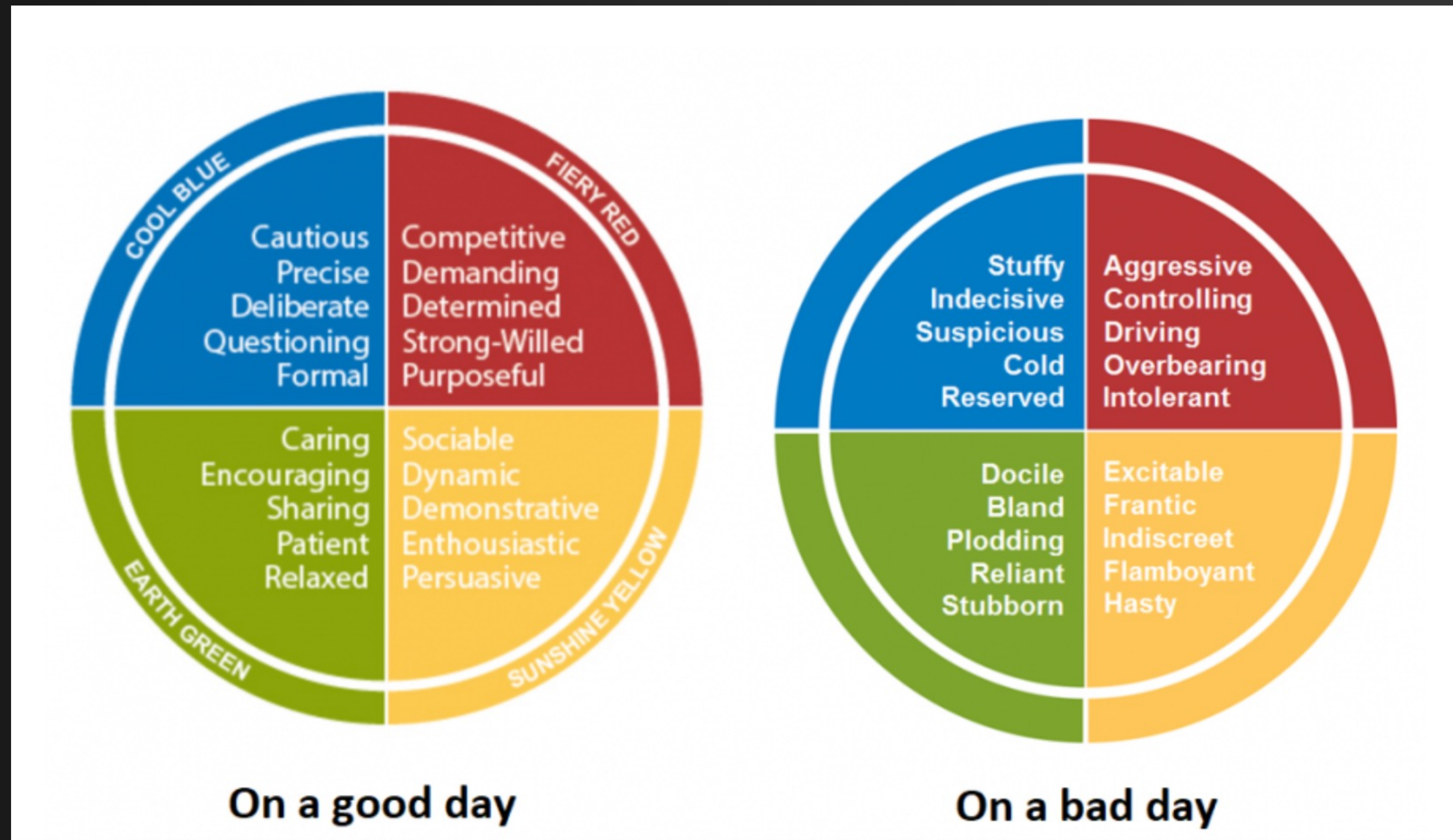


- **Success** – the definition of success for your change, which includes the reason for the change, project objectives, and organizational benefits
- **Leadership/Sponsorship** – the direction and guidance for a project, including who is accountable for defining why a change is happening, how it aligns with the direction of the organization, and why it is a priority
- **Project Management** – the discipline that addresses the technical side of a change, by designing, developing and delivering the solution that solves a problem or addresses an opportunity, within the constraints of time, cost and scope
- **Change Management** – the discipline that addresses the people side of the change, enabling people to engage, adopt and use the solution

**Awareness of the impact that transformation and change
can have on individuals**

But first personality profiling as requested
in our last session

Personality - Insights Colour Wheel



Myers Briggs - 16 Personality types

The **MBTI**[®]

16-TYPE MODEL OF PERSONALITY

Source of Energy ▼	Processing of Information ▼	Approach to Decision Making ▼	Need for Structure ▼
<div style="background-color: #00aaff; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">E</div> <p style="color: #00aaff; font-weight: bold; margin-top: 5px;">EXTROVERTS</p> <p style="font-size: 0.9em; margin-top: 5px;">Extroverts are energized by interacting with other people, participating in events, and are known to act quickly.</p>	<div style="background-color: #76ff33; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">S</div> <p style="color: #76ff33; font-weight: bold; margin-top: 5px;">SENSORS</p> <p style="font-size: 0.9em; margin-top: 5px;">Sensors are pragmatic realists who focus on facts and their own real-world experiences.</p>	<div style="background-color: #ff0000; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">T</div> <p style="color: #ff0000; font-weight: bold; margin-top: 5px;">THINKERS</p> <p style="font-size: 0.9em; margin-top: 5px;">When making decisions, Thinkers are logical, highly analytical and evaluate the facts.</p>	<div style="background-color: #ff00ff; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">J</div> <p style="color: #ff00ff; font-weight: bold; margin-top: 5px;">JUDGERS</p> <p style="font-size: 0.9em; margin-top: 5px;">Judgers like to make plans and lists, follow schedules, and are highly organized.</p>
<div style="background-color: #0056b3; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">I</div> <p style="color: #0056b3; font-weight: bold; margin-top: 5px;">INTROVERTS</p> <p style="font-size: 0.9em; margin-top: 5px;">Introverts are energized by ideas, reflection and working alone. They tend to analyze and reflect before taking action.</p>	<div style="background-color: #008000; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">N</div> <p style="color: #008000; font-weight: bold; margin-top: 5px;">INTUITIVES</p> <p style="font-size: 0.9em; margin-top: 5px;">Intuitives focus on patterns, future possibilities and enjoy abstract thinking.</p>	<div style="background-color: #800000; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">F</div> <p style="color: #800000; font-weight: bold; margin-top: 5px;">FEELERS</p> <p style="font-size: 0.9em; margin-top: 5px;">When making decisions, Feelers are careful to consider people, feelings, and various points of view.</p>	<div style="background-color: #800080; color: white; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; font-size: 24px; font-weight: bold;">P</div> <p style="color: #800080; font-weight: bold; margin-top: 5px;">PERCEIVERS</p> <p style="font-size: 0.9em; margin-top: 5px;">Perceivers are spontaneous, flexible, and highly adaptable to their outside environment.</p>

The Four Myers-Briggs Preference Pairs

Extraversion  or  Introversion
Opposite ways to direct and receive energy

Sensing  or  Intuition
Opposite ways to take in information

Thinking  or  Feeling
Opposite ways to decide and come to conclusions

Judging  or  Perceiving
Opposite ways to approach the outside world

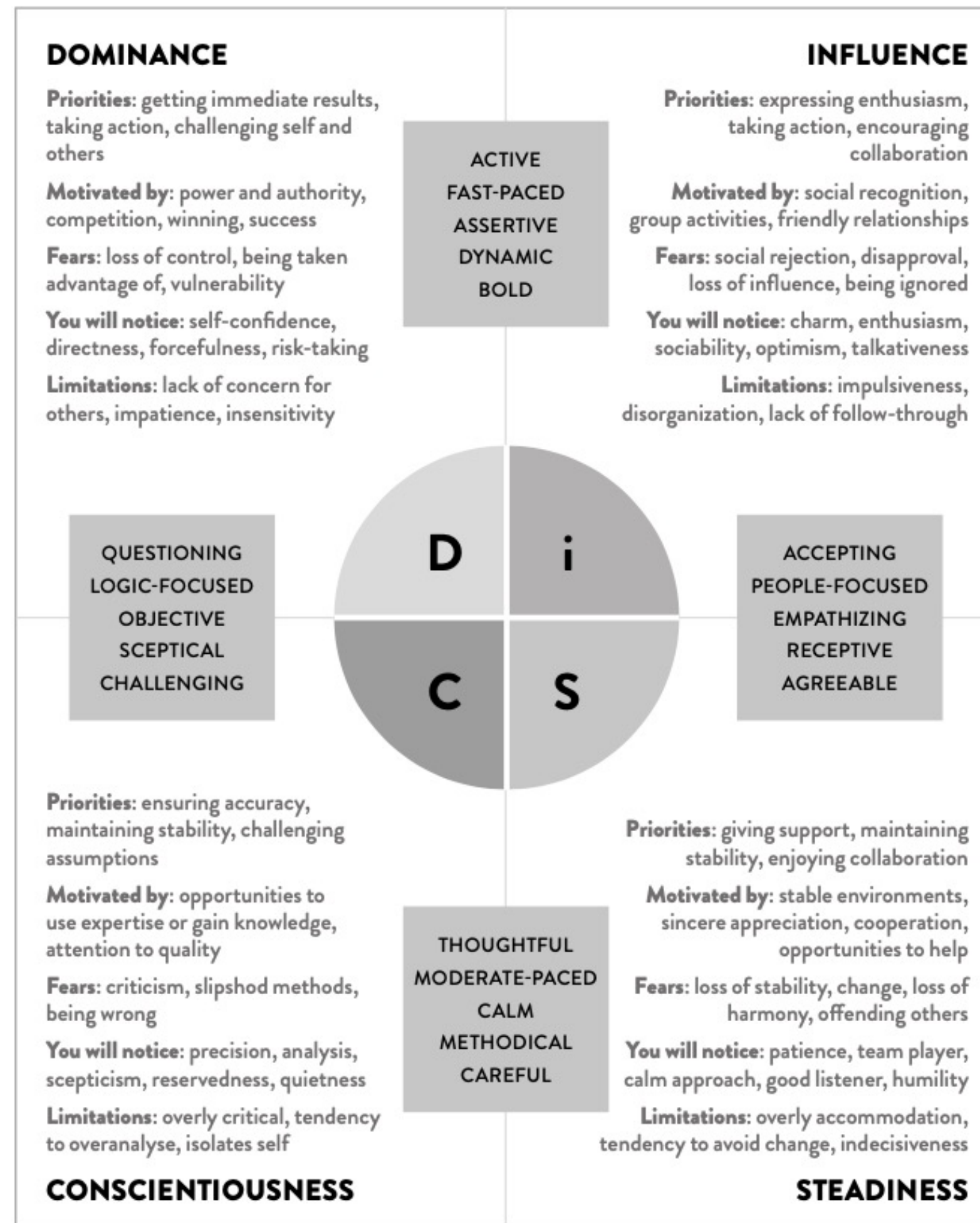
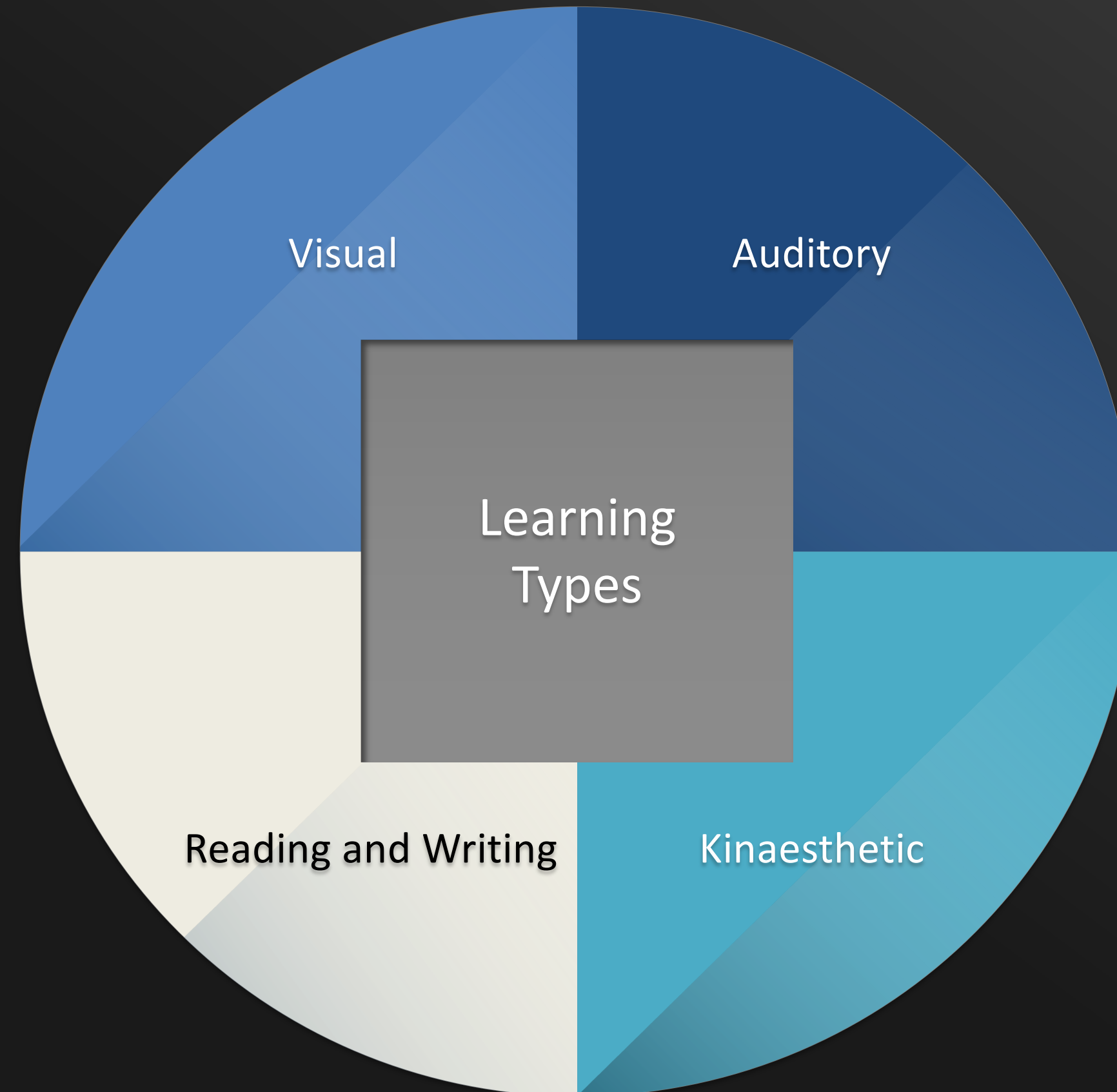
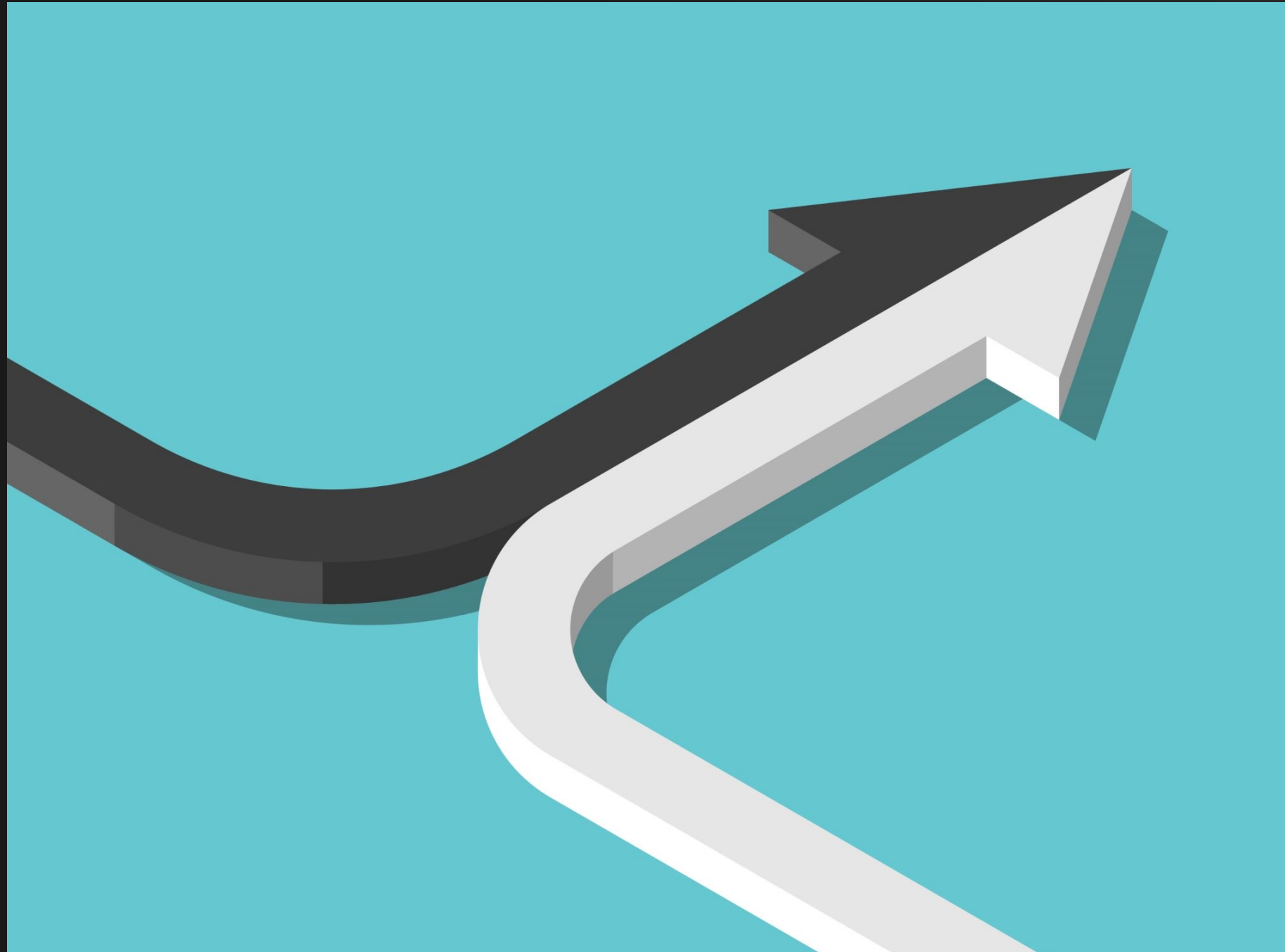


FIGURE 12.2 EVERYTHING DiSC

Appreciation of the different type of learners



Change



- Change is inevitable in organizations, teams, and life.
- Navigating change can cause uncertainty and anxiety.
- Stage of change outlined in the change curve

Change Curve

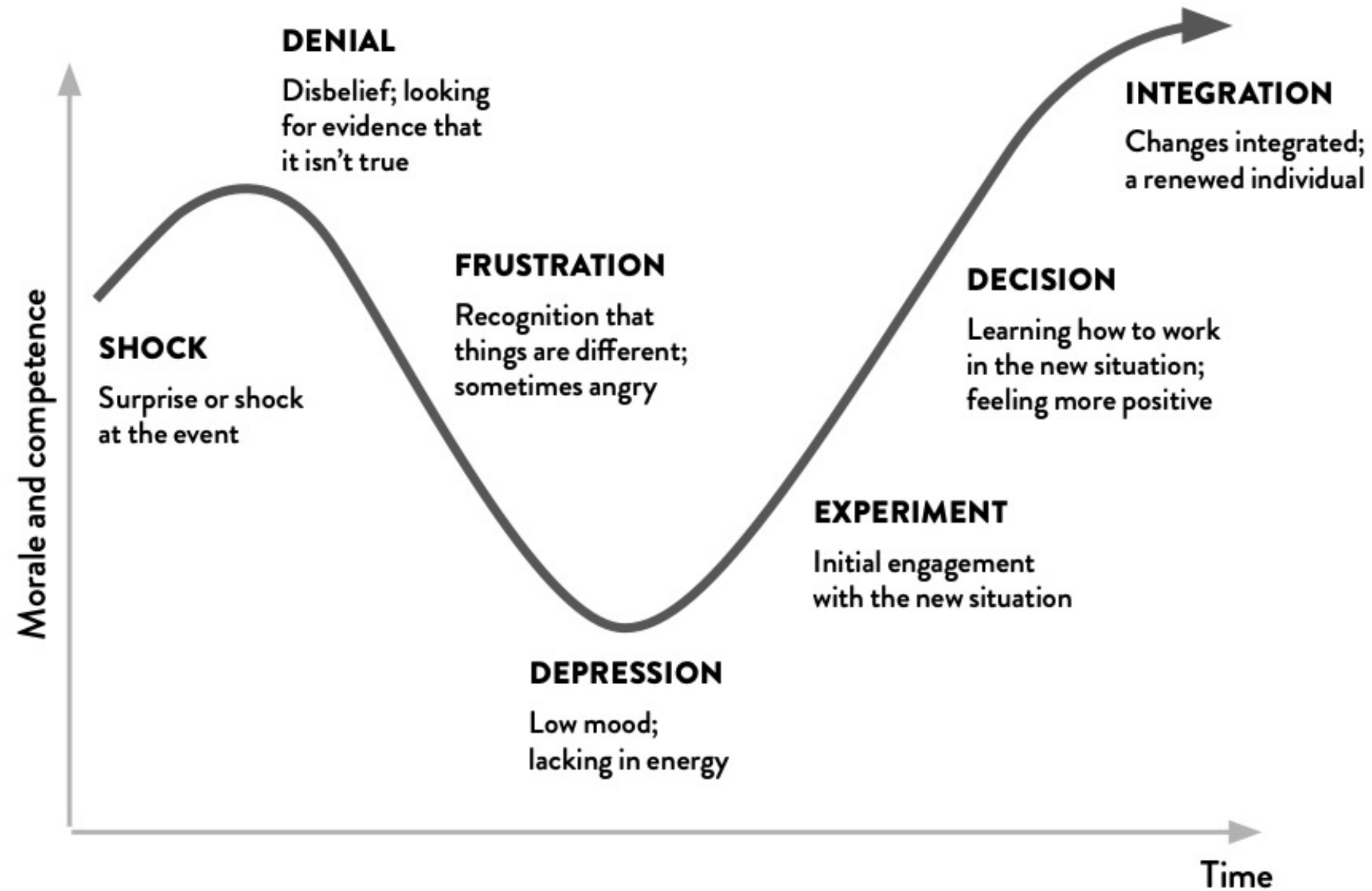


FIGURE 9.1 THE KÜBLER-ROSS CHANGE CURVE

Certainty Vs Uncertainty



- **Uncertainty** during change triggers fear, stress, and resistance.
- **Certainty:** Increases confidence, reduces stress, fosters engagement.
- People tend to cling to the familiar, leading to reluctance in accepting new path especially in times of personal change
- Leaders must address uncertainties to help people move through the change curve faster.

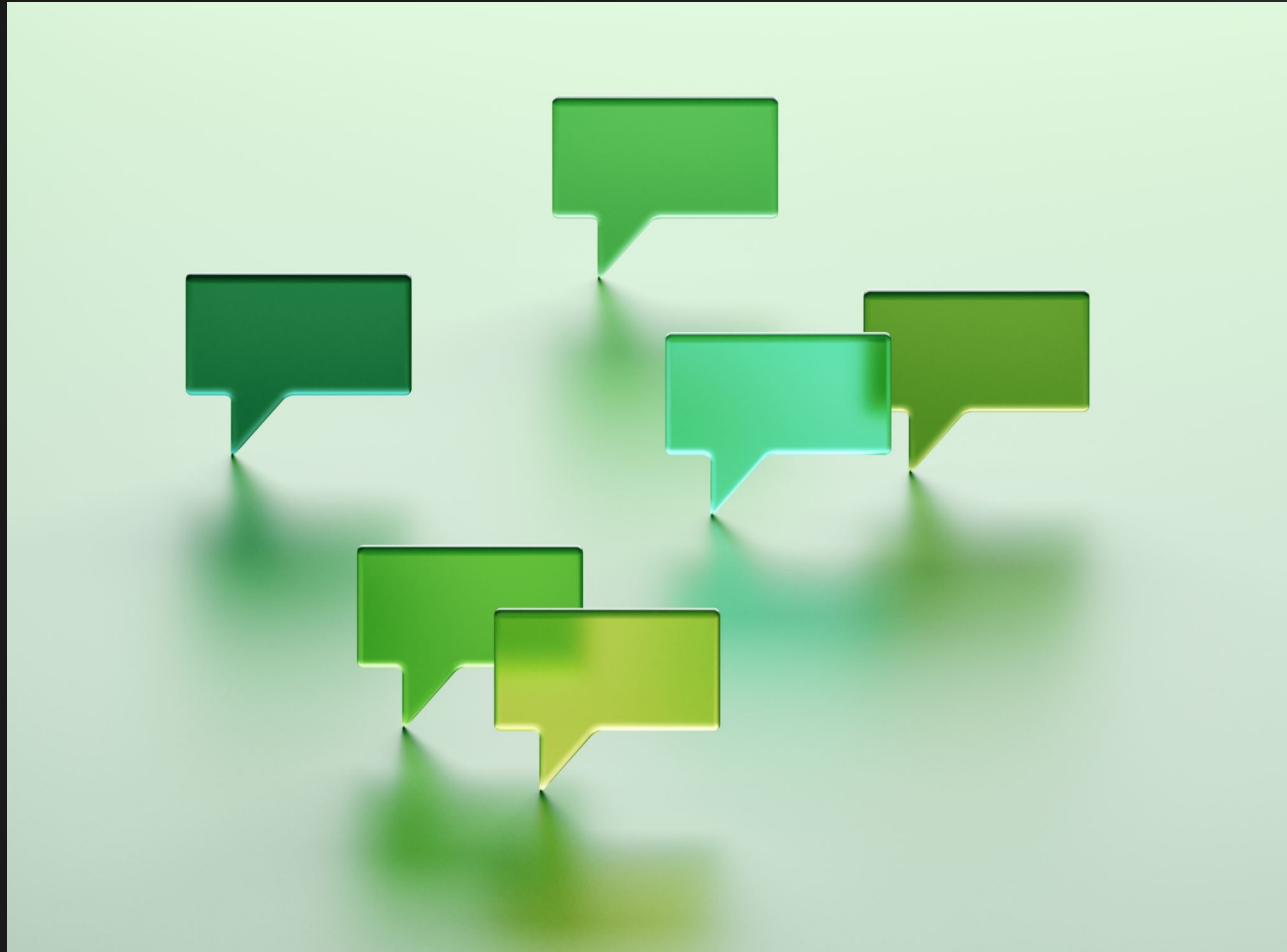
Empathic as a leader

- Anticipate reaction to the change- for teams and individuals
- Listen to concerns about the change for business and them personally
- Identify where they are on the change curve and think what you may need to do to help them move through to the next stage
- Resilience- Past lived experiences of change

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Opportunity for Dialogue



- Forums
- Workshops
- Anonymously
- Sponsors or workstream leads

Managing the uncertainty

- Clear leadership that provides clear and frequent communication and transparency
- Involve people in decision-making.
- Set clear goals and timelines
- Reduce ambiguity to help people feel more in control.
- Establishing predictable patterns and stability in the day to day areas that aren't
- Face into what else you may need to do as you move through the change- Offer support, training and resources.
- changing.



Importance of defining the vision of the transformational change ahead

Role of vision in transformational change

- A compelling **vision** is critical during periods of change
- A clear vision helps by providing a clear picture of the desired future state, clarity and direction of travel
- Should provide inspiration on the future state, motivating individuals and teams to want to come and actively be part of the journey and push through difficulties change can bring
 - Provides hope and excitement about future possibilities
 - It should inspire and the end goal can palpable be felt, give motivation to get through the difficulties of change

Builds trust in leadership

- A well-communicated vision signals that leadership has a clear plan
- It instils confidence that the organization is moving toward a defined future
- Trust in leadership grows when people see progress aligned with the vision





Importance of set goals that will determine success post transformation

Vision into goals

- ‘A Vision without a plan is just a dream’
- Goal setting is a critical part of the transformation process
- Turns an abstract ideas into actionable steps
- Demonstrate that the vision is actionable
- Provide a road map, guiding team toward measurable outcomes, clear targets with clear benefits at each stage
- Timings

Why do we need goals or key milestones?

- Goals/key milestones that the vision is actionable
- Builds confidence in change process
- Definition of success and when we have arrived
- Allows progress to be tracked
- Helps embed understanding further everyone further.

Why do we need goals or key milestones? Team

- Allows team to be part of key workstreams or changes so feel part of the change
- Engagement through process- updates, opportunities celebrate when hit key milestones boosting morale and engagement
- Helps embed further understanding
- Galvanise support and make more relevant to individuals part in this and the what this means for me becomes clearer reducing fears further.



Defining milestones

- Transformation stages
- Roadmap with timings
- KPI's each milestone- Quant. and Qual.
- Track progress in between



Transformational Phases may be

- **Phase 1: Planning and Preparation**

- Initial groundwork, such as stakeholder alignment, resource allocation, approach outlined with key milestones and timings

- **Phase 2: Initial Implementation**

- Pilots, trials or early-stage initiatives

- **Phase 3: Scaling and Optimization**

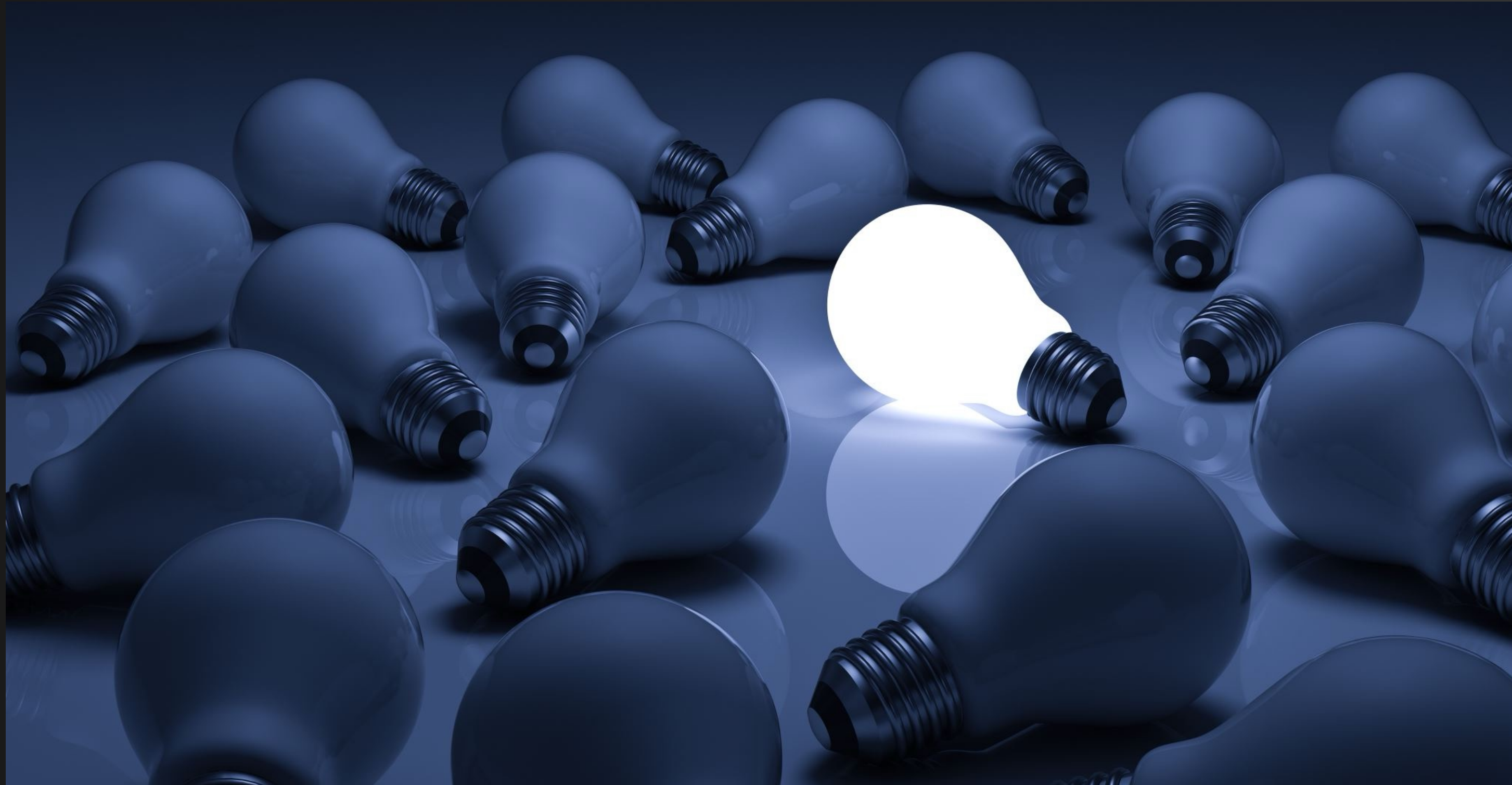
- Once trial started with positive effects and or learnings to implement look to start scale efforts.

- **Phase 4: Full Transformation and Sustainability**

- Rollout, this involves implementing and achieving the final outcomes, hitting KPI's and embedding the new culture.

Facing into the changes that are needed to enable the transformation

What do you think are the most common challenges when leading a transformational change?



Common Challenges

- Employee and Cultural Resistance
- Lack of Leadership or stakeholder Alignment
- Communication Gaps
- Maintaining day to day Business delivery
- Employee Engagement, Morale and change fatigue
- Skill Gaps
- Resource Constraints
- Technology Adoption and Integration
- Customer Impact

Change plan to provide reassurance of road map of the journey and defining key milestones

ADKAR Model

A	Awareness – Of the need for change
D	Desire – To Participate and support the change
K	Knowledge – On how to change
A	Ability – To implement required skills and behaviors
R	Reinforcement – To sustain the change

Questions to ask yourself? Awareness

- What is the change this is required?
- What has driven this change?
- What benefits will the change bring?
- Why is the time now?

Questions to ask yourself- Desire

- Who are the key stakeholders we need to get buy in from and with?
- What will the benefits to the business, individual and other key stakeholders? Is this motivating?
- What are they likely to be think feeling do now and in the future?
- How will I communicate my vision in an inspiring way?
- How will this drive and motivate them to want to come on the journey?
- How will I bring the vision to life?
- Where and when and How will I deliver this?

Questions to ask yourself?- Knowledge

- Approach?
- Market or industry understanding?
- External support?
- Structure?
- Systems?
- Technology?

Questions to ask yourself?- Ability

- Skills and Capability?
- Beliefs?
- Behaviours?
- Resource?
- Culture?

Questions to ask yourself?- Reinforcement

- Reward?
- Incentive?
- Benefits?
- Leadership and management?

What will you do differently as a result of today's training?