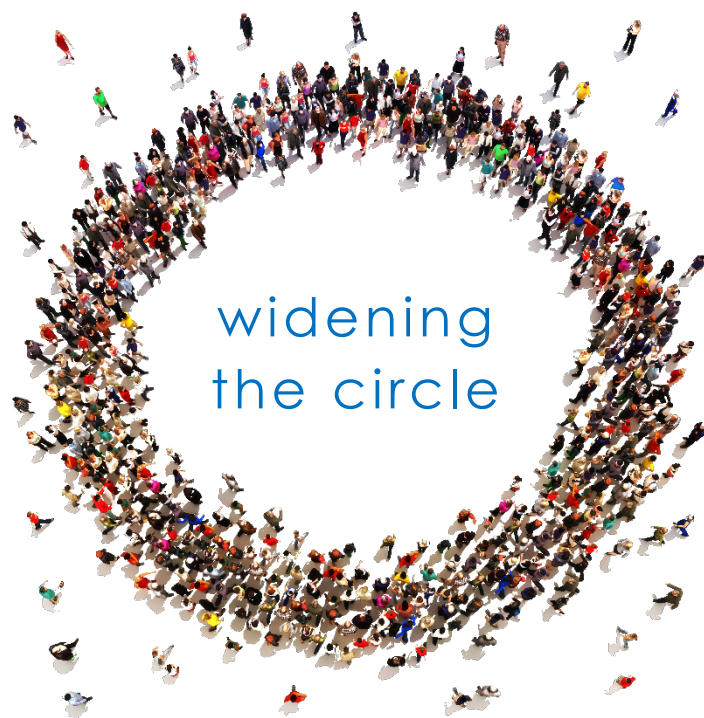


# leading for change

4 guiding principles...



# leading for change

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## 4 guiding principles...

it is all  
about people

inviting  
people

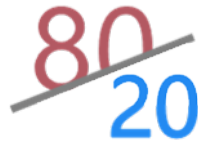
helping  
managers lead

leading like an  
elite architect

# leading for change

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## INTRODUCTION



Leading for change — How hard can it be?

Large-scale organisational transformations have been tracked, studied and retooled for over 50 years, yet 80 percent continue to fail in delivering what they promise. Despite senior leader confidence, acclaimed university analysis and elite consulting firm remedies, the success rate remains unchanged. [why?](#)

Books and articles on *change* number in the thousands—and many are really good—time-tested and field-proven. Still, only 20 percent of transformations deliver what they promise—with just 5 percent sustaining their early improvement rates beyond 5 years.

*Leading for change* challenges many core assumptions managers embrace during steady-state and run-the-business. Surfacing and testing hidden assumptions before making critical decisions is a core *leading for change* capability.

[PRINCIPLE 1](#) – it's all about people...

[PRINCIPLE 2](#) – inviting people...

[PRINCIPLE 3](#) – helping managers lead...

[PRINCIPLE 4](#) – leading like an elite architect ...

These [4 principles](#) are brought forward from the best studies, books and elite practitioners—and highly effective executives, each of whom *over-delivered* their initial transformation promises... the [20 percent club](#).

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join the [20 percent club!](#)

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# leading for change

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## PRINCIPLE 1

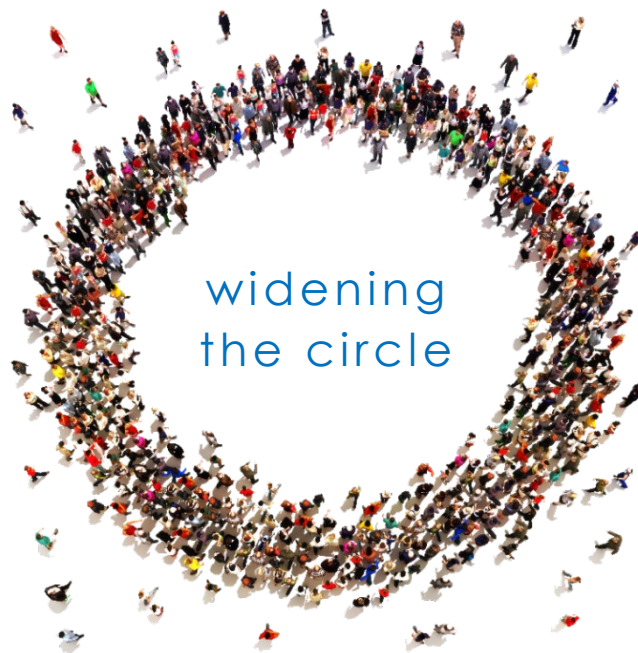
### it's all about people...

This description is short—very short. It informs all remaining [principles](#).

If we examine any undertaking, whether in the private or public domain—*people* make it happen. *People* are the difference between success or failure, good or great.

There are no exceptions—*people* are somehow involved in everything done and delivered. Artificial intelligence? *People* design and use it. Stock-market earnings? *People* invest, trade and keep score. EBITDA? *People* produce, quality check, sell, consume, invoice, remit and tally the products, services and resulting earnings. *People* are at the center of everything.

People execute our strategies every day. Structures, systems, procedures, policies, and equipment are merely tools *supporting them* in delivering the *results* we want and need.



Our choices here are straightforward—are *people* merely *tools* needed to accomplish our goals—or something more? Where do we place [people](#) in our thinking, time allocation and decision-making? Do we place [people](#) or [project](#) needs first? When do we [invite](#) people to join the circle of change? *first? last? ...somewhere in the middle?* Please read on...

# leading for change

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## PRINCIPLE 2

### inviting people...

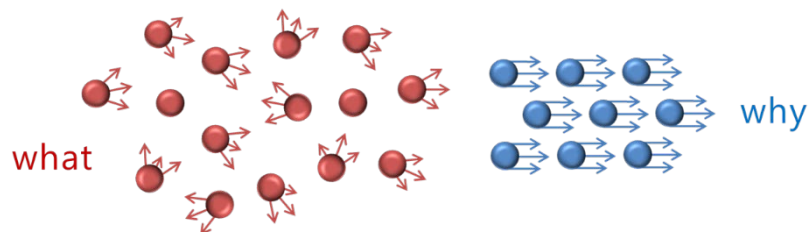
The stakes are high when we promise **big** change and significantly improved **results**. In addition to hard results and reputations—*people's* long-term pride, confidence, and commitment are also at stake. Second chances are tough to orchestrate.

Asking why, who and how before deciding **what** to do easily **doubles** personal effectiveness—**pulling** people towards a bigger and better future. This **multiplier effect** grows exponentially when exercised across teams, organisations and communities—wherever people learn and work together.

Asking people to answer these **4 big questions** in everything they do generates focus, commitment and breakthrough results—today and sustainably into the future.

### blue arrows... beginning with **why**...

Asking **why–who–how** before deciding **what** to do.



Successful change begins with **why** questions—and the best **why** answers inspire bold action.

When our **why** answers are highly focused and use inspiring, easy-to-understand language—*people* instinctively know what they can do to help, how to get started, and how to fine-tune their approach as everyday challenges arise.

**Inviting** people into a bigger and better future builds momentum and sustains change over the long term. Inviting the **right people** means we must ask **who** questions—who needs to do something differently to deliver the desired results? Who are the key **influencers** that will help others support the change? And, who is ready to get started—making new ideas work?

**Inviting people** to shape **how** the new direction will unfold builds alignment and commitment—today and sustainably into the future.

[click for more details >](#)

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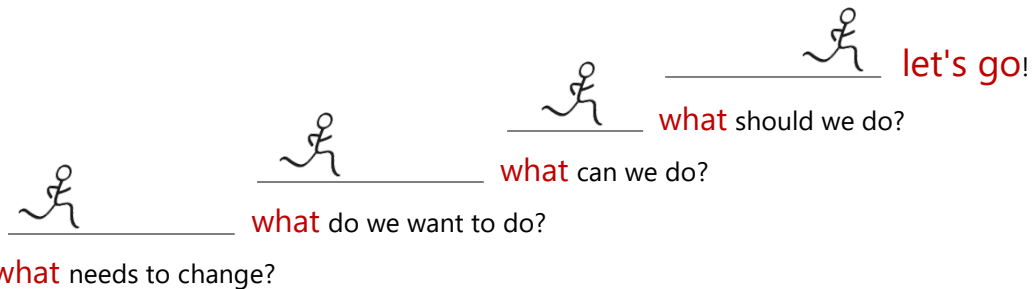
PRINCIPLE 4

VIDEOS

# leading for change

red arrows... **what** typically happens...

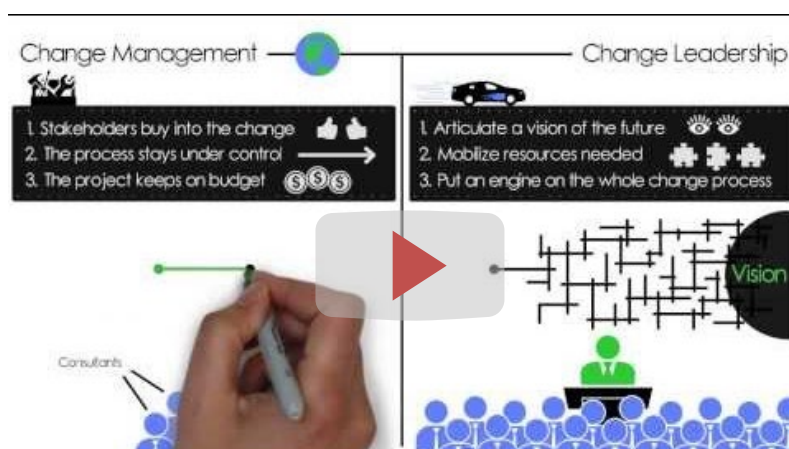
Change efforts typically begin with **what** questions...



Answering **what** questions drives action—and activity is positive. Unfortunately, several messy problems can arise with this approach—*people* are **busy**, but they are moving in different directions, resources are diverted into endless initiatives that have questionable benefits, and early momentum washes away as old habits resurface.

Consider this common **what** approach—we decide to give people new tools (*investment capital, budgets, plans, communications, financial incentives, data analytics, reports, training, procedures, equipment, software, and, and, and*)—and we believe when people use these new tools, they will deliver improved results.

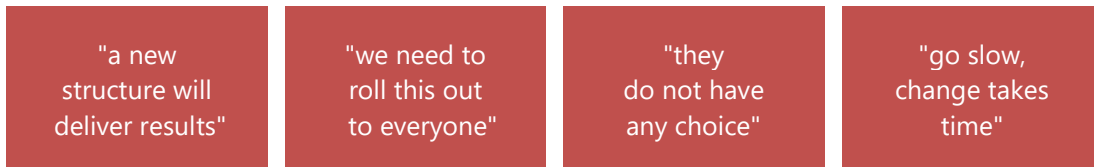
We typically get **busy** rolling out (**pushing**) a long list of initiatives and monitoring how well they are being implemented. And then, for many reasons, they don't quite deliver the improvements we promised. This is because people commit to implementing an initiative and 'doing what I am told'—rather than committing to deliver improved results. Equally important, we never *asked* them what support they need to 'deliver improved results.'



Change Leadership – YouTube 1:50 minutes

# leading for change

## hidden assumptions...

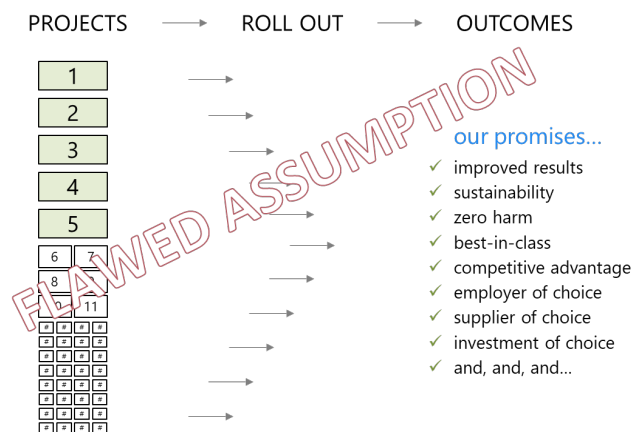


Human systems behave in ways that are counterintuitive to many people. Surfacing and testing our hidden assumptions about **how change works** can be the difference between success and failure.

Even when we adopt a proven change methodology, many of the core assumptions managers embrace during steady-state, coupled with the hundreds of micro-decisions they make every week, can quickly push our change effort off course.

Here are some of the more common **flawed assumptions** when leading significant change...

- we must have tangible solutions before we engage our stakeholders
- when times are tough, we need to tell people what to do, and they will comply
- updating our structure, plans, procedures, and systems will deliver the results we need
- project management is the key—plan, roll out and monitor progress until completion



Solution–Implementation paradigms almost always hit a human wall of **resistance**. Our stated goal is... **implement our solution**. Traditional change management kicks in as we attempt to **convince** people our solution is what we need. At best, most people **comply** with our directives—mediocre results follow.

New assumption: **inviting** people to **do something differently** so **they** produce better results. Improving **results** and **outcomes** becomes our collective goal. Solutions become the **tools** people identify and use as **they** lead for change.

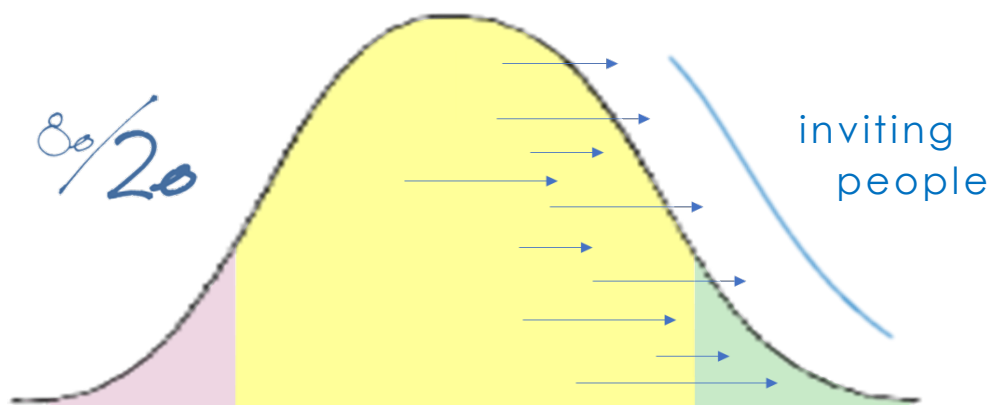
# leading for change

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## leading the curve...

In 1896, Italian economist Vilfredo Pareto published his findings that approximately 80% of the land in Italy was owned by 20% of the population. He later discovered several other 80/20 relationships. Since then, noted scientists, economists and management consultants have extended Vilfredo's early work into what is known today as the [Pareto Principle](#), or 80/20 Rule.

The [80/20 Rule](#) has many applications in *leading for change*. In *leading the curve*, our choices involve 80/20 distribution curves, depicting how most of us experience change. At a high level, we accept that some people like it, some are more or less **neutral**, and some **don't like it**. As we begin *leading for change*, the typical distribution is... 20 percent like what they have heard so far, 60 percent are neutral, and 20 percent are against it—**overall** and **by topic**.



like it or not... change happens *one idea and one person* at a time

*leading the curve* respects people's feelings regardless of how they are currently reacting—while identifying the 20 percent at the **front of the curve**... people pre-disposed to the changes being introduced... and **inviting** them to *lead for change*.

These **change leaders** assist in 2 ways... 1. *prototyping* and *piloting* changes being introduced... fine-tuning and delivering *proof-of-concept* for others to *multiply*. 2. identifying *neutral* candidates most willing to *give-it-try*... **inviting** them to join in... one idea and one person at-a-time.

Our *leading for change* lesson here is to resist ROLLING-OUT changes programmatically—setting them up for mediocre levels of support and success. Instead, introduce changes in waves, identifying pockets within the organisation most likely to support and benefit from the ideas—**inviting** people to *give it a try*—asking **change leaders** to coach and support people along the way... constantly asking ourselves, *What can I do to make this idea work?*

# leading for change

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## PRINCIPLE 3

### helping managers lead...

Ask anyone to describe what comes to mind when they think about the word, **manage**—and then ask them to state their thoughts as a single word—**control** is often at the top of the list.

When we ask people inside organisations how they generally feel about the role of **managers** and the associated **management** infrastructure (policies, procedures, plans, budgets, etcetera), many feel these things exist to **control** them.

Think about the language we use in place of **manage**, and **control** is a common substitute—project control, process control, financial control, budget control... and, and, and **control**. In high-risk settings like manufacturing, construction or aviation, safety and the environment are lifesaving concerns—**aspects of control** are mission-critical.

If our culture is dominated by **control**—it bleeds into how we view and treat people in everything they do. Managers begin believing their role is granting permission, pointing out errors, 'checking the checklist', and ensuring the work of their unit is under **control**. For most of us, at least 80 percent of our daily activities are not safety, environmental or economic threats—and yet, **control** and steady-state mindsets often prevail. Don't change anything—certainly not without **permission**. Now, we begin asking people to get excited about change—and, we wonder why they are confused.



*Margaret Thatcher*

*Mahatma Gandhi*

*Frank Outlaw*

*Ralph Waldo Emerson*

# leading for change

## from control to support...

In business and life, highly effective people are not hard to recognize. They are marked by the ability to seize their potential and to release potential in those around them. They inspire people to give their all, not because they have to, but because they want to.

What might it take for managers to play this role—inspiring people to give their all? Shifting our management focus from... **driving for results**... to... **supporting people in delivering extraordinary results**—from control to support. People believe that both results AND their needs are important—feeling pride in performing at their **personal best**.

Making even subtle changes in a manager’s role has implications—policies, promotion criteria, capabilities, behaviours and mindset—to surface just a few. Our choice here is...

what happens if we do not embrace this shift in managerial focus?

As leaders, our lives are busy, demanding and full of ambiguity. Hundreds of books and competency models describe **what** leaders should do—well-intended, often difficult to remember, and even more difficult to implement. Consider this powerful, easy-to-remember and easier-to-implement **leader effectiveness** alternative...

### creating the conditions for others to excel...

know, able, equipped and want



[click for more details >](#)

# leading for change

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## PRINCIPLE 4

### leading like an elite architect...

Most elite architects describe their profession as 2-parts *science* and 1-part *art*. The *sciences* in play are engineering and behavioural science. The *art form* is game-changing *imagination* and a seasoned ability to pull it all together. Elite architects live by the maxim *form follows function*. They *begin with the end in mind*—imagining *people* inspired by the destination—wanting to live, play, explore and learn—in and around the spaces they create.

Organisations have much bigger footprints and are far more dynamic than a magnificent building. We can still learn from elite COMMUNITY architects—how they paint an inspiring picture of the future—taking in the needs of the surrounding landscape and the full breadth of their many stakeholders—**inviting** others to invest, design, build and live within overarching *design criteria* for the COMMUNITY.

Many of Oman’s primary sectors are now managed as single value chains. Significant progress is being made in **aligning** and **integrating** across legal, financial, organisational and asset boundaries—while redesigning processes, systems and policies.

It is time to **align** our approach to change and *‘ways of working together’*—delivering **one** shared purpose and strategy—winning together for Oman.



In the same way OMRAN uses architectural drawings to inspire funding, blueprint-level design and building of the Mina Sultan Qaboos Waterfront Project, we can deploy architectural-level design principles to assist all internal and external stakeholders in delivering aligned and integrated solutions throughout our primary sectors.

Oman’s primary sectors depend on integrated decision-making, seamless service delivery, and information flows throughout their *end-to-end* value chains.

Fully delivering our strategies often requires expert assistance in a wide array of topics. We need ways of ensuring expert advice, management decisions and the well-intended actions of every person remain **aligned** and **integrated**—across the entire system; **blue arrows** every day.

# leading for change

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## 4 practical ways to accomplish this are...

### 1 purpose

help **everyone** remain connected with an **inspiring** purpose and change story — continuously answering the **4 big questions** described in **PRINCIPLE 2**

### 2 principles

adopt simple and easy-to-remember **guiding principles** that help people plan, design, decide and remain aligned as they face real-world challenges and everyday choices

### 3 scalability

develop our story, frameworks and tools in ways that **scale vertically, horizontally** and into the **future**—keeping things simple and consistent—from the boardroom to the frontline, from function X through department Y, from planning through execution. **same story—same approach—always.**

### 4 change leaders

coach **change leaders** to assume an **architect role**—as new ways of working together take hold, the need for a formal change architecture fades away



Frank Gehry – elite architect – YouTube 2:00 minutes

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## VIDEOS



[start with why...](#)  
by Simon Sinek  
YouTube 2:50 minutes



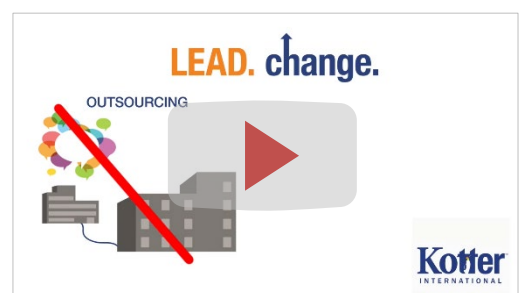
[context vs compliance...](#)  
by Dr. Sumantra Ghoshal  
YouTube 8:13 minutes



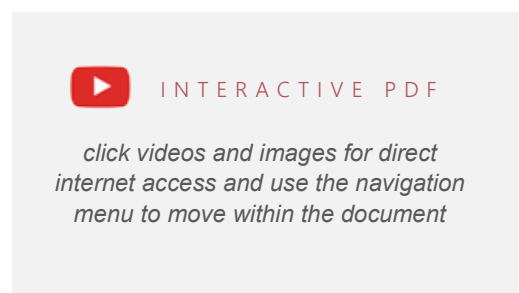
[viral change...](#)  
by Dr. Leandro Herrero  
YouTube 4:20 minutes



[say less, ask more...](#)  
by Michael Bungay Stanier  
YouTube 2:58 minutes



[insourcing change...](#)  
by Dr. John Kotter  
YouTube 2:51 minutes



leading for change \_\_\_\_\_

more details...

# leading for change

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asking **why–who–how** before deciding **what** to do...

Leading successful change involves **4 big questions**—asked repeatedly as each new group of people get involved. **inviting** people to personalise their answers to these big questions increases individual commitment—**asking** people to reshape their answers in groups builds **alignment** and **commitment** to deliver shared goals. Beginning with **why** invites people to play the long game.

## 1 **why** do we need to change?

- internal reasons... health and safety, operations, profitability, execution, improvement ideas, patents...
- external reasons... legislation, competitors, customer and shareholder expectations, market or supplier changes...
- benchmark comparisons that demonstrate either a need for improvement or untapped potential
- why do we believe this change is important and why do we believe it is possible?
- how will we define success? how will we know we are successful? (observable changes and outcomes)
- what types of 'big picture' changes are needed for us to be successful? (described as moving from... X to Y)

## 2 **who** needs to do something differently to deliver the outcomes we are seeking?

- why are people not doing these things today? Know? Able? Equipped? Want?
- is any person or group delivering the desired results today, and if so, what are they doing differently, and why?
- who are the people that will most influence this change?  
(at all organisational levels and considering customers, suppliers and other important stakeholders)

## 3 **how** will we help people align and commit to making change work?

- how do people describe our new direction and why do they believe it is important?
- how do people feel about the desired change and what will it take for them to give it a try?
- how do people describe what they will do to make this change work in their part of the organisation?
- how do people describe the critical few behaviours that will drive and sustain positive change?
- how do people describe any additional changes they would like to make in support of our new direction?
- how do people describe the support they need to deliver the desired results? Know? Able? Equipped? Want?

## 4 **who** needs to do **what** by **when**? (Project Management 101)

- what are the deliverables, timelines and success criteria for each person and group involved?
- what is the minimum amount of structure, reporting and coaching we need to guarantee success?
- how can we help people share stories about why and how they are making change happen?
- what types of support are required for our key influencers to feel supported, effective and recognised?

[click to return >](#)

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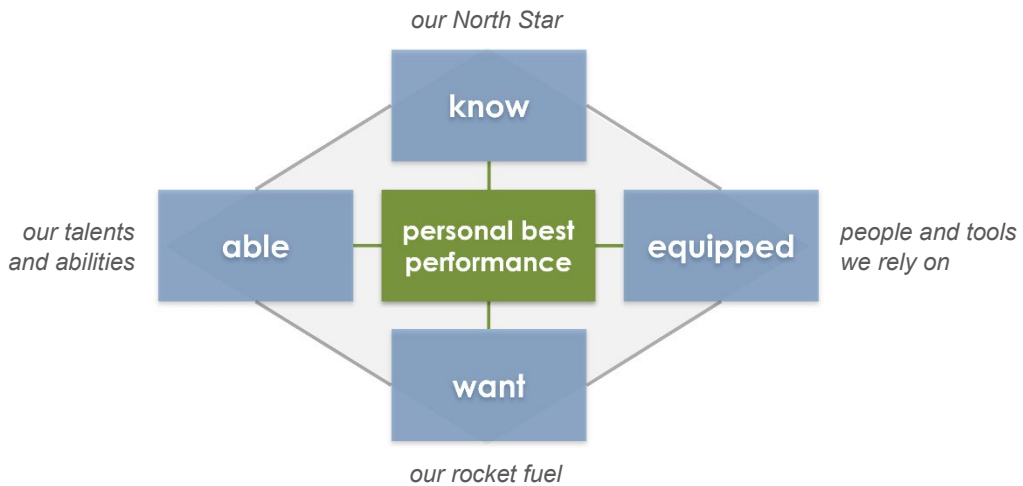
PRINCIPLE 3

PRINCIPLE 4

VIDEOS

# leading for change

creating the conditions for others to excel...  
know, able, equipped and want



These 4 conditions form an interdependent system. Research shows that in **90%** of cases, at least **3 of the 4** conditions must be addressed in an integrated way to achieve sustained improvement over time. A common blind spot is relying on training (able), town halls (know), or resources (equipped) as standalone solutions.



[click to return >](#)

leading for change \_\_\_\_\_

