

Learning with Leaders

Leading Positive Change - How to get people to engage in the change process willingly

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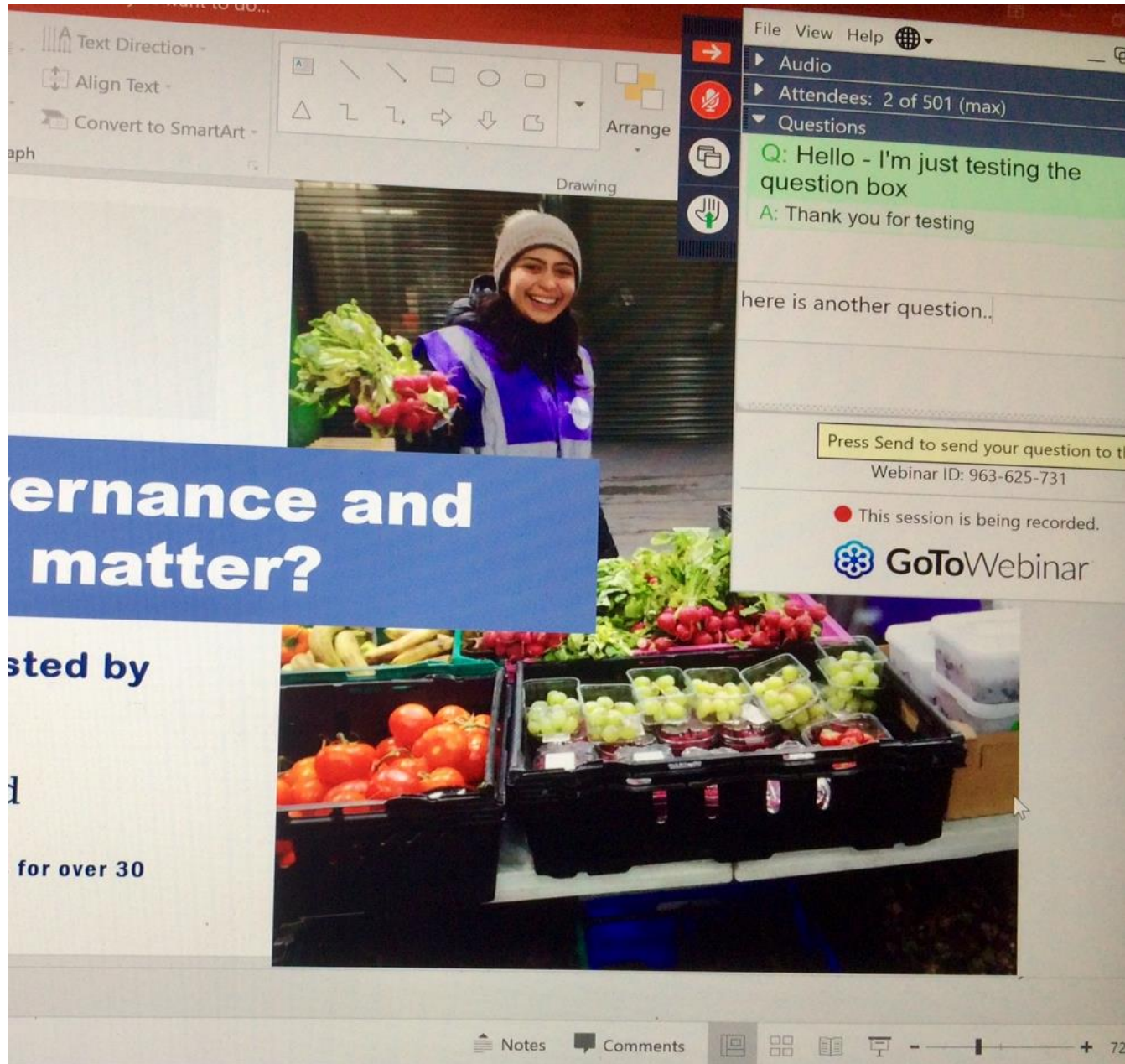
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Engaging
Change

A people-centred approach to
business transformation

MARK WILCOX
AND MARK JENKINS



This is a webinar where you can see and hear the presenters but we can't see or hear you.

There will be time at the end of the webinar for questions. Please post them in the Questions section.

We will send out recording, slides, and any other useful information the day after the event



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Engaging Change

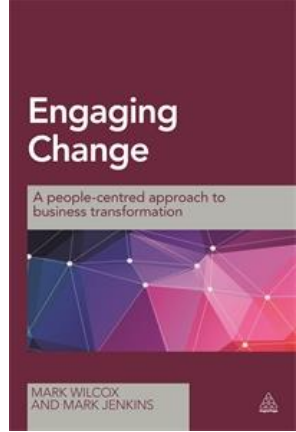
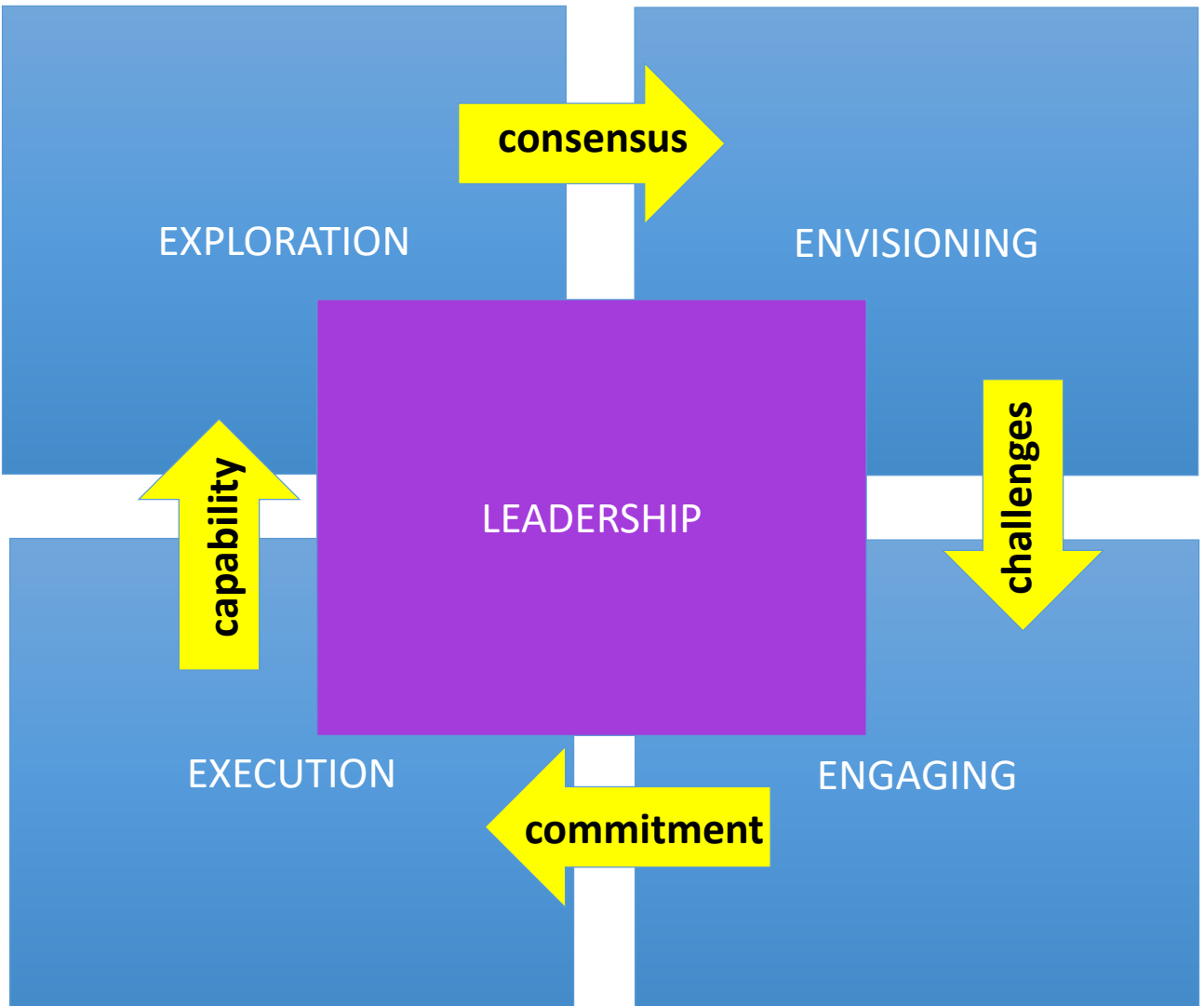
:methods to positively align your leadership, people and culture

Our aims:

- To understand a framework for engaging others in change
- To enable you to learn a new tool and technique for engaging others in change
- To understand the psychological principles behind the framework
- To answer questions you have about change in your own organisation



Engaging Change - the framework



Exploration

- Looking at what is going on in the wider context
 - Society
 - Economy
 - Legal
 - Competition
 - Future trends and their consequences

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Envisioning

Taking what's invisible but aspirational and making it transparent.

- looking forward to a future state of the organization
- questioning each element of the organization's operation
- being honest about where you are now
- being realistically ambitious about the future
- questioning and stress testing all assumptions

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Engaging

Determining the key challenges and assigning willing hands

- operationalising each element of the road map
- inviting people to take responsibility
- leading by example
- removing things from roles not linked to change

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Execution

Ensuring all the resources and capabilities are in place

- Communication of progress and problems
- Allocation of resources to remove blocks
- Coaching and training to ensure capabilities
- Reviewing targets, priorities and amending as required
- Maintaining momentum and enthusiasm

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Psychology of Change

- People want to know why things need to change
- People want to be included, share ideas, concerns and issues.
- People follow examples set by people they respect.
- People need different amounts of time to adjust.
- People trust behaviour over rhetoric everytime.

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Transformation Mapping

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Transformation Mapping Workshop

The Transformation Map is typically developed through a Workshop with Key Stakeholders

Preparation and workshop activities:

- 1 Develop a strong Vision Statement - the “TO BE”(Where do we want to be?)
- 2 Describe the “AS IS” situation (Where are we now?)
- 3 Define “shortlist” of major spokes (big buckets) for the Map (lines of development or workstreams)
- 4 Collect information on known initiatives - current and planned
 - Time scales, resources required, investment, benefits
 - Dependencies/Interdependencies on other initiatives
 - Strategic importance

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2010

2011

2012

Example Start and Future States: Global Retail Business

Leadership & People
Development

Product and Assortment &
Planning

Metrics

Narrative

€ 3.35 billion
 € 160 m op profit
 50% web, 40% Telephone, 10% store
 47% family, 35% large, 10% men, 8% SH
 47% Fr, 33% USA, 20% Europe
 70% Apparel, 24% Home, 6% SHL

Customer satisfaction not measured across business
 E commerce not good enough
 Marketing file management is not enough
 Leadership is not defined and needs to improve
 Sourcing is industry standard and works
 Assortment planning is poor

€ 5 billion 4.3b win back
 € 700 m acquisition ; double profit
 75% Web, 15% Telephone, 10% store
 40% Large, 35% Family, 10% Youth, 15% SHL
 35% France, 30% USA, 30% Europe, 5% China
 79% Apparel, 16% Home, 5% SHL
 Leading fresh design
 Assortment planning that is world class
 Leaders leading performance in the industry
 Marketing redefined and comprehensive
 Customer satisfaction measured and above 95% in all businesses
 E commerce is world class

- Mandated Swim Lanes**
1. Leadership & people development
 2. Product & Assortment Planning
 3. E-store
 4. Marketing

E Store

Marketing

2010

2011

2012

XXXX

Target End 2012

- ✓£50m organic sales of which over 40% indirect
- ✓99.99% service availability guarantee
- ✓5 Regions operating profitably (US/UK/DE/Ben/Nord)
- ✓Average of 2 products per customer/ARPU up 25%
- ✓Fasthosts reputation for transparency and trust
- ✓Recognized leader in IAAS to SMB through channel
- ✓>80% of our employees would recommend our products and our business as a place of work
- ✓We are seen as a peer business t
- ✓EBIT sustained at >25% minimum
- ✓Churn reduced by 30% across all product lines
- ✓Market Leading products
- ✓World class infrastructure

Finance

Route to Market

Product Roadmap

Agree Group position on US Assets & Loan
 Develop DC Investment plan for UK
 Introduce CC Debt Process & credit control
 Group + FH Improve transparency
 Mgmt Acqs by product & RTM

Formal Asset Register
 CP SQL Integrity excel
 Direct Debit Support
 Operations Insurance reviews
 Implement regional accounts & reviews
 Legal review of Misuse policy
 TRF SLN Assets to FH
 Debt churn reduction by 20%
 Deliver PCI compliant payment gateway to reseller/customers
 Implement 3D secure & retire Maestro

Control Panel to SAP integration
 Establish Data Warehouse
 UK, US, NE and DE Profitable
 Achieve market differentiation with 1&1
 Seen as predominantly growing SMB & indirect via ISV/Channel/OEM
 UK, US, NE and DE Profitable
 DE Channel launch
 DE Self Serve launch
 Sedo MLS

Move to B2B messaging
 Define Self serve Rules of engagement for channel clarity
 Launch IT Channel Program & Recruit 30 UK & 5 US partners
 Launch RISE as Channel brand
 Launch DCoD as Cloud brand
 Launch Telco Channel
 Productise Channel 'on boarding'

Productise On boarding Distributor/s
 Review Direct vs Indirect product sets
 Source CRM capability
 USA Channel launch
 NE Channel launch
 Increase partner base 50 UK, 15 US, & 5 NE
 Achieve one customer view for direct & indirect
 Service Provider bundle (mail/mobile)
 Mobile CP & provisioning
 SAAS Applications STORE
 CP DE Localization
 CEBU Support Realigned?

Enhanced Fraud Prevention
 Management Academy LM Presentations & reporting
 Climate Survey
 Sedo MLS
 Align global DC facilities
 B2B/B2C Separate Servers?
 Implement CP6 & DCoD for DE
 Achieve UK geographic DR capability
 Close Discovery House DC

Clear brand & service strategy?
 Adopt new Control Panel/CP6
 New HQ office
 DE Call Centre service
 Management Academy LM Presentations & reporting
 Climate Survey
 Sedo MLS

Launch IT Channel Program & Recruit 30 UK & 5 US partners
 Launch RISE as Channel brand
 Launch DCoD (Channel) VLAN
 DS/VS Monitoring Solution
 VPS Phase 1 & 2
 Secure Online Storage
 DS REFRESH

SharePoint & Dynamics SPLA solution
 Unified Comms solution
 Channel CP Upgrade
 GoMobi
 New NGH Sitebuilder
 Exchange 2010 Service & Themed Server
 Upgraded DSL
 Leverage ZOHO
 Social Media Monitor
 Security VS/DS solutions
 Full E-commerce Server (ePages)
 Mobile Mail provisioning
 Small Business Bundle
 DS REFRESH

USA Call centre
 Launch Customer User groups
 Management Academy LM (Finance & decision making)
 Climate Survey
 Adopt Industry Code of Practice
 Shutdown CP4 platform
 Network Transit
 Single Customer view
 Registrar Service move
 Upgrade obsolete infrastructure
 IP4 to IP6
 Replace Matrixstats
 New UK data centre Build out

Align CP5 across FH businesses
 Start Delphi Transition
 Review virtualization strategy
 Remote Worker tools for field staff
 Implement Changes for NE channel
 Review Registrar
 Utilize 1&1 NGH toolset
 Implement SLN to FHUK?
 Review Registrar
 Secure US & DE DCSpace
 Migrate SLN to FHUK?
 Review Registrar

Reshape Hosting packages
 DR & Backup Themed Server
 Firewall, VLAN & VPN via CP

Proactive customer Notifications
 Enhance online experience (Chat/Co browse)
 Identify & capture customer types
 Increase Online self help & monitoring
 Evolve Internal customer mindset
 Office Environment & Car parking
 Climate Survey

Succession planning
 Home Working policy
 Goal alignment x-function
 Attraction Tactics for recruitment
 Progress Acquisition options
 Align with Group HR competencies

Review Registrar
 Utilize 1&1 NGH toolset
 Implement SLN to FHUK?
 Review Registrar
 Secure US & DE DCSpace
 Migrate SLN to FHUK?
 Review Registrar

2010 Status

- £34.5m (indirect only 20%)
- Direct transactional business model
- Around 99% service availability
- Focus on UK Market activity only
- 1.0x products per customer/low ARPU
- >5% of social media commentary is -ve
- Dominant player in UK Shared hosting
- Employee confidence in products and company improving cautiously
- Group unclear on FH role/strategy
- EBIT 25% or more
- Churn 2.3% / month
- Lagging on product development
- Lagging on infrastructure/High SPOF's

Customer Lifecycle Analysis & process review
 Define SLA's & Measure
 Reward systems review
 Delivery of ADP Payroll intranet
 Strategy Presentations (July)
 Training plans in place for all depts
 Update Capex f/cast
 DCoD Buy or Build?

Formal Comms Strategy
 Management Academy LM
 Employee Board
 Group Network SLA
 Romania & CEBU SLA's
 Decision On Data centre
 Resolve VLAN Critical flaw
 Restructure Operations management
 Implement US DR/BU services
 Launch US VPS
 Upgrade SWH Operation Systems

Storage review Decision
 Restructure Operations management
 Implement US DR/BU services
 Launch US VPS
 Upgrade SWH Operation Systems

XXXX

Customer Experience

People/ Employees

Group

Operations/ Infrastructure

"An essential manual for all change managers."

Professor Ian Wallace, Pro-Vice-Chancellor – Defence and Security, Cranfield University

"There are lots of experts and models around change, but few seem to focus on harnessing the energy and wisdom of the people most impacted by the change. Wilcox and Jenkins give a great illustration of how doing this is the only way to successfully implement real change."

Roy White, Senior Vice President Human Resources, Sony Mobile

Based on the underlying principles of social psychology, **Engaging Change** offers practical solutions to exploring, envisioning, engaging and executing successful change initiatives. Any significant organizational level change initiative is dependent on the engagement of the people working in that organization. Without engagement, change will falter and ultimately fail. **Engaging Change** goes behind the scenes of change management to help managers, consultants and practitioners understand why some things work and why others don't.

Engaging Change addresses current challenges such as how to understand the environmental context driving the need for change; how to initiate and sustain momentum throughout the change programme; how to institutionalize structural and behavioural change; and how to create compelling visions. With case studies from Sony, Nestlé and the British Army, amongst others, the text provides practice-based insights into the realities of leading sustainable change.

Mark Wilcox is a business change expert with over 30 years' experience in some of the world's biggest companies, including a Director role at Sony Europe. He currently runs Change Capability Consulting Ltd where he has worked with clients such as Microsoft, the British Army and Balfour Beatty. He has contributed to the MBA teaching at Bradford School of Management, Manchester Business School, Warwick Business School, Cranfield Business School and the International Master's in HR Leadership at Bocconi University, Milan.

Mark Jenkins enjoyed a 38-year career in the British Army before joining Cranfield University at the Defence Academy of the United Kingdom where he was the lead for Through Life Capability Management on the MSc in Defence Acquisition Management. He established Capability Management Consulting in 2011 and since then has advised public sector, commercial and not-for-profit organizations on how Capability Management, an innovative, systems-based approach to organizational development, can help organizations generate and deliver sustainable competitive advantage.

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Change management

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Thank you

Mark Wilcox

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