MAKING IT HAPPEN
THE ROLE OF LEADERS IN MANAGING CHANGE
Bublu Thakur-Weigold, ETHZ
WHAT WE DO
RESEARCH & PRACTICE

«Innovation Diffusion»
20 years in industry
+ 10 years at university,
...6 of which are HumLog

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Good ideas die.
  • Yet we desperately need them.
  • Why don’t people make more use of them?

What can a leader do?

What can you do?
THE LEARNING-DOING CYCLE

- Theorist
- Pragmatist
- Activist
- Reflecting

Source: Mumford & Honey

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WE HAVE PREFERENCES

„I like to make up new ideas: talking and writing about them, also dreaming what could be done."

„I like to check up on whether we hit our targets and report on performance“

„I like to be out there and just get it done – NOW“

„I like to make project plans and guidelines and budgets“

Source: Mumford & Honey

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WHAT WE TRY

Communications
• Here’s our strategic plan. Just do it.

Trainings
• If we fill their knowledge gap, and build skills, they will do it.

Professors
• Here’s my 60-page paper. It’s all in there (good luck with the math).

Consultants
• The expert will make it happen. They deliver a report (and wish us good luck)

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OBSERVATIONS

We tend to manage and report activity

Results are the only thing that matters

Focus on outcomes and «schedule backwards»

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OWN IT

Collective Intelligence
• Tap what your people know
• Tacit knowledge: know-what+ know-how+know-who…

Business Case
• What you do is unique (better be)
• Your solution must be customized

Strategy
• Your plan must align to your strategy

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# CLARIFY & DIAGNOSE

BEFORE YOU BEGIN

| Problem Statement | What problem are you trying to solve?  
What is the evidence evidence that this problem exists? |
<table>
<thead>
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<tbody>
<tr>
<td>Project Objective</td>
<td>Summarize the purpose of the project work at a high level</td>
</tr>
<tr>
<td>Scope</td>
<td>What parts of the problem set are you going to tackle and what are you not going to address (for now)?</td>
</tr>
<tr>
<td>Resources and Roles</td>
<td>Who will do what? Are they qualified to do so? Are they available?</td>
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</table>
| Expected Outcomes and Deliverables | What is the current state? How will this change as a result of the project  
(specific a measure of the target state)? What will you have in your hand? |
| Issues, Challenges, Risks | Anticipate what can go wrong and the roadblocks you may encounter                               |
| Economic justification | Compare the cost of doing nothing to the cost of executing the project                        |
| Project timeline and milestones | When will you begin and when will you end and if you schedule backwards can you realistically achieve your outcome in that time with these resources? |
SET YOURSELF UP TO WIN

INPUTS

Convene cross-functional teams
• Your organization is a system
• One strong LEADER can’t make it all happen
• Chances are, people need to work together

Research your own Business Case
• There is intelligence in your organization
• Collect and learn from your own data

Study the relevance of pre-existing solutions
• Academic papers, news items
• Experts, knowledge brokers

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STILL GOTTA OWN IT OUTPUTS

Prototype your solutions as a team
  • Apply the deep dive method
  • Use the expert outsider to facilitate

Implementation Roadmaps
  • Timeline with milestone
  • Stakeholder analyses
  • Accelerators and Roadblocks

Governance process
  • Management Team signs off plans
  • MT follows progress and communicates
MANAGING PERFORMANCE

- 2 months

- 1 month

0 month

12 months

Challenge Diagnostic
- Clarify situation
- Focus on problem
- Define success

Preparation
- Targeted research
- Secondary research
- Knowledge gathering

Offsite Event
- Innovation Process
- Solution definition
- Execution & Change Mgt Planning

Follow up and Implementation Support
- Post-event check ins
- After Action review
- Additional consulting available

Team building and Leadership Development

Source: e3 associates

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WHAT IT LOOKS LIKE

WHY THIS

WS NEEDS

to happen?

COST OF DOING NOTHING

KICKOFF + SE

PRE-WORK

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MANAGING PERFORMANCE

Most frequent cause of failure is a poorly-defined problem.

Don’t forget the Governance process!

• Daily life overwhelms your teams quickly
• MT is now on the hook to sustain focus & pressure

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WHAT SURPRISES ME

I was asked in to solve a technical problem.

Always.
WHAT SURPRISES ME

I am remembered for the changes in behaviour:

✓ Conflict went down
✓ Energy and productivity went up
✓ Teams are speaking the same language
✓ They buy-into change because they own it
✓ «Ordinary people» become LEADERS

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“It always seems impossible until it’s done.”

Nelson Mandela
MEASURING PERFORMANCE
A CASE STUDY