Planning and Leading Complex Change

We will start at
12:30 pm

Visualising leaders' thinking about changing culture and people

Brendan McCarron

- Focus on: leadership and influencing; project and programmes, and; improvement and measurement.

- Wide public and private sector experience.

- Run CIPFA's Leadership Academy for serving and aspiring CFO's; the CSL's SRO workshop programme; in 2012, appointed an Honorary Senior Fellow a INLOGOV.

Planning and Leading Complex Change

- Learning objectives
    - Give a taste of the highly visual approach to planning complex change and transformation
    - Highlight some practical ways of thinking about cultural and personal change

The future

- Bigger, bolder, badder and less *predictable* "black swan" change

- Aggregation of solutions increasing complexity **and** opportunity

- Speed of change in demands and supply side

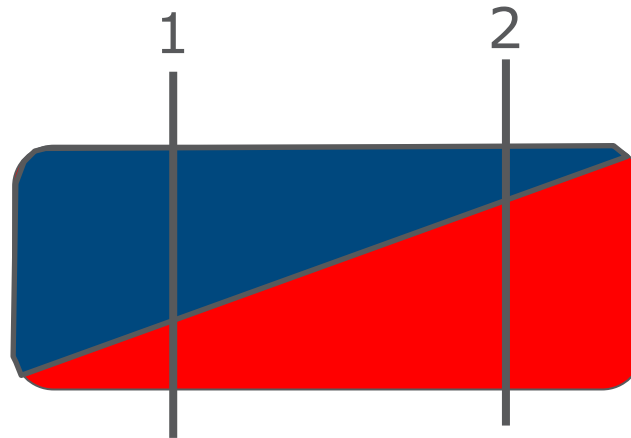- More and more informed/active customer/ stakeholder interactions


"who'd have thought it?"

4

"Type 1" and "Type 2" problems

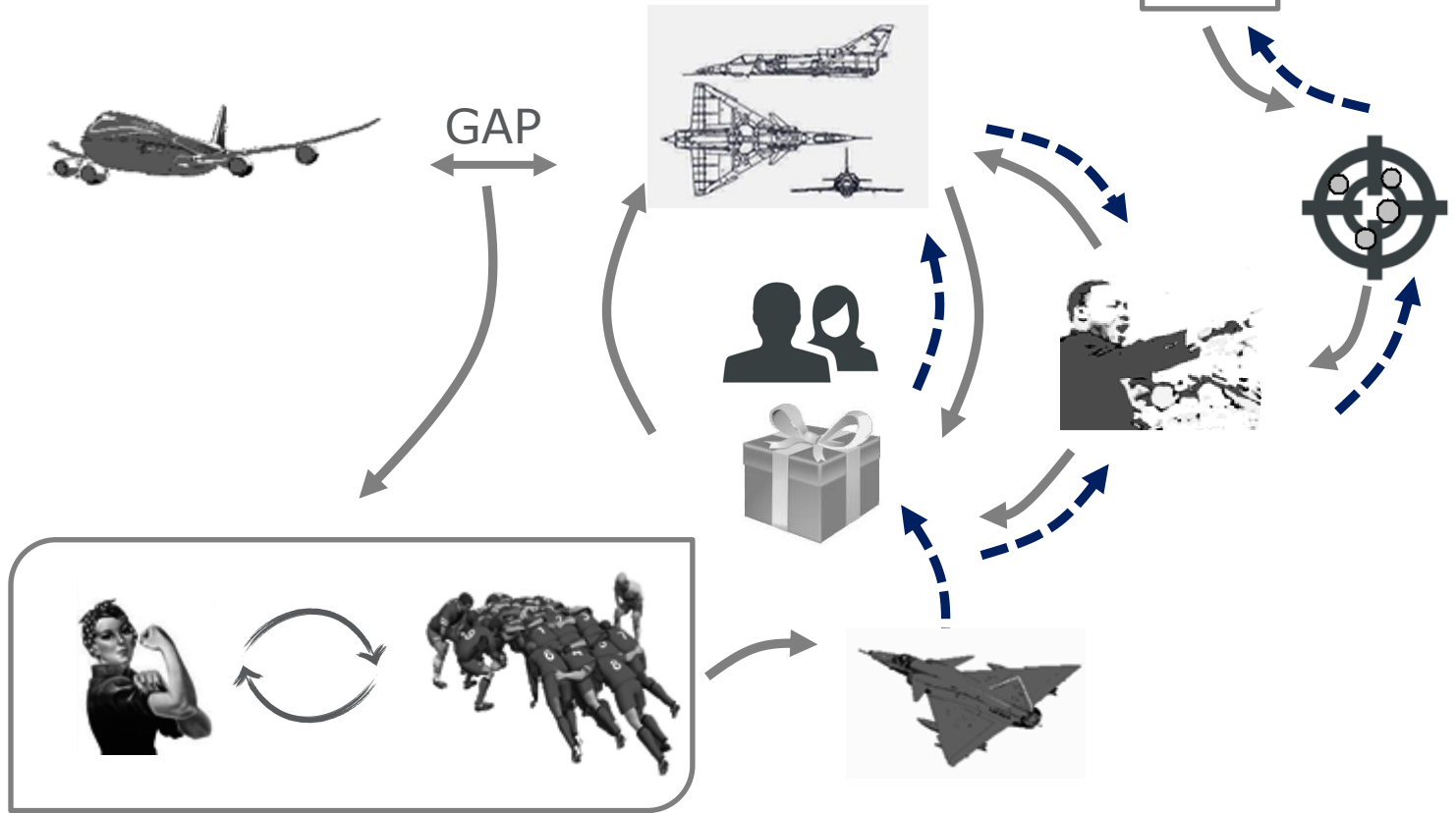- Type 1: Existing and desired states clear and agreed upon - relatively low risk solution possible, *Plan-able*

Type 2: Existing and desired states unclear and not agreed upon - no one answer, an accommodation possible; but risky and uncertain, *Sense-able*

1

2

Organisations for type 1 and 2 worlds?

Visualising leaders' thinking

GAP
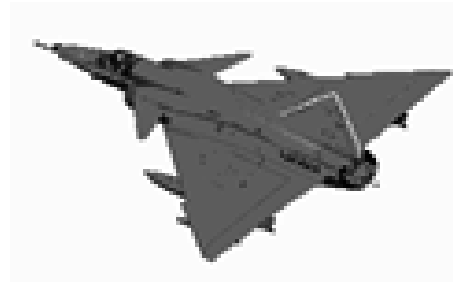
Pressures to change

- Responses or pro-active actions to address emerging business needs:
    - Client needs shifting in nature and volume
    - Regulations changing
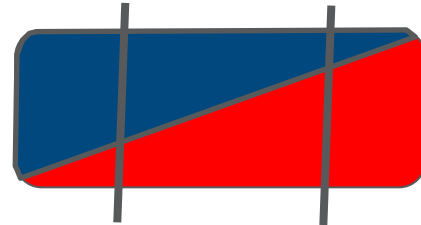   - Cost constraints
    - Opportunities

Objectives

- Overall purposes or spending objectives
- Customer outcome focused
- Distinguishable from the means of provision
  - Specific (ish)
  - Measurable (ish) objectives

If easy to identify, likely to be type 1 problem

If type 2 problem, unlikely to be clear at first and likely to need reviewing

Vision – compelling picture of better future

- We do…
- We are…
- We deliver…
- We believe…
- We value…
  - and
- Our culture is…

- Present tense word- picture of what we want do be, as if we are already there in the future
- Something easy to grasp and that gives a sense of direction

Benefits

- Directly related to outcome objectives
- Measurable impacts on specific stakeholders perceived by them as valuable (or value destroying!)
  - Indicators of the progress of the changes and transformations

| Planned-for positive benefits	Planned-for negative dis-benefits:
Emergent benefits	Emergent dis-benefits

Stakeholders

- Include:
  - Immediate beneficiaries
  - Secondary beneficiaries
  - Internal actors
  - Partners

- Play active parts in planning and deploying change
- It is they who transform ways of working and are themselves transformed
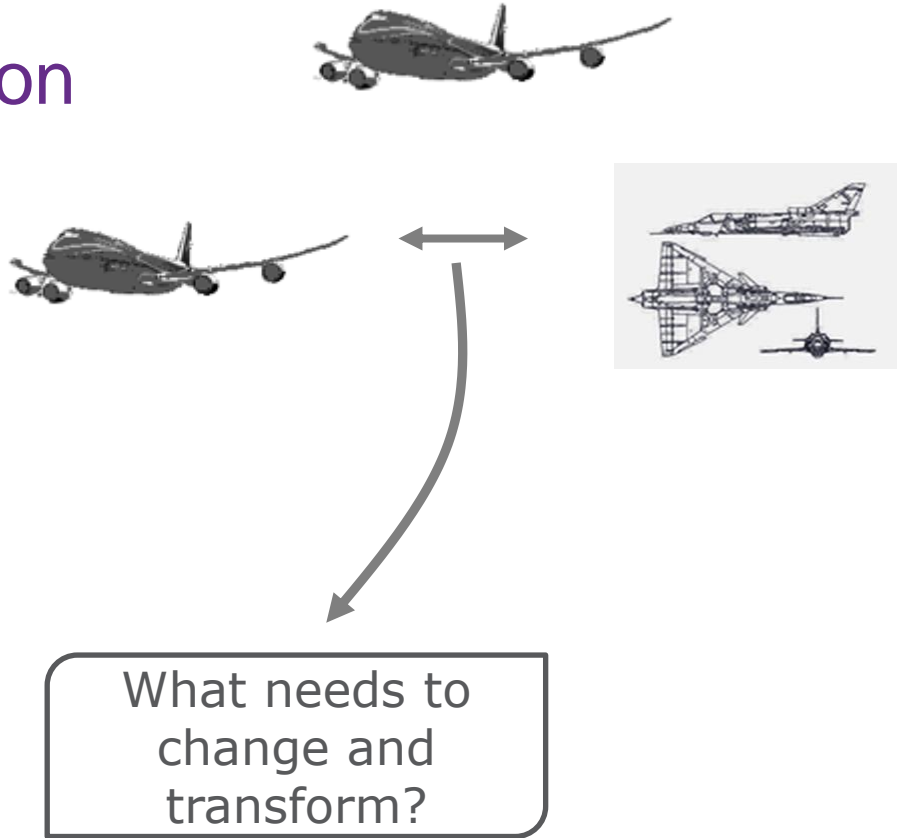
Blueprint or Operating Model

- "Design brief" for new organisation and its way of providing value to its stakeholders:
    - Strategy
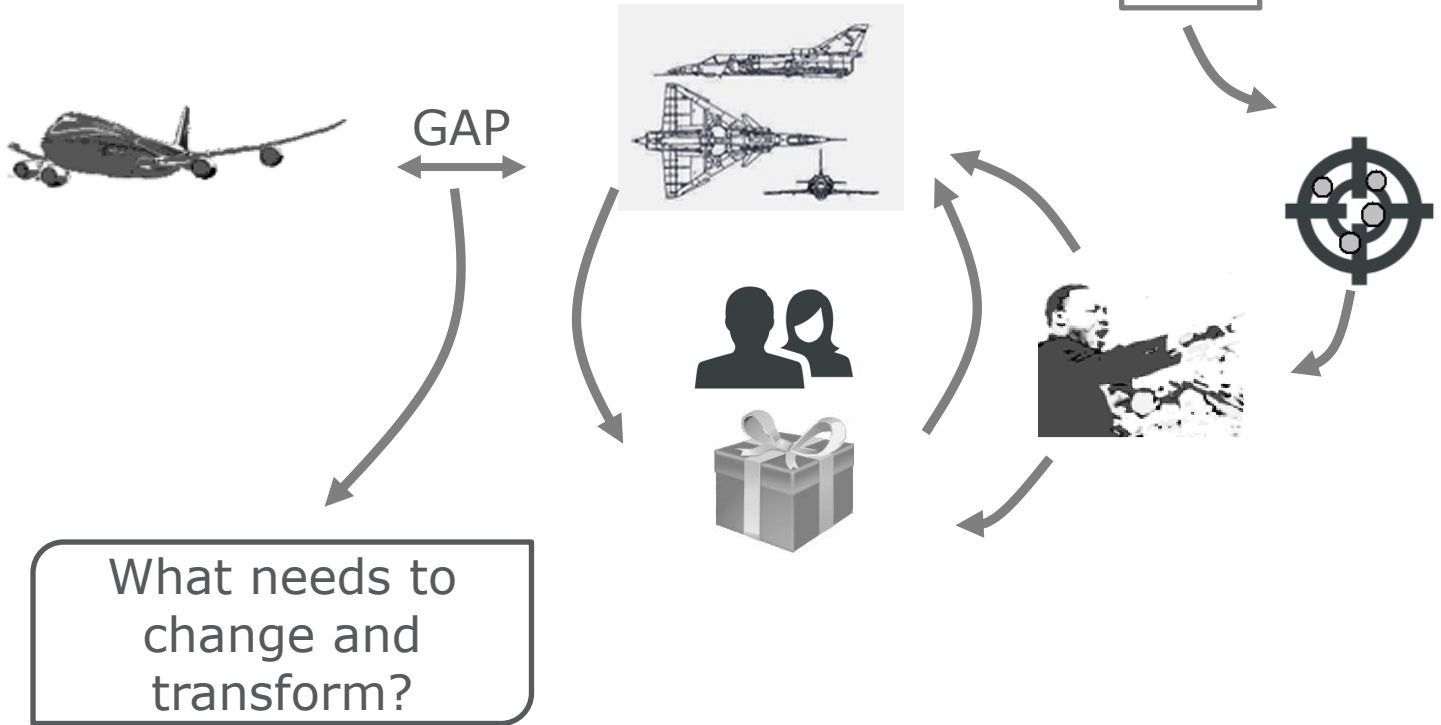   - Structures
    - Systems
        - And
    - *Culture*
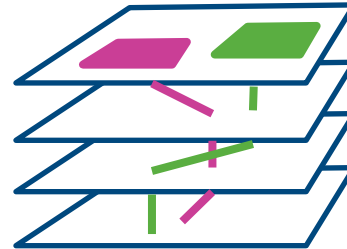
The current situation

- In contrast to the blueprint/future operating model, covering:
    - Strategy
    - Structures
    - Systems
        - And
    - *Culture*

What needs to change and transform?

So far…working backwards

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What needs to change and transform?

What needs to change and transform - Change projects

- New outputs, in the form of strategies, structures and systems
- Nurturing of existing strategies, structures and systems to ensure their continued relevance

- Need close coordination between change projects and transformational implementation activities
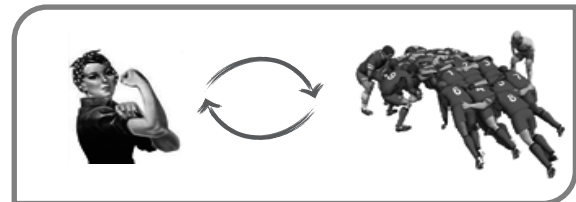
What needs to change and transform - Implementation

- How the products of projects are used to bring about he transformations in the way the organisation does business

- Not an event; more of a journey
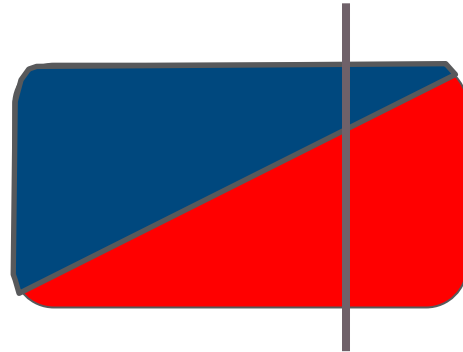

IT LOOKS EASY, BUT TRY IT.
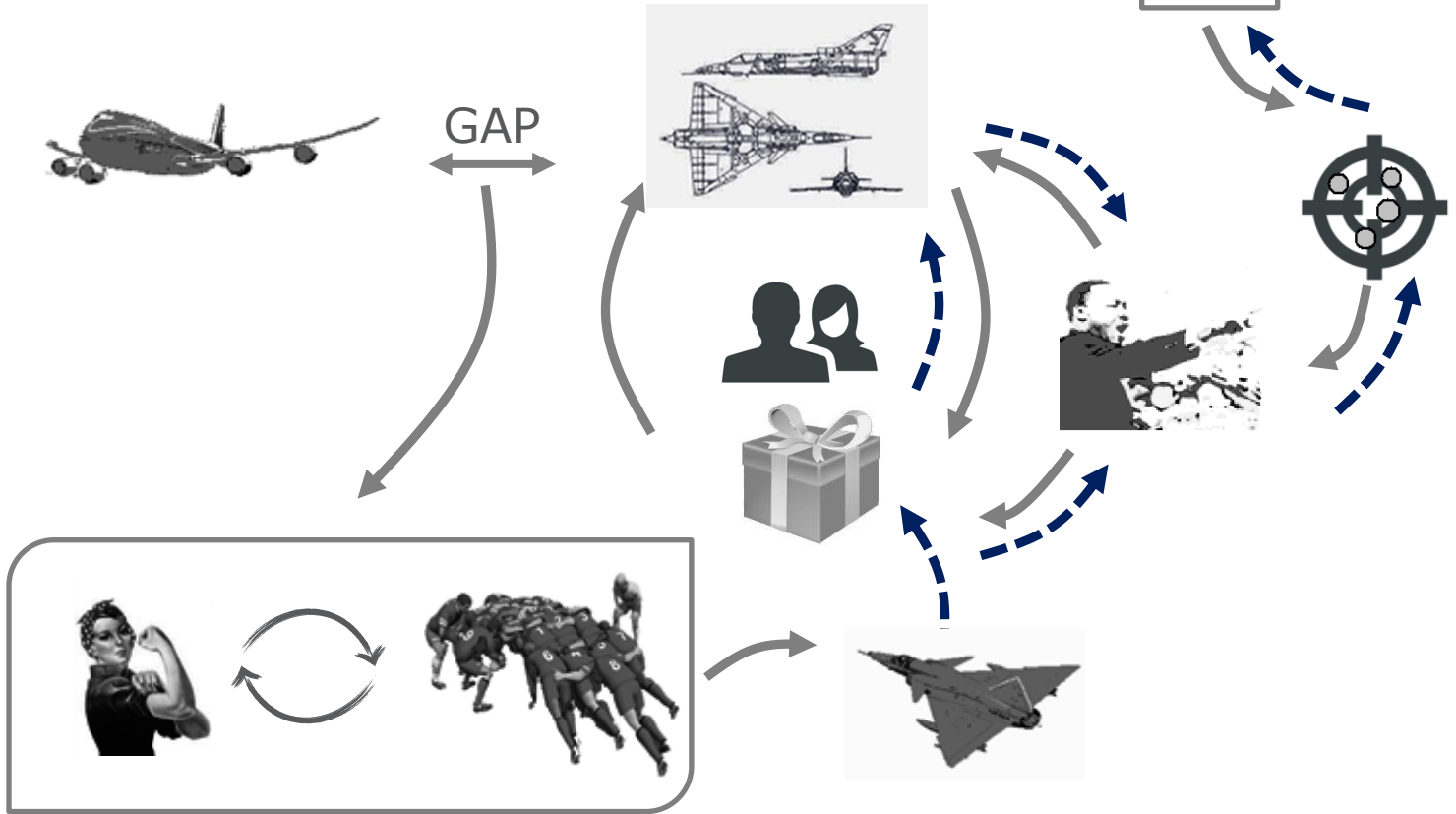
The finished product

- A *transformed* organisation capable of delivering the required benefits, one with the right:
    - Strategy
    - Structures
    - Systems
        - And
    - Culture
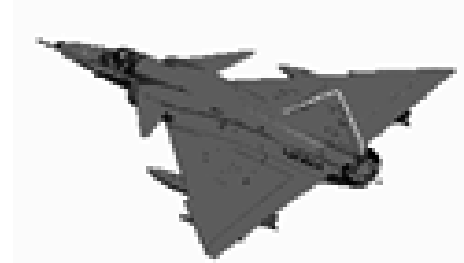
- Flexible enough to complete the mission, *even in the face of type 2 uncertainty*

Visualising leaders' thinking

GAP

Final points

- Clarity is good but if things always clear you may not be trying hard enough
- Speak about the transformed organisation as if it already exists
- Change easier to plan and execute than transformation

- Learning to ride a bicycle a visible skill; learning new values and ways of thinking invisibly follows similar processes
- Should now appreciate the value of a <u>visual approach</u> and some of he practical ways of thinking about how organisational culture and people change