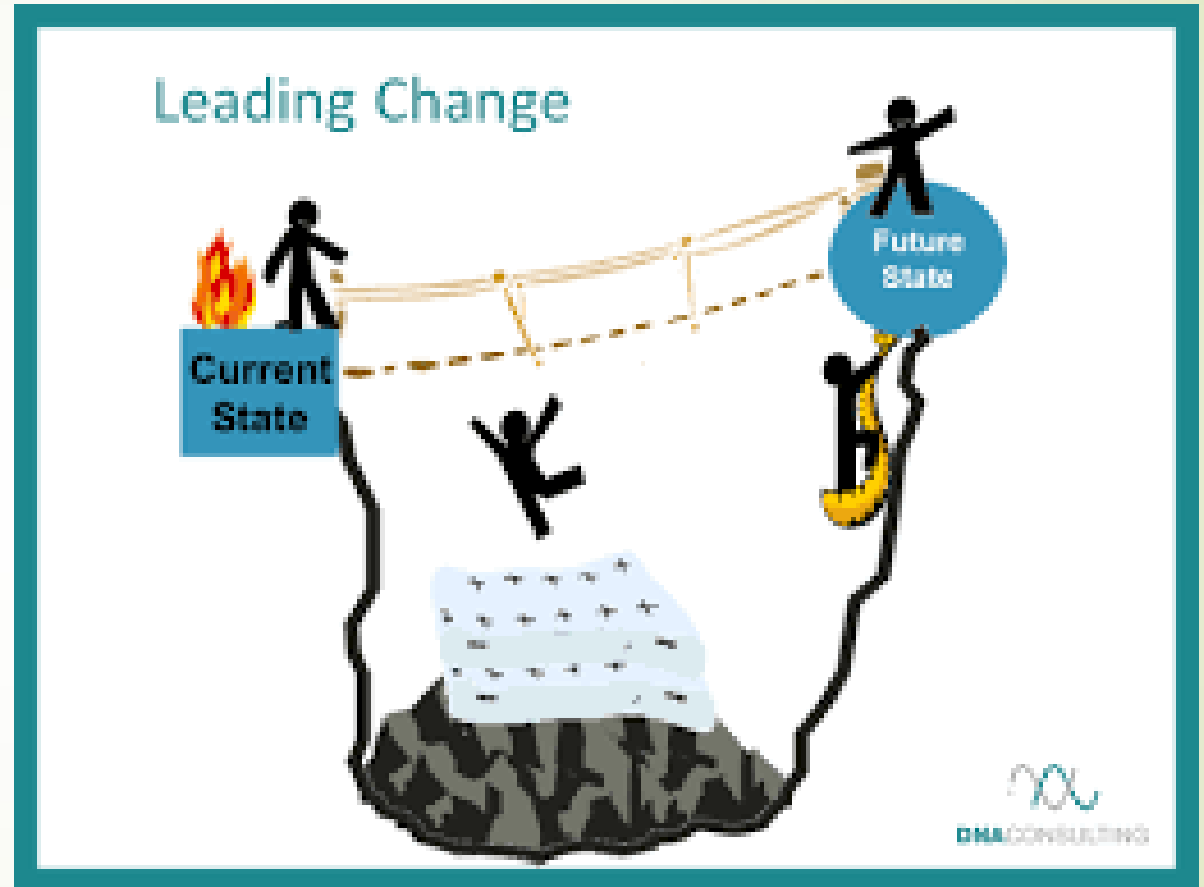
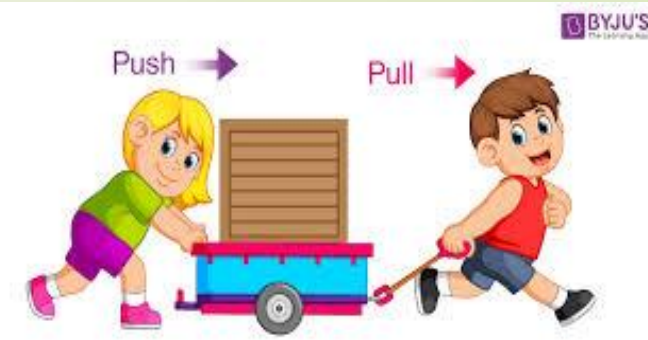


Leading Change and Innovation



Forces of Change



External

- ▶ Govt. policies
 - ▶ demonetization/GST implementation
- ▶ International politics
 - ▶ China/Pakistan
- ▶ Developing technology
 - ▶ Dial up to Broadband
- ▶ Customer needs and preferences
 - ▶ Big sized televisions
- ▶ Environmental factors
 - ▶ Global warming/reducing plastic usage

Internal

- ▶ Structure-focused change
 - ▶ Introducing bureaucratic structure to reduce corruption/Vertical to horizontal
- ▶ Individual or group expectations
 - ▶ Focus to increasing motivation/changing appraisal system/focus to D&I
- ▶ Human resource planning
 - ▶ Special drive to recruit/developing resource as proactive and reactive measures
- ▶ Resource constraints
 - ▶ Financial/human/layoff

Types of Change

SLOW

- Incremental
- Continuous
- Evolution
- Convergence

RAPID

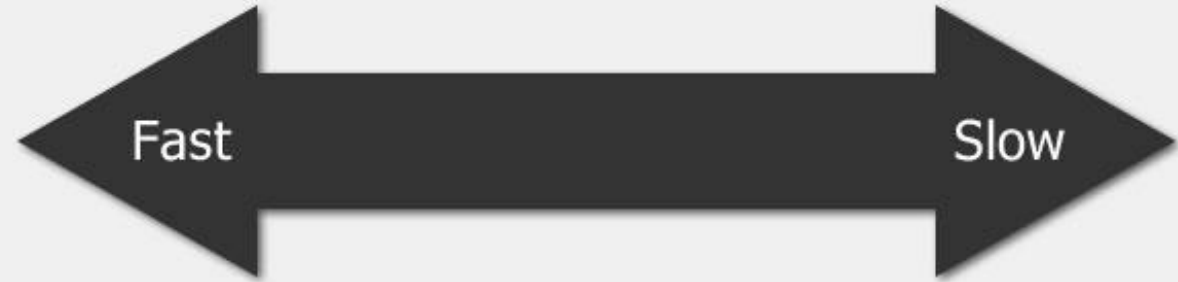
- Radical/transformational
- Discontinuous
- Revolution
- Upheaval

How would you implement change? In a participative or a directive way?



DIRECTIVE

PARTICIPATIVE



Clearly Planned
Little involvement of other people
Attempts to overcome resistance

Exploratory
Much involvement of others
Attempts to minimize resistance

DIRECTIVE OR PARTICIPATIVE?

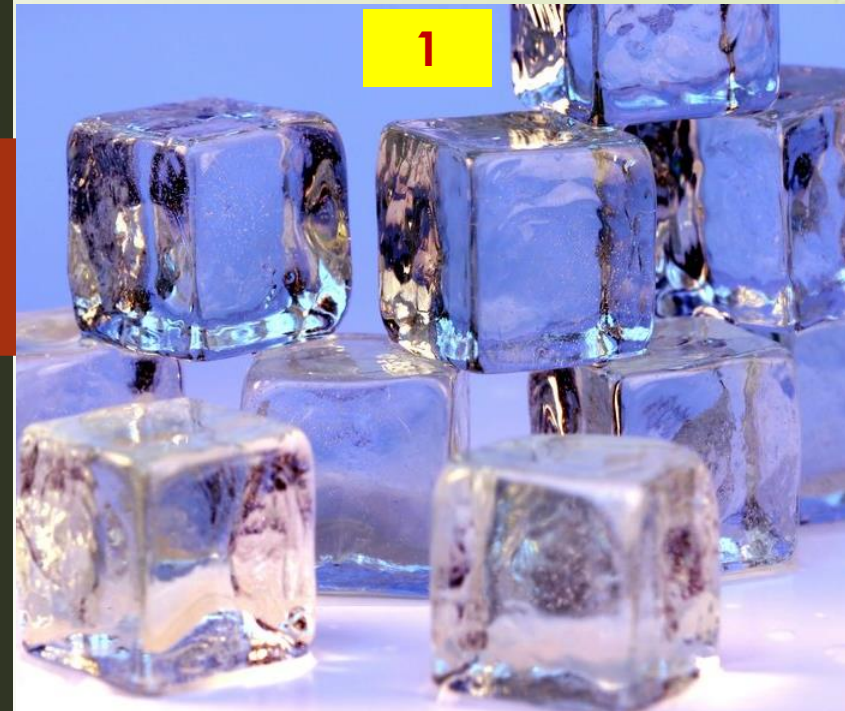
Change



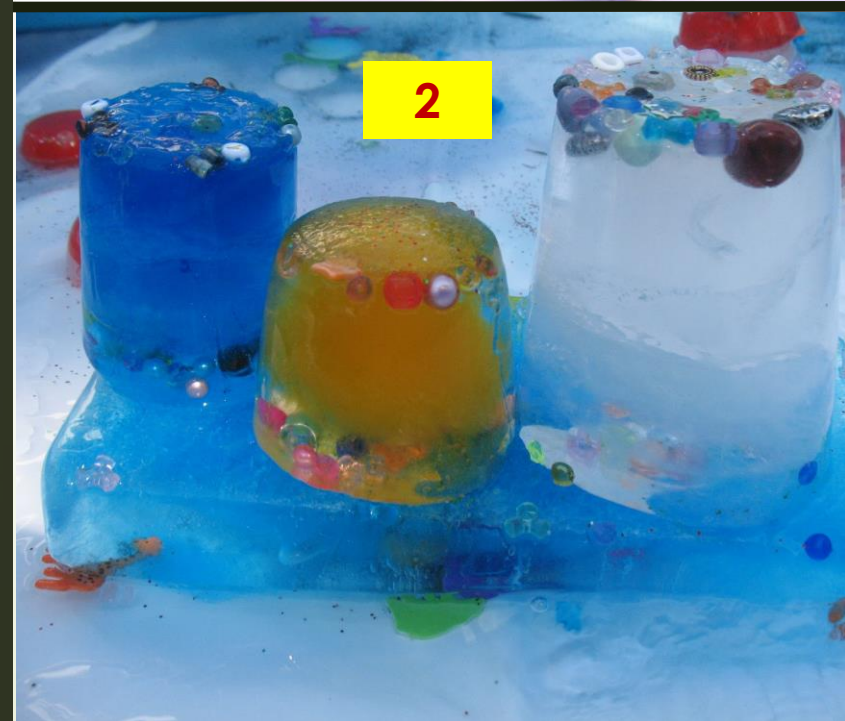
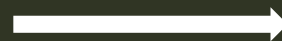
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1
Unfreeze



3
Refreeze



2
Change

Framework for Change

Lewin's Three Step Model

Kotter's 8 Step Model

Eight Errors to Change ☹️❑

1. Not establishing a sense of urgency
2. Not creating a powerful guiding coalition
3. Lacking a vision
4. Undercommunicating the vision
5. Not removing obstacles to the new vision
6. Not planning for short term wins
7. Enjoying victory too soon
8. Not anchoring the changes

Eight Steps to Change ❑

1. Establish a sense of urgency
2. Form a powerful guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and produce more change
8. Institutionalize new approaches

1. Establish a Sense of Urgency

Actions Needed

- ▶ Examine market and competitive realities for potential crises and untapped opportunities.
- ▶ Convince at least 75% of your managers that the status quo is more dangerous than the unknown.

Pitfalls

- ▶ Underestimating the difficulty of driving people from their comfort zones
- ▶ Becoming paralyzed by risks

2. Form a Powerful Guiding Coalition

Actions Needed	Pitfalls
<ul style="list-style-type: none">▶ Assemble a group with shared commitment and enough power to lead the change effort.▶ Encourage them to work as a team outside the normal hierarchy.	<ul style="list-style-type: none">▶ No prior experience in teamwork at the top▶ Relegating team leadership to an HR, quality, or strategic-planning executive rather than a senior line manager

3. Create a Vision

Actions Needed	Pitfalls
<ul style="list-style-type: none">▶ Create a vision to direct the change effort.▶ Develop strategies for realizing that vision.	<ul style="list-style-type: none">▶ Presenting a vision that's too complicated or vague to be communicated in five minutes

4. Communicate The Vision

Actions Needed

- ▶ Use every vehicle possible to communicate the new vision and strategies for achieving it.
- ▶ Teach new behaviors by the example of the guiding coalition.

Pitfalls

- ▶ Undercommunicating the vision
- ▶ Behaving in ways antithetical to the vision

5. Empower Others to Act on the Vision

Actions Needed	Pitfalls
<ul style="list-style-type: none">▶ Remove or alter systems or structures undermining the vision.▶ Encourage risk taking and nontraditional ideas, activities, and actions.	<ul style="list-style-type: none">▶ Failing to remove powerful individuals who resist the change effort

6. Plan for and Create Short-term Wins

Actions Needed	Pitfalls
<ul style="list-style-type: none">▶ Define and engineer visible performance improvements.▶ Recognize and reward employees contributing to those improvements.	<ul style="list-style-type: none">▶ Leaving short-term successes up to chance▶ Failing to score successes early enough (12-24 months into the change effort)

7. Consolidate Improvements and Produce More Change

Actions Needed	Pitfalls
<ul style="list-style-type: none">▶ Use increased credibility from early wins to change systems, structures, and policies undermining the vision.▶ Hire, promote, and develop employees who can implement the vision.▶ Reinvigorate the change process with new projects and change agents.	<ul style="list-style-type: none">▶ Declaring victory too soon-with the first performance improvement▶ Allowing resisters to convince “troops” that the war has been won

8. Institutionalize New Approaches

Actions Needed	Pitfalls
<ul style="list-style-type: none">▶ Articulate connections between new behaviors and corporate success.	<ul style="list-style-type: none">▶ Not creating new social norms and shared values consistent with changes
<ul style="list-style-type: none">▶ Create leadership development and succession plans consistent with the new approach.	<ul style="list-style-type: none">▶ Promoting people into leadership positions who don't personify the new approach

Discussion

- ▶ How to reduce water loss and promote efficiency in water usage?