

WCB Leadership Group

Energizing Change Leadership

Delivering Executive Leadership Product

Status:

Executive Summary for CI Global Leaders Meeting

Version History:

Version 4.3 16 April 1997

Introduction

This product focusses on the issue of Leadership roles throughout the Connect, Create and Channel stages of the Leadership process.

The fundamental purpose is to connect the key leadership players to a full understanding of their roles in achieving effective results from the change leadership project. In many such projects a failure to realise the full benefits of the project occur because the behaviour at the most senior and most influential levels is not aligned appropriately with project objectives. Instead, key players are permitted to adopt ambivalent and / or oppositional attitudes and the potential for coherent and collaborative effort is left untapped. The impact of this failure is to lose support as the project reaches its most testing/ phases during implementation. In addition similar effects occur at the level of project management, project membership and management support. Our intention is to provide an alternative approach which addresses these problems so that effective project delivery is assured.

Leadership
28, 23, 18

Side
Transition
Terms

Target audiences

- CEO and the top leadership team
- Project Leadership team
- Other critical players in the change process whose consistent engagement is required for smooth result delivery

Objective

The objective is to ensure that the behaviour required to deliver the intended change has been fully specified and built into mutually agreed and actionable role contracts.

Steps involved

The top leadership team is facilitated through these steps individually and as a group. They are then trained to take an active role in selecting and supporting subsequent change team members:

Implications Assessment

- to spell out the consequences of the organisational / project change on the target population

Building Contract Options

- spelling out individual motivation to play roles in the change process
- developing a framework of options to match individual positioning to change project roles
- enabling the change leadership team to position the wider team of people involved in making the change happen
- providing a process for the preparation of roles created by the change process

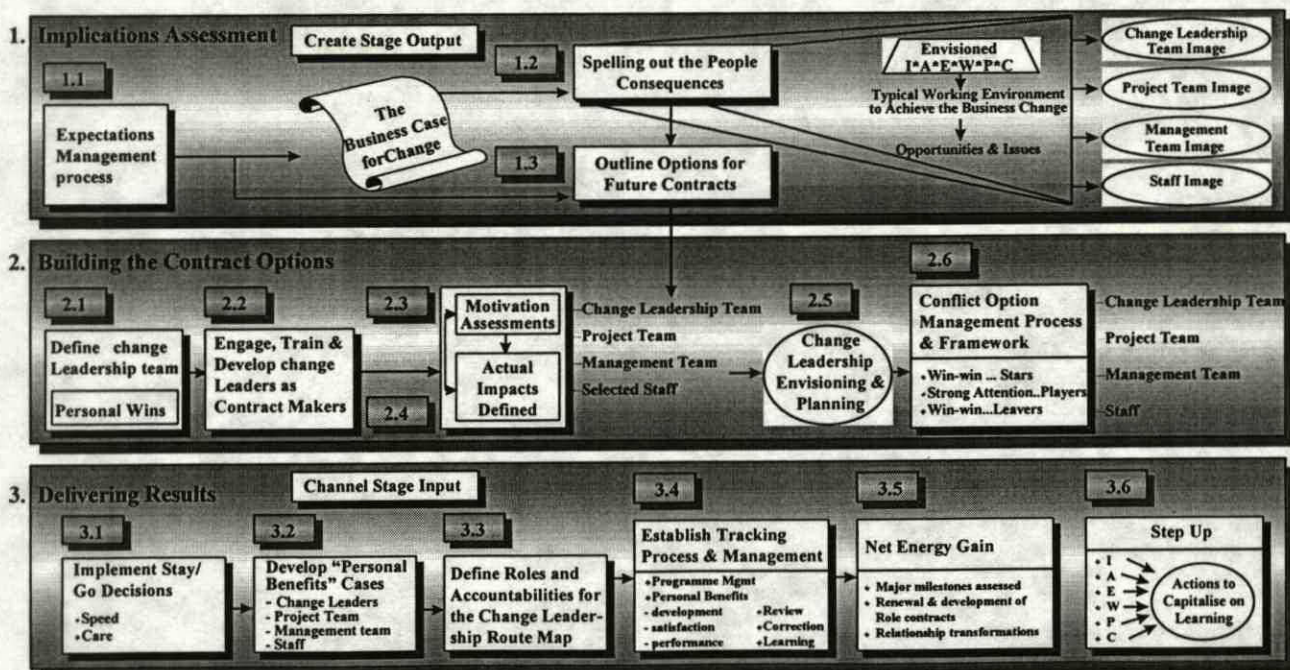
Delivering Results

- implementing decisions about players; enabling early departures to happen, liberating key players for strong roles, starting the coaching process for others
- forming the contracts so that the "benefits case" can be developed as the project progresses
- Tightly defining the contracts
- Progress chasing and learning from delivery of results
- Renewing and developing higher levels of potential delivery
- Capitalising on the organisational potential of the learning gained from the delivery achieved

Benefits

- Risk management - higher degree of insurance against resistance as the project gains momentum
- Route map to track the engagement of key players at critical stages
- Up front visibility for the prioritisation of the project
- Early tackling of commitment issues among key players who could otherwise play politics or damage the project.
- Stronger engagement of full capability of key players
- Focus on the hard tasks ahead, with a matching process to get there rather than losing too much energy in the launch
- Open and rational mechanism to drive progress, the criteria for “doing a good job” are crystal clear
- Differentiation for PW in being seen to know how and be willing to address the difficult and threatening issues
- And not least - *a revenue stream as a strand on our biggest, highest risk projects*

Steps involved on the delivery process



Development needed

- 1 Develop this pack to the next level of detail for each element - 10 days plus 4/5 days review, refining the product and adding content to render it robust
- 2 Checking out with PW practitioners on their best practice examples of this process, or near equivalents, in action with our intended type of target clients – through interviews, Lotus Notes questionnaires, etc, over 6 week period
- 3 Providing “how to” written guidance on the use of this approach - 8 to 10 days, after which decisions made about level of sophistication agreed on tools etc (as part of the next level development)
- 4 Training and development event and subsequent action learning support process for DLP professionals - timing not yet known
- 5 Interconnectivity with other DLP products and between DLP and other closely allied support methods, eg Coaching, Visioning, etc - timing not yet known
- 6 Developing a route map to show the process on a timeline

Energizing Change Leadership

“Go to Market” Strategy

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Introduction

'Leadership' was selected as one of the new Priority Services to be developed to help fill an acknowledged gap in our current range of products and services. This paper outlines our proposed strategy for taking the development forward into the market place.

It comprises sections covering :

1. The challenge we faced
2. The opportunity we believe is potentially open to the firm
3. The focus we are proposing to make in terms of potential client customers
4. The products we are proposing to concentrate on and the approach we will take to product development generally
5. The implementation approach we propose to take

The Challenge

In devising a new offering we recognised we faced many challenges, the principal ones being defined below.

Building on our experience

The firm recognises that we have experienced practitioners, from differing grades within our career structure, who work with senior client executives and managers to help them navigate their way through change programmes. Sometimes, evidence of this experience percolates up and out of obscurity through conference workshop sessions or is heard through anecdotal conversation. We suspect that the bulk of it, however, goes unheard. One of our key challenges is to identify that experience and capture it for others to use.

Differentiating ourselves through innovative thinking

It is unlikely that there is much similarity in the approach taken to 'leadership' consulting by our senior practitioners. That is not to say that it is nevertheless wrong. Most people would regard it as reasonable to say that specific circumstances demand specific advice and action. However, one of our driving aims in this priority service is to design something that is judged to be innovative

in the market place and worthy of our espoused value of encouraging creativity. We have risen to the challenge by using the concept of Energy and the key role leaders can play in harnessing its power to drive organisational change.

Dealing in practical reality

The market place, in advanced economies, is full of niche suppliers who provide stand-alone, packaged training in leadership development. In the main, delivery is off the job, volume based, and struggles to make direct connections with the workplace. This is not our business. Instead, we propose to design and deliver the initial core service offerings on the job, on a one-to-one basis, with a direct link to leading people through a change programme. However, we would also design in the flexibility to deliver it on a team basis.

Embedding accountability for leadership

One of the reasons we believe change programmes fail is due to a lack of accountability for action. All too often, after the razzmatazz is over, and great intentions have been chorused, it is hard to identify exactly who is responsible for doing what. And when we do, often that person is quite junior in the organisation without a clear mandate and serious support from the very top. Project communications is a good example. The main objective behind our proposed Delivering Executive Leadership product is to nail down that responsibility and ensure that change leadership really happens.

Ensuring universal application

We also faced the challenge of designing something that could be used on a widespread basis. In order to reposition ourselves in the 'leadership' market, we want to equip as many of our senior practitioners, and inject a leadership element into as many large assignments, as we can. To do this we will need the input of our most experienced practitioners in this field to lead the way for others to learn.

The Opportunity

One of the difficulties we have faced is that we are so excited by the '3 Cs' theory, we can see potentially too much opportunity! It is not difficult to see its application providing a new spin on our Cube consulting services, far beyond what most PW peoples' expectations of what they would understand by a 'Leadership' product.

For example:

Connect *could* involve ensuring that relationships with customers are sound enough for the organisation to really understand what they want, not just now, but in the future (MCM Process)

could involve ensuring that the organisation is open enough to new market trends, due to movement in terms of competitors, consumer tastes, potential alliance partners, etc (Strategic Change)

Create *could* involve changing the culture of the organisation towards a greater emphasis on creativity and innovation (Organisational Change)

Channel *could* involve ensuring that the Top Team is able to communicate the case for change and receive direct feedback from employees at mass energising events (HRM Process)

could involve harnessing the power of enabling technologies to increase performance (IT / Process Change)

Added to the above, are the opportunities available to us to enhance our Programme Management, BetterTech, BetterTeams and Change Through People service offerings.

The Focus

The opportunity may be great, but we have to focus our development to make progress. Accordingly, we propose concentrating our initial efforts on two types of Leaders in client organisations:

Level 1 - Executive Leaders:

Typically these would comprise the CEO / MD / President and his / her direct reports, the General Managers / Directors / Senior Vice Presidents

Level 2 - Programme Managers / Process Owners:

Typically these would be the people who have either been given responsibility for running the Programme Office, including Transition Management Activities, or for a major element of the change process.

We are *not* proposing to devote attention to Level 3 - Work Package Managers / Team Leaders, as they are already covered by the new BetterTeams product.

To date, our consulting experience is light at Level 1 as this has not been an area where we have traditionally positioned ourselves. Recently however, we have made more progress at level 2 as we have become more confident at using a programmatic approach to change integration.

The Products

We are proposing to take a twin-track approach to product development :

- Fast Track Development
- Slower Burn Development

Fast Track Development

We propose to Fast Track the development of two exciting products :

- (1) Delivering Executive Leadership for Level 1 Leaders
- (2) Role and Behaviour Coaching for Level 2 Leaders

Details of these products are contained in enclosures 4 and 5 to the presentation.

Slower Burn Development

In parallel with the above, we propose developing a suite of products that are innovative through having a more overt linkage with the Energy theme behind Change Leadership. We are expecting the impetus to come from our discussions with leaders about the theory and the trials with the Diagnostic. In so doing, we would seek to define and develop stand-alone products that follow the 3 Cs - Connect, Create and Channel. This would also give us time to work out in detail how these offerings would relate and add value to our other Cube offerings and the new Priority Services.

The Implementation Approach

Our proposed approach to implementation is based on 7 key action areas:

1. Testing and validating our ideas internally and with clients
2. Raising market awareness
3. Building upon existing internal best practice
4. Establishing a body of external subject knowledge
5. Designing and testing a small number of core products
6. Producing comprehensive Senior Practitioner support tools
7. Supporting the expansion of our capability to do this type of work

1. Testing and validating our ideas

Whilst we believe that we may be on to something big, we recognise the need to bounce off our ideas with our colleagues and, importantly, with our clients. We now have sufficient draft material in the '3 Cs theory', the White Paper and the Energy Diagnostic, to make it worthwhile for Senior Practitioners in the firm to give us feedback, and to form a basis for low key discussions with selected clients. Should we get a favourable enough response, we would conduct some test runs of the prototype Diagnostic.

We also intend comparing what Leaders are saying in the forthcoming 'Letters from the CEO' book, to identify potential linkages and gaps in our thinking.

2. Raising market awareness

This is high risk consulting. It is too early in the development cycle to stimulate demand in the market place as we would be unable to deliver. Instead, initially, we propose adopting a low-key approach to raising market awareness until we reach the point where we feel confident that the products are robust and that we have sufficient people available to deliver them.

However as our base grows, we envisage two initiatives to raise market awareness:

- An electronically-based discussion group of friendly Senior Executives using the internet
- A benchmarking study of best leadership practices based on the Diagnostic, and, possibly, a third:
- An internet web site (designed to ensure that we do not give away intellectual capital and / or create an explosion in demand we can not handle)

3. Building on existing internal best practice

We know we have some great experience in the firm in this area and capturing it will be difficult. However, it is vital that we build on that experience to provide us with the credibility both inside the firm and with our clients. As a starting point, we will conduct an in-depth search of KnowledgeView to identify citations and people. We will be asking Partners to identify people they think can provide knowledge and help. We will then contact these people, draw up a shortlist and conduct face-to-face discussions where we can.

4. Establishing a body of external subject knowledge

There is a great deal of literature that is publicly available in this area. Prior to the meeting in Dallas, we started a literature search and synthesised the findings. We will revisit that analysis and set up a library of relevant materials that would be helpful to the development team and practitioners.

5. Designing and testing a small number of core products

As explained above, we have separated products into two categories: those that are 'recognisable' now as Leadership offerings, and those that will have an

innovative spin due to a more overt link to the '3 Cs theory'. In both instances we will focus our effort on a small number of products on which to build for the future.

6. *Producing comprehensive Senior Practitioner support tools*

As this is a new area for many people, we will need to invest in supporting them.

As a minimum we envisage:

- A Sales Pack, which would include updated versions of the presentation and enclosures
- A methodology / route map, which would help people understand how this offering fits with the CI/IT methodology and the newly created Process Route Maps
- Product Packs, for each product, including guidance on how to use them
- Training course materials
- A global network of Subject Matter Experts, with access to a discussion / tools database
- A management structure, with the requisite resources to be effective

7. *Supporting the expansion of our capability to do this work*

We need to identify what our current capability in this area is as soon as possible. We can make rough estimates of market requirements based upon the assignments we are trying to deliver. When we have this data we can identify training and recruitment needs.

In the meantime, we should investigate developing links with potential alliance partners, associates and academia.

Conclusion