

EXPLORE THE LATEST TRENDS IN *change*

Welcome to
OUR KEY NOTE!



GAURAV GUPTA
KOTTER



FRANZ SCHWARENTHORER
ICG

KOTTER AND ICG – PARTNERS AND EXPERTS IN CHANGE



Kotter

Kotter's mission is to guide, educate, and inspire people so that they can become significantly better leaders, successfully transform organizations into truly great enterprises, and build a better world for future generations.



GAURAV GUPTA
KOTTER



Integrated
Consulting
Group

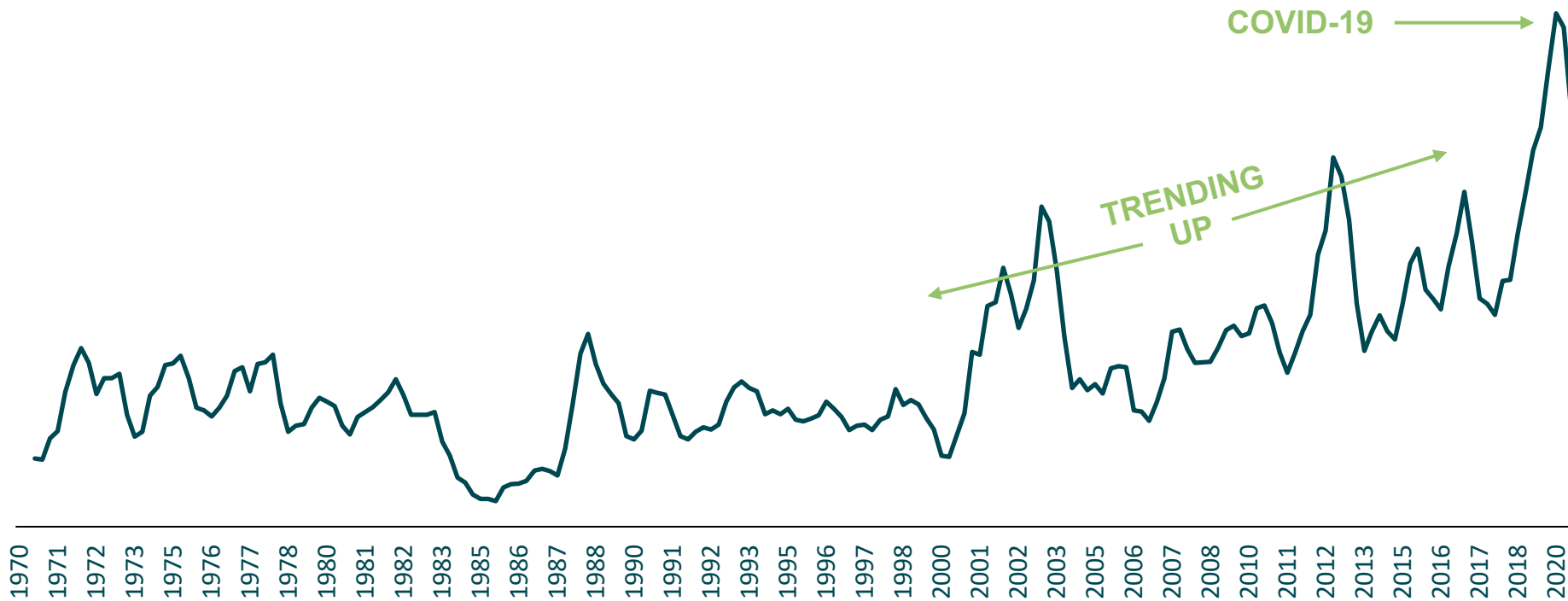
We co-develop organizations to be more responsive, innovative and meaningful, enabling people to live up to their full potential. We co-create unique transformation processes in a positive and energetic way: Focusing on practical action for high impact, integrating hard and soft skills and building authentic partnerships based on honesty and respect.



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CONTEXT

WORLD UNCERTAINTY INDEX



Adapted from Ahir, H, N Bloom, and D Furceri (2018), “World Uncertainty Index”, Stanford mimeo. The WUI is computed by counting the percent of word “uncertain” (or its variant) in the Economist Intelligence Unit country reports.

THE HARDWIRED HUMAN RESPONSE TO CHANGE



SURVIVE

THREAT-SEEKING



BRAIN + BODY
+ EMOTIONS



BEHAVIOR

THRIVE

OPPORTUNITY-SEEKING

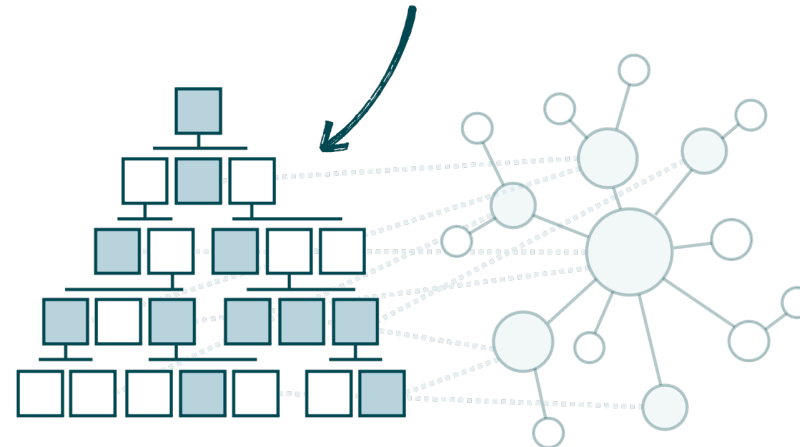


BRAIN + BODY
+ EMOTIONS



BEHAVIOR

LIMITATIONS OF THE MODERN ORGANIZATIONAL STRUCTURE



HIERARCHY

Reliability
Repeatability
Control

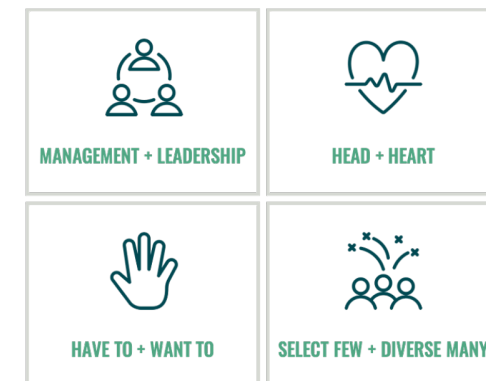
NETWORK

Agility
Adaptability
Speed

KOTTER'S RESEARCH ON LEADING CHANGE



8 ACCELERATORS
FOR LEADING CHANGE



4 CORE
CHANGE PRINCIPLES

6 THESES

6 THESES

1

Continuous change with episodic spikes

2

Inspiring opportunities not burning platforms

3

Create urgency through a movement

4

Adaptable organizations are the new normal

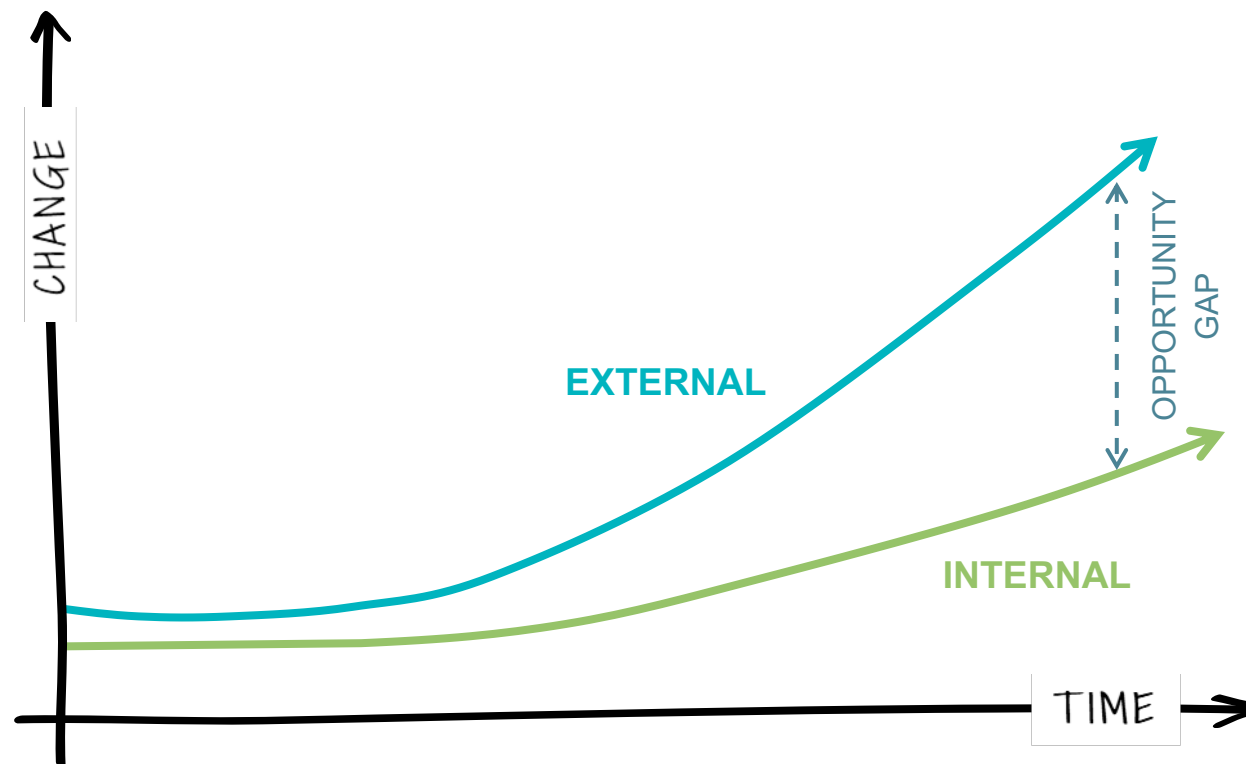
5

New ways of working in change: hybrid and agile

6

Culture change makes business transformation sustainable

THE CHANGE PROBLEM (AND OPPORTUNITY)

**External:**

Driven by technology, globalization, and powerful forces

Internal:

Held back by stabilizing elements in both human nature and the modern organization



Burning platforms or threats can motivate change but only when what's needed is more of the same not innovation

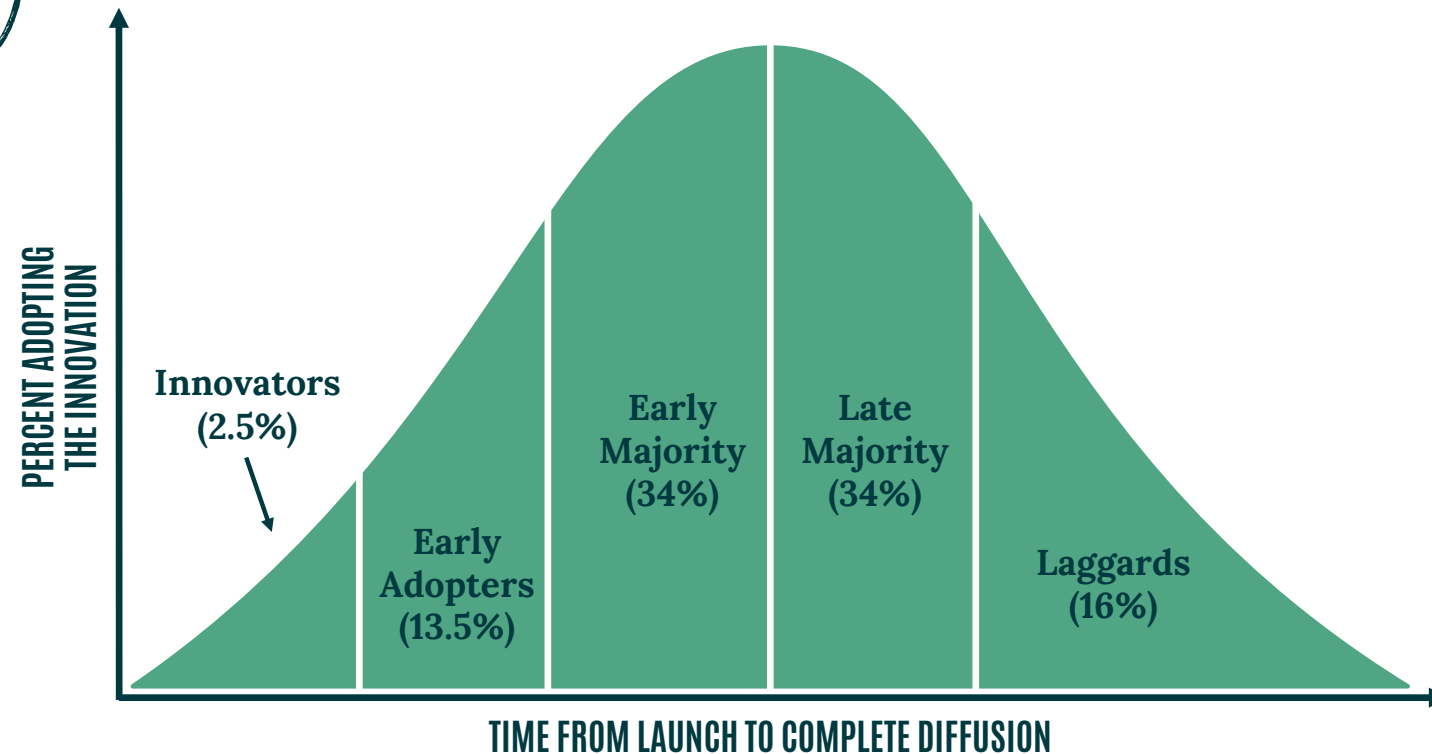
Not sustainable for extended periods of time – leads to change fatigue

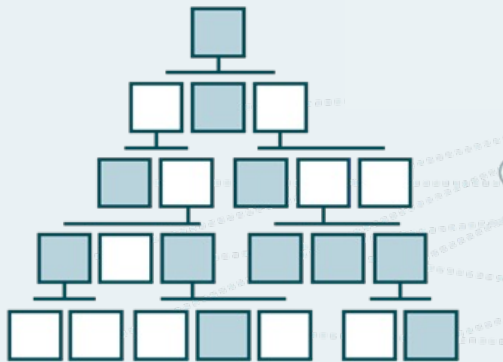


Inspire change through focus on opportunities – activate Thrive

Sustained energy, encourages creativity, and inspires engagement

roger's law of diffusion



Modern organizations are built for efficiency and stability**HIERARCHY**

Reliability
Repeatability
Control



Not created for handling disruptive change

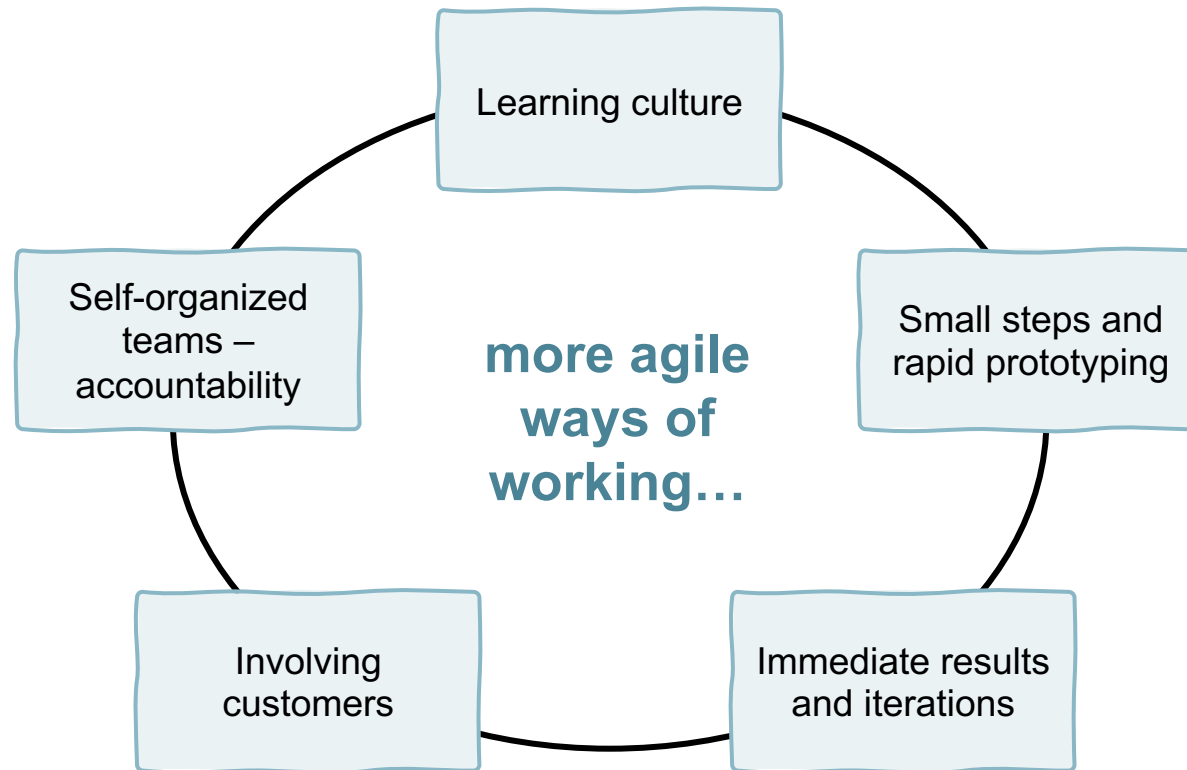
Human nature seeks to reduce threats to survive

SURVIVE!

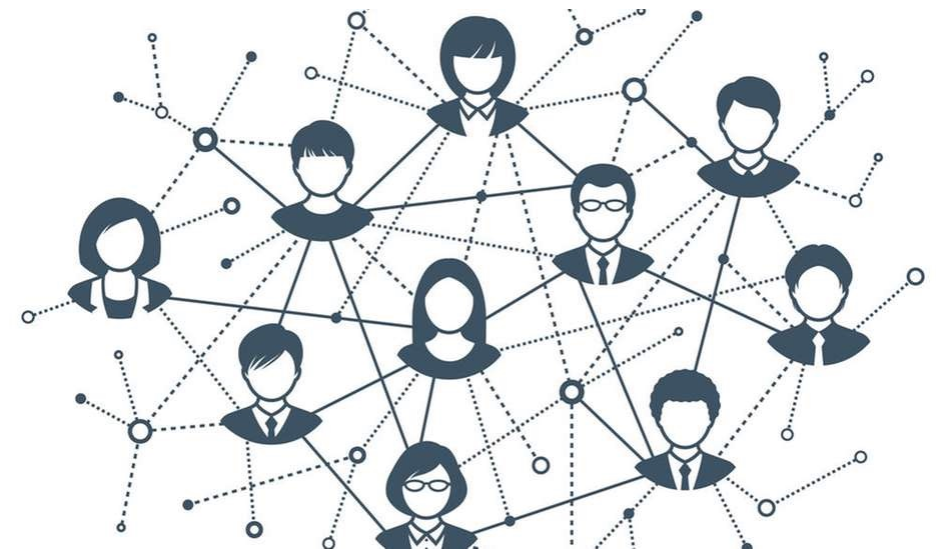
REDUCE THREATS!



Continuous change as a threat



NETWORK OF VOLUNTEERS



Pioneers • Volunteers • Connected to hierarchy

Improving individual, team and organizational ability to respond and accelerate!

Rituals and Tools for virtual cooperation enrich our forms of interaction



Skype for
Business



Teams
Calls



GotoMeeting



zoom



Sharepoint



Google
Docs



Dropbox



Miro



Mural



MS
Whiteboard



Slido



Mentimeter



Microsoft
Planner



Trello



Leankit



Azure
DevOps



Jira

(Change) Managers are challenged to become leaders with virtual competences

Trust & Relations

Communication

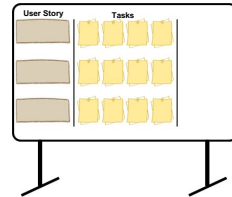
Objectives &
Results
Orientation

Engagement &
Retention

However, the tasks of leaders intensified in a hybrid environment

Stand-ups

15 min on progress

Reviews

Reflection on results

Retrospectives

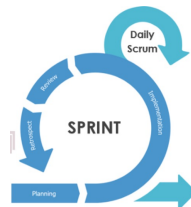
Reflection on cooperation

In person, virtually and hybrid

- Ensuring a good mix of (Agile) Rituals, Workshops and large scale events – **in person, virtually and hybrid**
 - Meetings, Sprints, OKR
- Reaching more employees in less time
 - Intensity and frequency can rise
 - No travel, shorter
- It's about the HOW: Emotion and Content
- Emotion
 - Virtual meetings need to emotionalize – deep contact in breakout sessions, mentis, touching personal questions
- Content
 - Digital whiteboards, doc sharing, Kanban boards, ...

Workshops + Large Scale Events

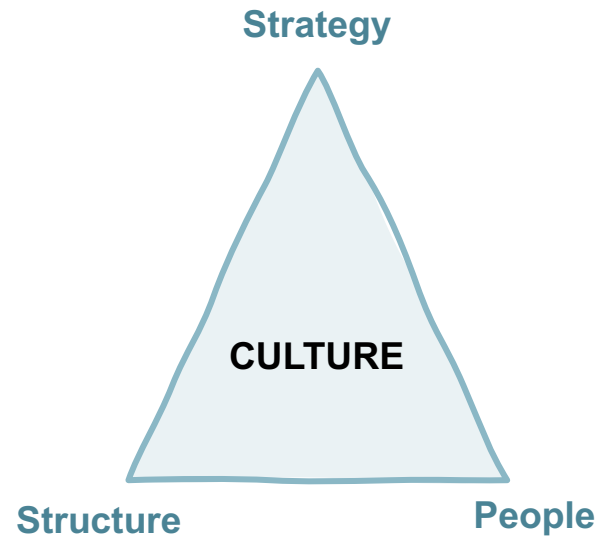
Content and involvement

Sprints

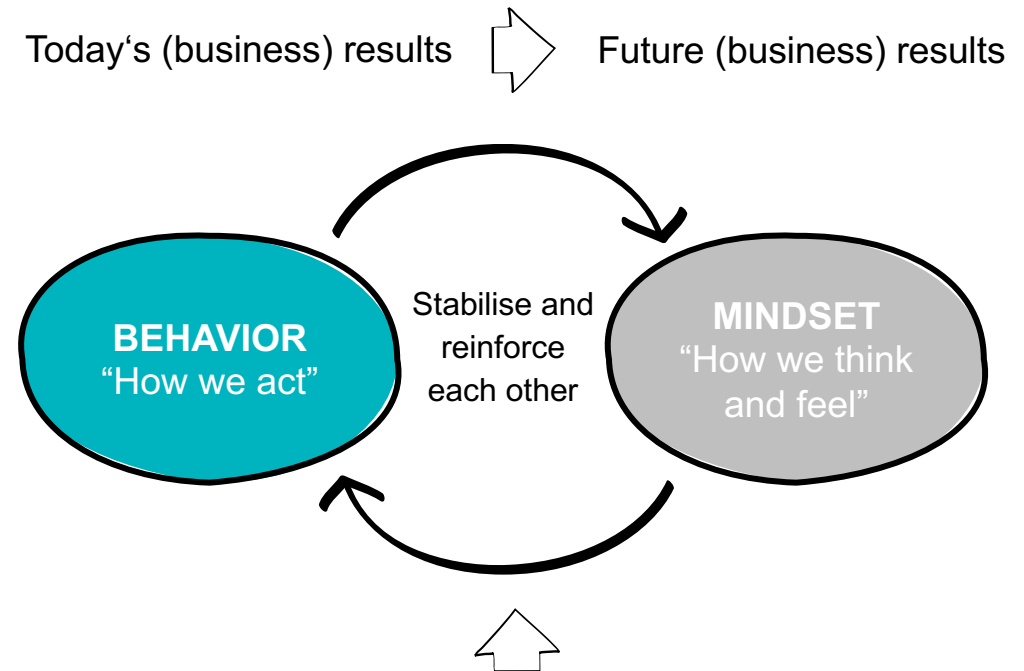
Reflection on cooperation

OKR

Agile goal setting

**CULTURE**

- Sum of norms, values and basic beliefs
- The way in which organizations tackle things and solve problems



NEW EXPERIENCES
are necessary to change
mindset-behavioral loops

6 THESES

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