



Teamwork

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Purpose and Objectives

- Winning the hearts and minds
 - ▣ The investment **before** the attempt to change.
 - ▣ Improving the Quality of our interactions.

IMC Tip

Institute of Management Consultants USA
Contract 5 Tip of the Day for June 16, 2008
 #001: Impact on Consulting of 2008 Economy

Dear Leo,

I am excited about the impact of the shaky economy on business use of consultants. What insight do you have about client intentions?

An Economist Intelligence Unit (EIU) survey of 400 business leaders about their use of consultants prior to engage in more change programs and programs spending on such in the coming year. The focus is on increasing efficiency in companies. Representative of many of the change initiatives of the early 2000's. Over the coming year, companies will improve the current, a reduction in cost reduction with an emphasis on adaptability and organizational efficiency.

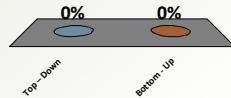
In terms of the focus, the greatest rate of change initiatives to all data points, but whether this is a testament to the efficacy of the change program or the fact of resource, labor or budget needed to the change. 30% of our survey and 20% of US respondents report that fewer than half of their initiatives were successful.

82% report that, "the element of change management that companies have the most difficulty with is humans, habits and mindsets." This was followed in second place, by 50% of management buy-in (23%). We are in future years by people, full on communication, vision and people rather than money or technology.

Tip: In the face of the experience, we are wise to acknowledge our own limitations and leverage others' better skills of habits, when attempting buy-in or other change approach. This is a good to present research that the first decision with your start, point by point, how your approach will mitigate these common sources of failure.

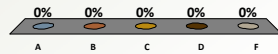
How does change take place?

1. Top – Down
2. Bottom - Up



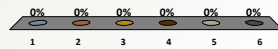
Grade your last change effort.

- A – Significant change
- B – Limited success
- C – Status quo
- D – Temporary setback
- F – Made it worse



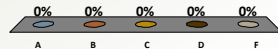
Why is change so hard?

1. Lack of trust
2. Too much conflict
3. No commitment
4. Little accountability
5. Result not important
6. Other



Grade the level of TRUST before the effort to change.

- A. A – Everybody knew
- B. B – Only key leaders
- C. C – Few knew, the “why was missing
- D. D- Few staff knew
- E. F – Only the person who hired me knew

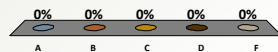


Building Trust

- Trust is the foundation to change.
- Character
 - Integrity and Intent
- Competence
 - Capabilities and Results
- We judge ourselves by our intention, and measure others by their results.

Grade the ability of the organization to resolve conflict.

- A. A - Healthy
- B. B - Critical issues only
- C. C - Inconsistent
- D. D - Few try
- E. F – Avoid at all cost

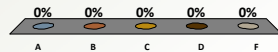


Resolving Conflict

- Interactions are crucial when three attributes are present:
 - High emotion, high stakes, different opinion.
- Create Security. Seek to understand.
- Focus on the pattern, not the event.
- Awareness to context.
- The power of an apology.

Grade the level of commitment before the change effort.

- A. A - Everybody
- B. B - Key members only
- C. C - Most "wait/see"
- D. D - Key members resisting
- E. F - Many resisting

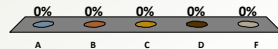


Improving Commitment

- Yes, there is a reward system.
 - It is not only money, it is what we value.
- People listen to radio station WifFM
 - Everybody values something different.
- Exchange of Currency
 - Influence through not command over.
 - The rewards are intrinsic.

Grade the organization on accountability.

- A. A – Everybody does what they say
- B. B- Most follow-through
- C. C – Few “Go-to” people
- D. D – A lot of carrots
- E. F – Nobody does anything



Improve Accountability

- You can not hold people accountable to change.
- Accountability is chosen.
- Look for clues to see what each person has committed to.
- Understand what each person has committed to before you expect accountability.

How do you win the hearts and minds?

- Build trust
- Resolve conflict
- Increase commitment
- Chose accountability

Recommended Reading

- How; Why How we do anything means everything in business and in life
- The Five Dysfunctions of a team.
- The Speed of Trust
- Crucial Conversations
- Leading Change
- Influence without Authority
- When Generations Collide
- Who ever tells the best story wins
- The Power of a Positive No

Thank You

- Questions
- 1 final poll.

Grade the presentation

- A. A – Lots of good info I can use now
- B. B – Learned a few things, basic review
- C. C – Didn't learn, ARS is cool
- D. D – Nothing new
- E. F – Wasted time, avoid for rest of CONFAB

