

Thinking about the 'R' word..

Jane Beine

Are we really clear about what needs to change and why?

What's the problem we're trying to fix?

MARKET we're operating in a competitive environment or shrinking market and are struggling to maintain revenue – **reduce headcount?**

FINANCIAL pressure on the balance sheet from multiple sources, many of which are not in our sole control – **slash spending?**

ORGANISATIONAL we could work more effectively than we do and it's not always clear who holds decision-making authority – **restructure?**

Aside from the obvious and immediate cost-cutting measures, what are our choices?

Organisational

- Change structures and processes
- Review the role of head office
- Review in-house functions
- Streamline Governance
- Create shared services
- Outsourcing
- Slim down local management and hierarchies of command
- Investment in innovative technologies which improve agility

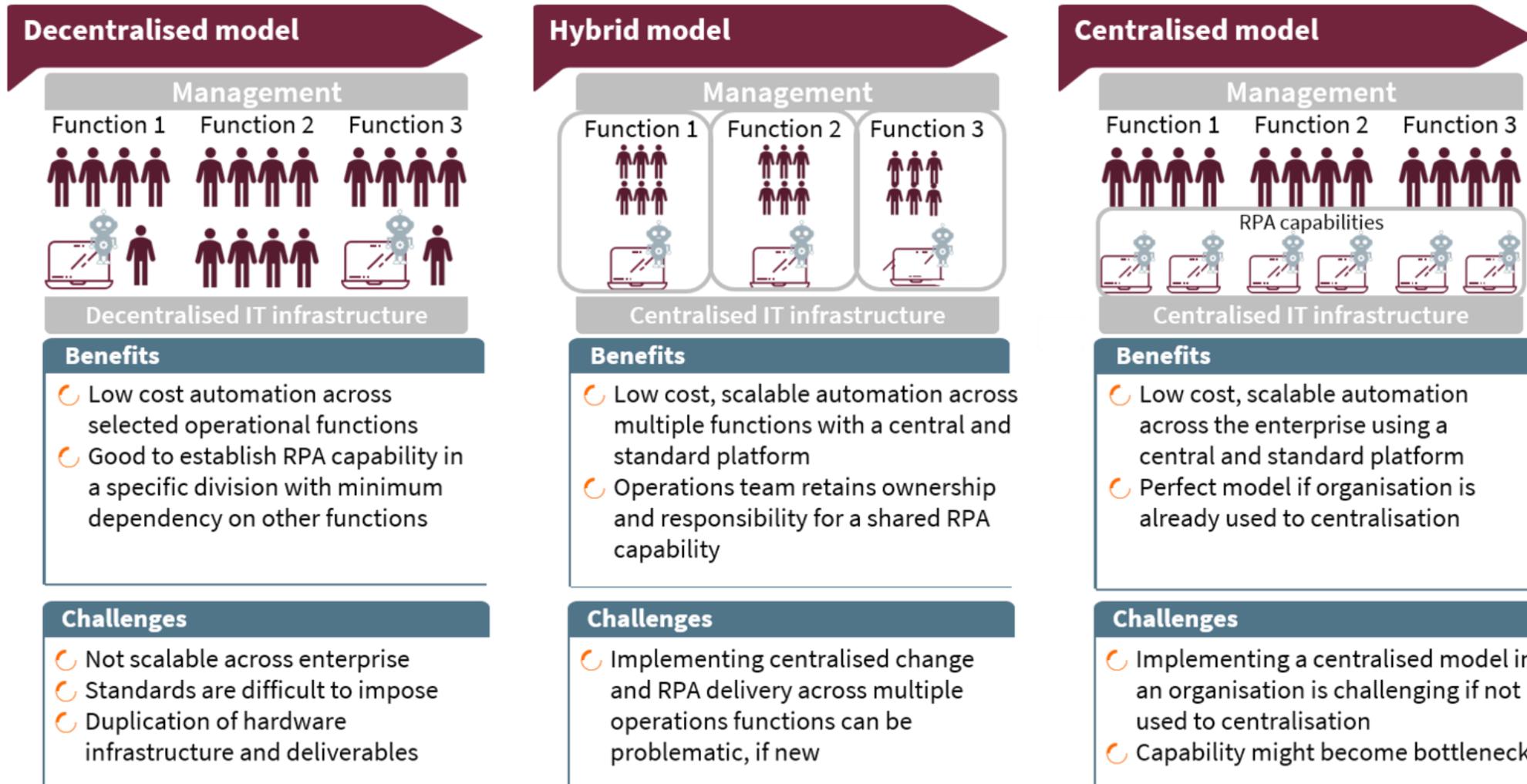
Cultural

- Pace of delivery/ results – reflection v urgency
- Modernise leadership behaviour – enlightened, empowering and trusted
- Individual accountability – I know how I add value and what to focus on
- Decision making – ensure power is held in the right place
- Judgement v rules – freedom within framework

Agree the organisational design principles up front – don't just tinker around the edges!

- **Simplify** - create a much simpler and flatter organisation. Clear and strategically aligned priorities will be delivered through resources allocated in a controlled and disciplined way
- **Internal services delivered one way and from one place** - all existing duplication of process, activity and investment will be challenged and its future judged objectively. What things are being done in multiple ways which could be done once?
- **Culture matters** - organisational agility relies as much on culture, attitudinal and behavioural changes at all levels as it does on structural ones, and benefits from an early focus on accountability and decision-making.
- **Agile workforce** - the creation of conditions in which staff can be flexible and responsive to change, through the removal of unnecessary processes and administration for example. In return, expect staff to embrace technology and hold a growth mindset.
- **Smart differentiation** - only do things differently where there is clear benefit in doing so, qualitative or quantitative.

What is your function changing from and to?



Source: Synpulse

Break out groups

1. Create your elevator pitch – why is this change necessary and what will it achieve?
2. Is redundancy the only answer?
3. How could this situation be used to create a more sustainable and high functioning organisation going forward?



Being a great leader during difficult times is.....difficult!



Drivers of trustworthiness in Leaders (Dietz and Den Hartog 2005)



Professor Veronica Hope Hailey - Where has all the trust gone?

CIPD funded research project

What does good trustworthy leadership look like?

Professor Veronica Hope Hailey

- **“you’re here on behalf of the people you lead”**
- Share what you are with people = **be human, take time** to treat staff with dignity
- As a leader, **trust downwards** too = don’t micro-manage but do be visible
- CEOs who **admitted to mistakes** and **apologised** also built trust
- **Organisations are not families and senior managers are not parents** – they have to take decisions that ensure the organisation’s survival but the way they do this must be seen to serve the greater whole not themselves
- Leaders must not be self serving – **leave your ego at home**

Put on your own oxygen mask first!



Harvard Business Review: The Corporate Athlete

Break out groups

1. Who can help you lead this change well – who's in your circle of trust and support network?
2. How are you feeling about what lies ahead – honestly
3. Is there any training you would like to enable you to lead with confidence through this uncertain time?





Questions and reflections