

Becoming a Butterfly, What if Corporate Style Was More Than Just Brand

Craig Wallace, CIO, Strategist, Business Transformer, Digital Innovator, Technologist, Advisor, Coach, CGI

What just happened, as the saying goes “You can’t truly understand something until it happens to you”, have we just experienced what we have all been promoting, business agility.

The technology response as organizations modernize their environments are we on the verge of hyper-scale change.

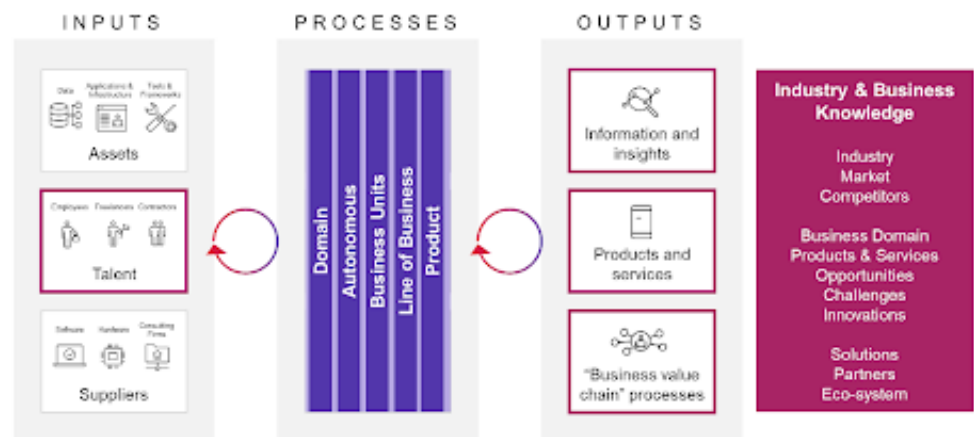
As organizations develop the ability to act with insight at any time in the journey their capability to manage Value in motion may differentiate the leaders.



People are good at change, humans are very resilient

What we just witnessed: organization, governance and leadership pivots

Decentralized change and innovation will require a greater focus on talent, knowledge and collaboration





Key Takeaways

- The shift to Lean-Agile and SAFe definitely positioned the organizations in this group to navigate the difficulties of the last two years. Revisit your KPIs and governance so it does not diminish the gains early in pandemic.
- Fatigue is real. It's about change leadership at every level - typical change curve still applies - patience and perseverance is the key - meter the pace of change. Give employees time to think.
- Wellness of your people and sustainability is key - the ability to change as a core competency is key to going forward, so build people health for the long term. Orgs are still figuring out how move to sustainably, experimentation test & learn approach.



Ideas to consider

Organizational Impact

- Tipping point where everyone wants to be part of it, need to maintain quality while leaders who think they understand all about agility want it, too. How to negotiate effective pace to achieve desired outcomes..when to 'rush' when to slow down and be deliberate.

Measurement/Change Management

- Measure changes mean mindset changes...beyond the honeymoon phase, realize that successes happen
- Get leaders closer to the decisions, organize by user journey, then reorganized by tech stacks as things evolved.
- Be aware where to invest capital and focus the value capital.
- Crises gave us trust - coming out now - how do we ensure not losing this dimension. People's views on what they want and seek have changed. People will seek organisations who demonstrate this. Less control and more trust on all levels, that require changes in what you measure and focus.

Innovation

- Work is also thinking. If we want to innovate and improve we need to give people time and frame to "think". Giver better innovation results. Move time for thinking into a new way of working. This is not easy.

Agile Organizational Transformation; Following The Science To Achieve Successful, Sustained Change

Alan Furlong, Head of Business Performance, CPrime

When it comes to organizational change; what if business leaders have been making the same mistakes for over 40 years resulting in little or no tangible benefits to their change efforts?

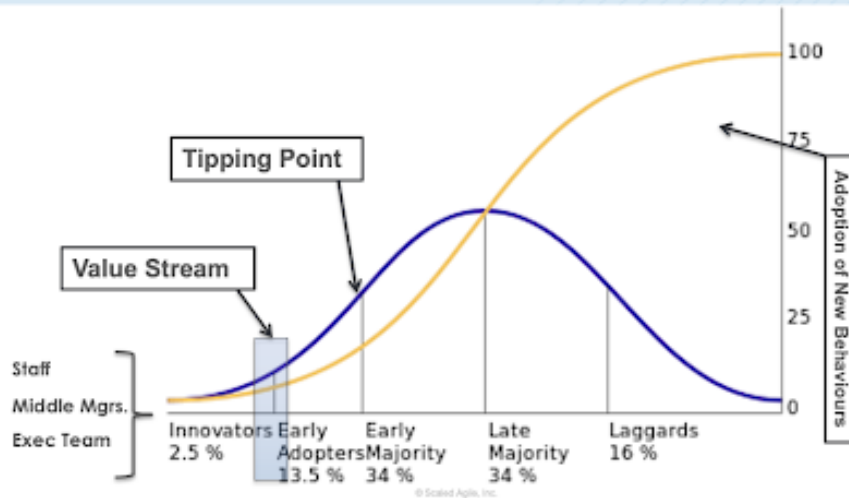
In the first 7 minutes of this thought provoking presentation, you will learn exactly why applying the traditional approach to organizational change to achieve business agility is doomed to realise the same anemic results.

Instead, reboot your mental model and learn a practical, science-lead method of organizational change to give you the best chance of change success.

“Most leadership strategies are doomed to failure from the outset.... how many reorganizations actually produce companies that are dramatically more effective than they were before? The traditional model of change — change that is led from the top — has a less-than-impressive track record.

—Peter Senge,
Author, *'The Fifth Discipline'* and *'The Dance of Change'*

Change at scale is viral, not linear; behaviour-lead, not mechanistic



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Key Takeaways

- Change does not work top down. Silos and legacy thinking are still a huge challenge to embracing the advanced thoughts on change described in the second talk. Patience.
- Success pattern - connect, collaborate, empathize, find small changes you can experiment with... let success organically open minds to expanding the change. Start small and show results in first 120 days.
- Promote Diversity of Thought. We are to rethink - what is "value" - it will help you drive change in these times with incremental deliverables in short iterations. Viral through influencers

Books to Read

**Social Physics–
 Alex Pentland**
 How Social Networks Can
 Make Us Smarter

**The Dance of Change–
 Peter Senge**
 The Challenges to Sustaining
 Momentum in Learning
 Organization



Ideas to consider

How to Drive Change

- How to find those who can help drive change, how to align them in such a large organization? Keeping communication and promotion going on the successes...sharing the positive changes
- Forced change can feel oppressive and shut down progress.
- How does a job get evaluated, based upon what criteria? Reporting lines persist. Changing one thing has trickle down effect elsewhere. How to have think tank to bring ideas together to change legacy processes? How to address paradoxes what hold them back?
- Ideas and behaviors flow through healthy systems - silos create barriers to healthy flow, kill innovation, weaken trust, waste, overhead,
- Collaboration is vital to sustain deep change
- Advice - when you start small, it's much easier to manage the human system. Start with a couple of experiments in areas, get peers excited.

Funding

- Budget does not align to VS. Stock Market Regs demand compliance and make the Finance aspects a big challenge. 'Why change what we've done for years? It's working!!!'
- Annual budgeting cycle - how to get away from this?