Always change a winning team

Sebastian Hamers
Agenda and topics

• Change and the impact it has on business
• Managing change from an organization and people perspective
• Changing a winning team in practice
• Take aways
Teams Solve Problems Faster When They’re More Cognitively Diverse

by Alison Reynolds and David Lewis

MARCH 30, 2017
Change and the impact it has on business
The impact of change on business

AVERAGE LIFESPAN
OF A COMPANY LISTED IN THE S&P 500 HAS DECREASED FROM

67 YEARS
1920

15 YEARS
TODAY

RICHARD FOSTER, YALE UNIVERSITY
Which system is the most robust?

A natural prairie

An organized garden
How do we organise companies?

A natural prairie

An organized garden
Management thinking

The two aspects of management thinking compared:

The key-question is: are we in control (left) or are we in charge (right)?

**Most common thinking:**
“action-reaction” logic

I am and must be in control.
Everything else is good or bad luck.

A = control
B = luck
Arrow = need to enhance control

Having no control feels uncomfortable.

**New and upcoming thinking:**
“condition-effect” logic

My degree of control is limited, but I can influence self-organisation

A = control
B = luck
C = self-organisation

We should move towards a point at which we feel comfortable with not being completely in control.
The logic behind two ways of thinking

- Action-reaction logic
- Condition effect logic
Managing new horizons
Seasonal management
Managing Growth-Curves

IBM
Apple
Amazon
Netflix

Kodak
Blockbusters
Blackberry
Nokia
Always change a winning team
Let's start a restaurant together
I always invent new things. It just happens. I get bored doing routine work.

I like to test new things to see if and how it could work.

I like to roll up my sleeves. Give me a job and I’ll make sure it is done.

I like to focus results and goals.

I like to make sure quality and values are preserved. Change is fine, but we should not throw the baby out with the bathwater.
Our research shows

People have specific talents that contribute to specific parts of the Growth-Curve.

This talent is not taught, but we can optimise it.

Nobody contributes to the entire growth-curve.
Managing change from an organization perspective
Google
Horizon 1
Horizon 2

Phase 1  Phase 2  Phase 3  Phase 4  Phase 5

Organisation development

Organisation age

Google AdWords
Horizon 3

[Graph showing organization development over time with phases 1 to 5 marked along the timeline and organization age along the horizontal axis.]
Managing multiple horizons
“70% of your time should go to your core business, 20% in new adjacent endeavours and 10% on wild bets” - Eric Smidt
Managing change from a people perspective
Managing multiple horizons

- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Phase 5

Visionaries

Extenders

Business builders

Organiisation development

Organisation age
Phase 1
Phase 2
Phase 3
Phase 4

Model S
Built: 2012

Model X
Built: 2015

Roadster
Built: 2008

Model 3
Built: 2017
An organization as ecosystem for change
Organizations as ecosystems

- Strategy
- Structure
- Culture
- Process

Behavior
The tyranny of the tangible

In your experience, when executing strategy, where do organisations focus most attention?

- Organisational structure
- Decision authorities e.g. hierarchy
- Organisational processes
- Employee competencies
- Staff interaction
- Culture

How would you rank the barriers to strategy execution?

- Culture
- Staff interaction
- Employee competencies
- Decision authorities e.g. hierarchy
- Organisational processes
- Organisational structure

Research at London Business School performed by Human Insight 250 C-Level executives, participants of executing strategy for results program and strategy and execution program. (2017)
Organizations as Ecosystems
Ecosystems and change
Managing ecosystem and change

Phase 1  Phase 2  Phase 3  Phase 4  Phase 5

Formal
- Strategies
- Structure
- Culture
- Process

Informal
- Systems
- Habits
- Behaviours
- Properties
Ecosystem informalities
Take aways
How are you managing the horizons of your customer as a change professional?

Try to plot where your client organisation (and its products or services) is on the Growth-Curve?

Where do you naturally contribute?

Is there a fit or do you have to stretch?

Who are the top performers within the organization and try to analyse why?

How strategically diverse are project teams? Try to experiment with teams and measure (ROI) how this could benefit the organization?
Let’s keep the conversation going!