

MENKUS
& ASSOCIATES

Gear Shift Change

28 February 2007

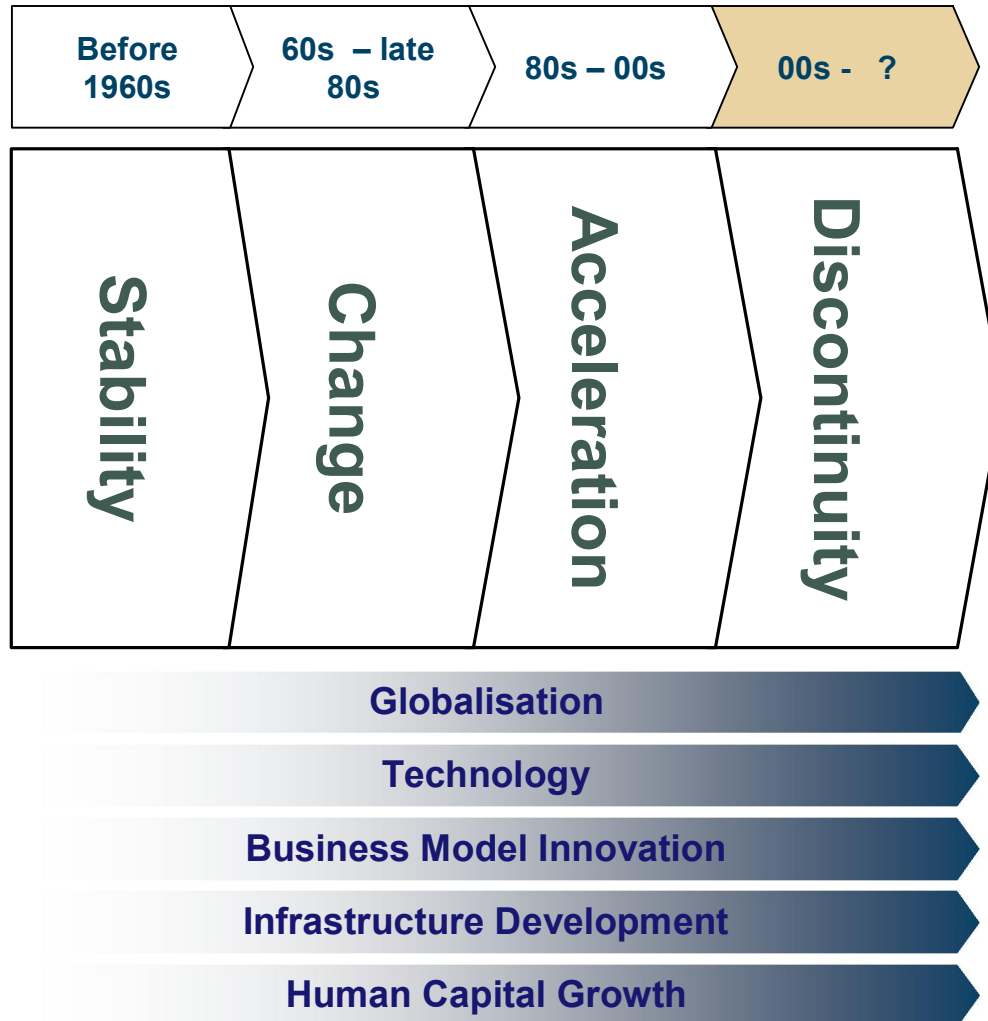
Opening thoughts

- Frank discussion
- Diversity
- Summary and contact list
- Introductions

8th breakfast seminar
Last one here at the Stafford

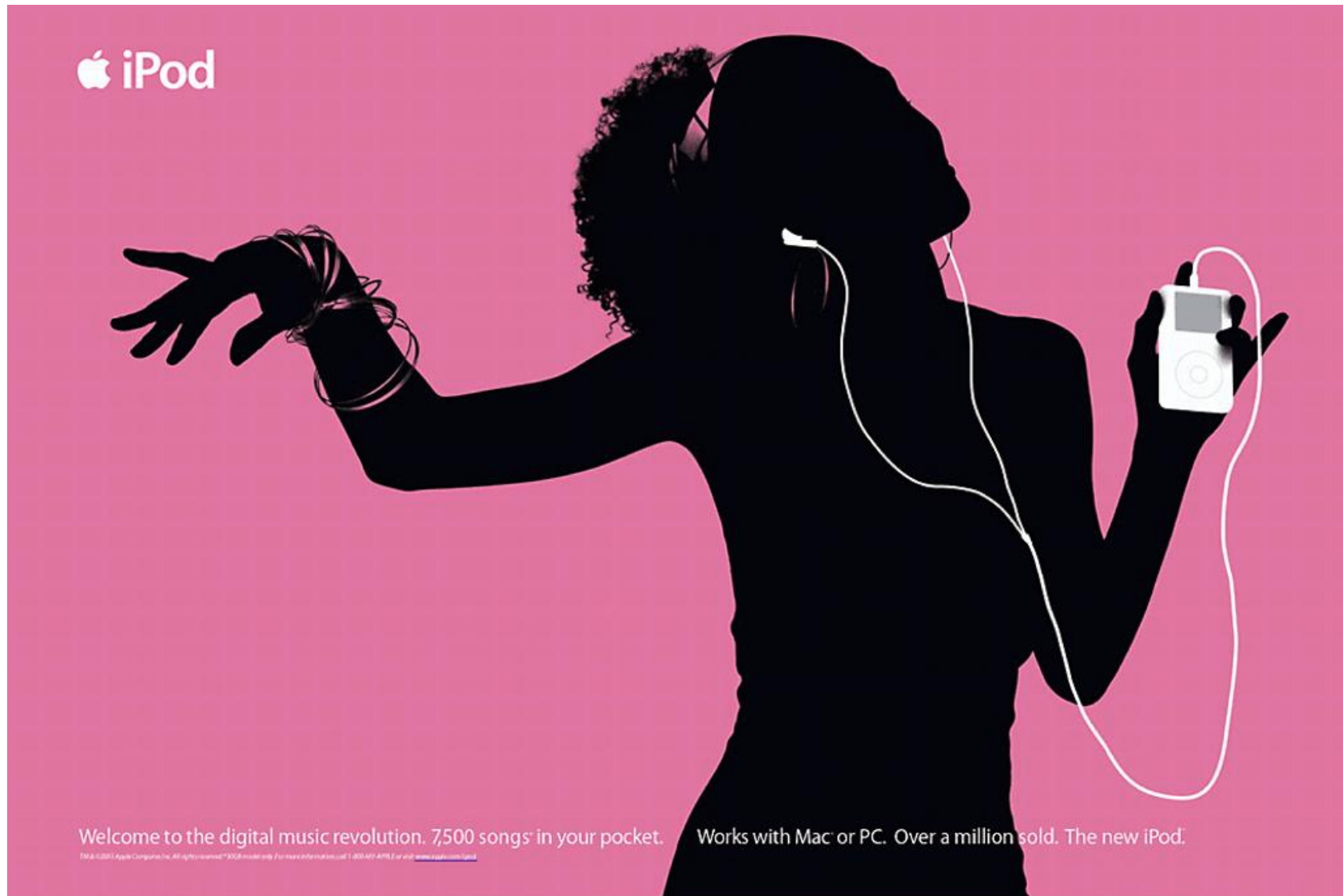
Age of Discontinuity

Historical Development



- Simultaneous multiple changes; shifting frames of reference
- Growing ambiguity; shrinking certainty
- Low margin for error, growing performance demands

What do we mean by discontinuity?



More discontinuity

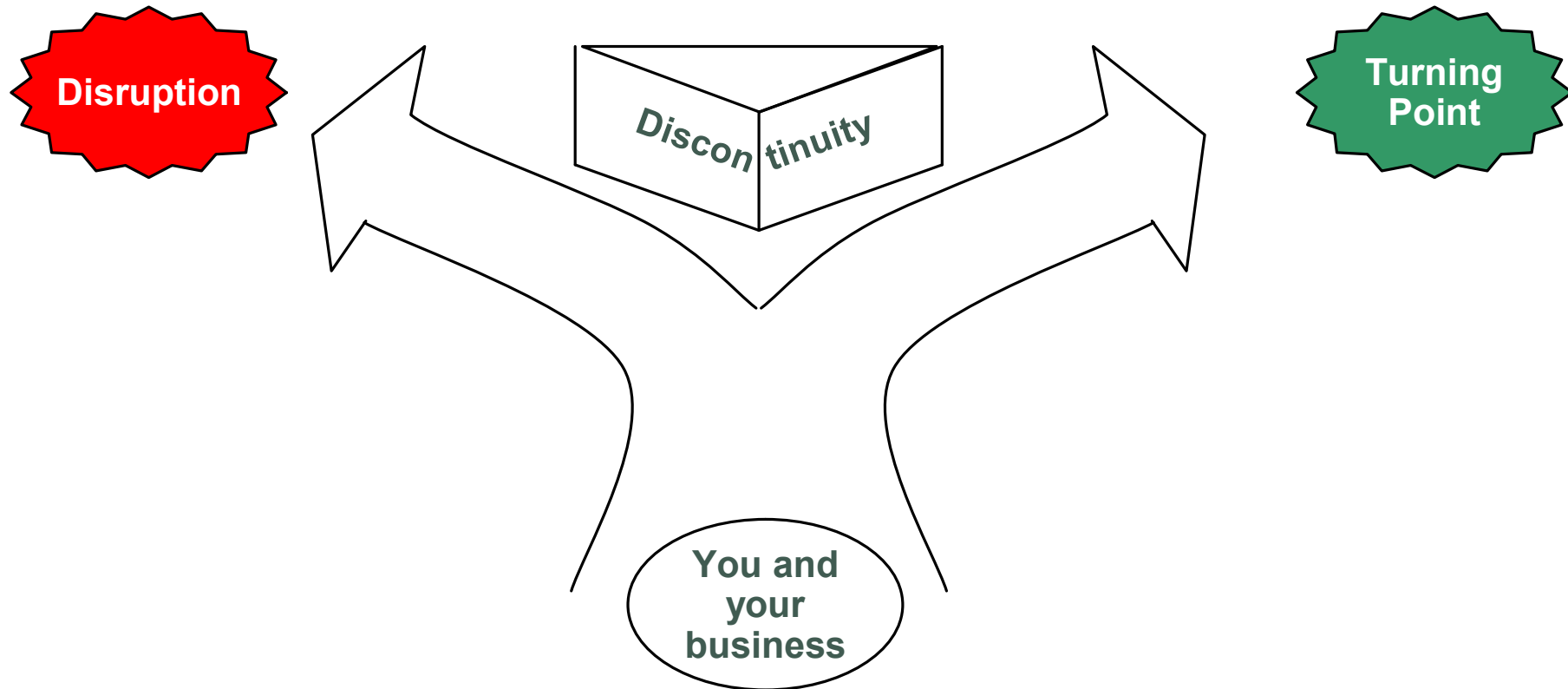


What will it mean to you (and your business)?

Will you see it coming and make sense of what it means?

Will you have the desire to act quickly enough?

Will you have the skills and capability to respond?



Leadership Model

Ethics

- How are we with ourselves and others?
- How do we behave? What do we do and what don't we do?
- Why is it important are we that way?

Identity

- Who are we?
- What defines "us"?
- What does it mean to be "us"? Why is it important?

MEANING

Purpose

- Where are we going? Why?
- How will we know we are there?
- What will to mean if we get there?

Context

- Where are we? Who else is here?
- What is happening? Why?
- What does it mean for us? What response does it call for from us?

Gear Shift Change

1

- Adopt an expectation that change can be easy and fast.
- Put in place practices to make this so.

2

- Make changes in integrated chunks: “1st to 2nd gear”
- Don’t make change in between: “rev it up”.



3

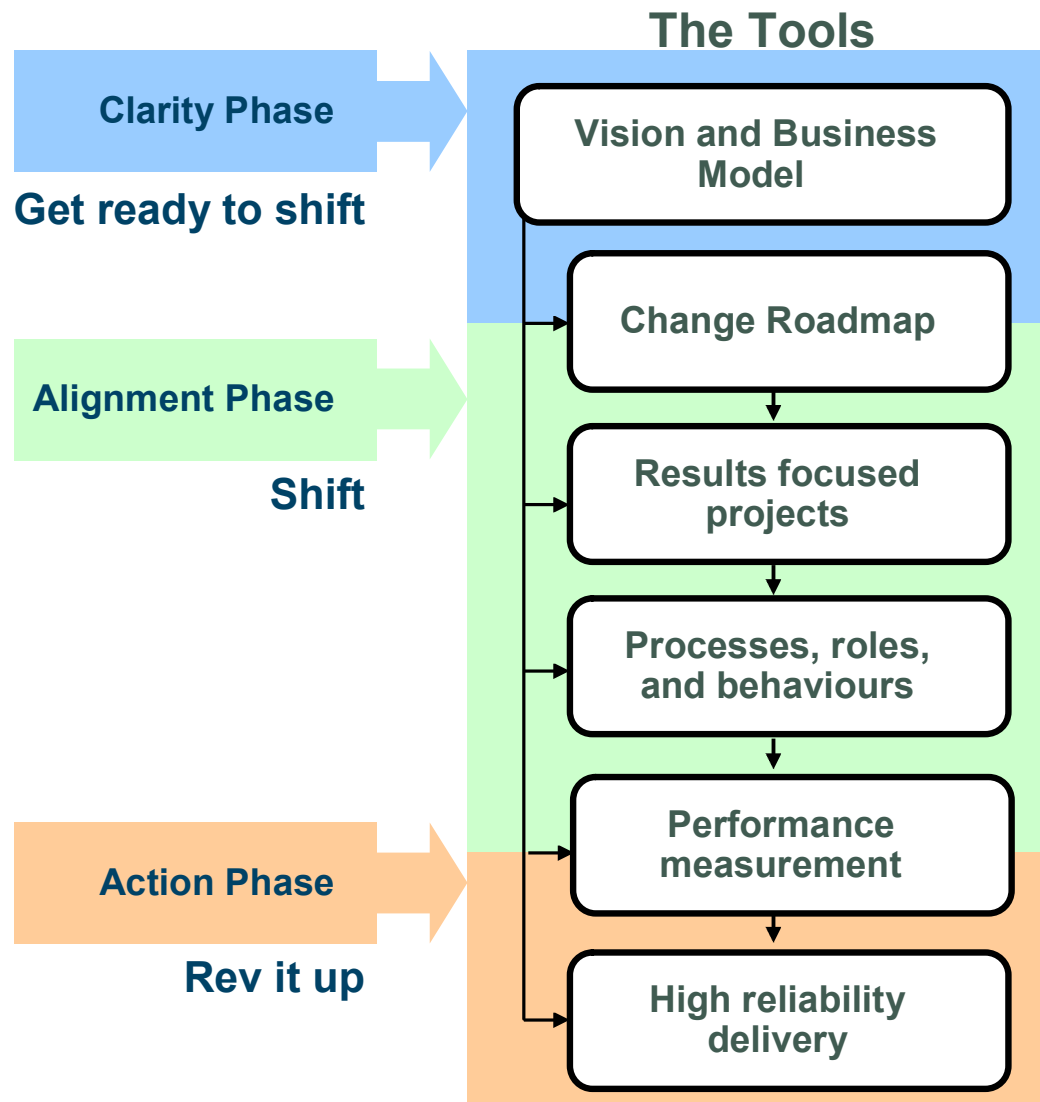
- Anchor both ends of change.
- Aim for the head pin.
- Eliminate “not changing” as an option.

Prepare for the storm during the calm

Selected

- Build alignment around higher-level purposes.
- Create social cohesion and trust.
- Engage emotion and identity.
- Developed detailed understanding of current model and performance.
- Challenge mental models: actively explore for new discontinuities you can drive.
- Make “invisible” improvements: infrastructure, support capabilities.
- Develop personal leadership and project management skills.
- Rehearse, rehearse.

Emergency Gear Shift Change Kit



- Clarify higher-level purposes.
- Challenge mental models.
- Engage emotion and identity.
- Eliminate non-essential change.
- Double your cycle speed, then double again.
- “Take away the typewriters.”
- Be “good enough” – surrender to approximation.
- Ruthlessly introduce new performance metrics.
- Utilise high reliability delivery techniques.
- Let management manage.

- What tangible things can business leaders do to cause change to happen quickly – almost instantly?
- What generally accepted “change management” approaches are ineffective or even counterproductive?
- What approaches have you taken recently to make rapid change in your organisation? What works, what doesn't?



Contact Information

Clarity. Alignment. Action.

London Office:

+44 20 7349 7140

Suite 224

132 - 134 Lots Road

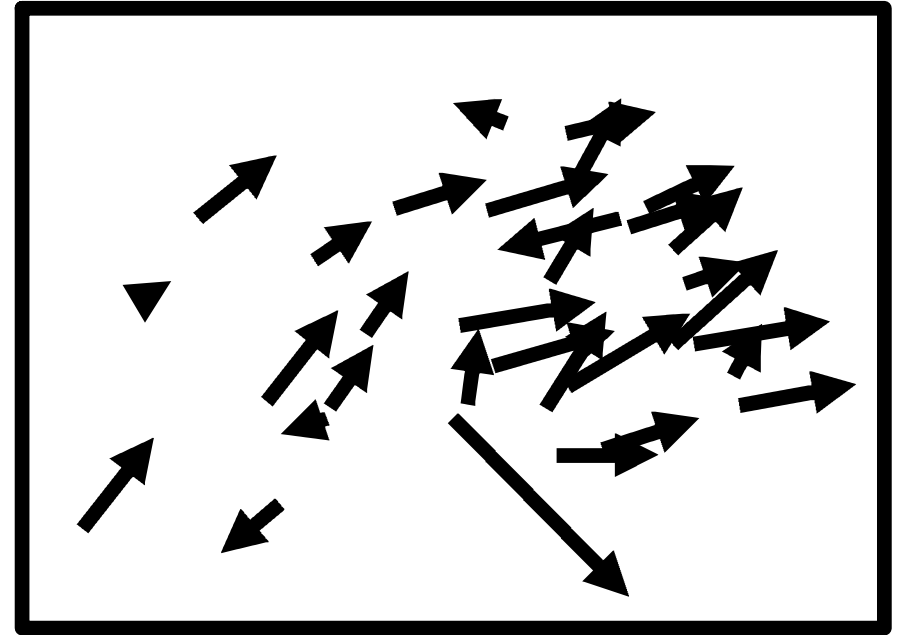
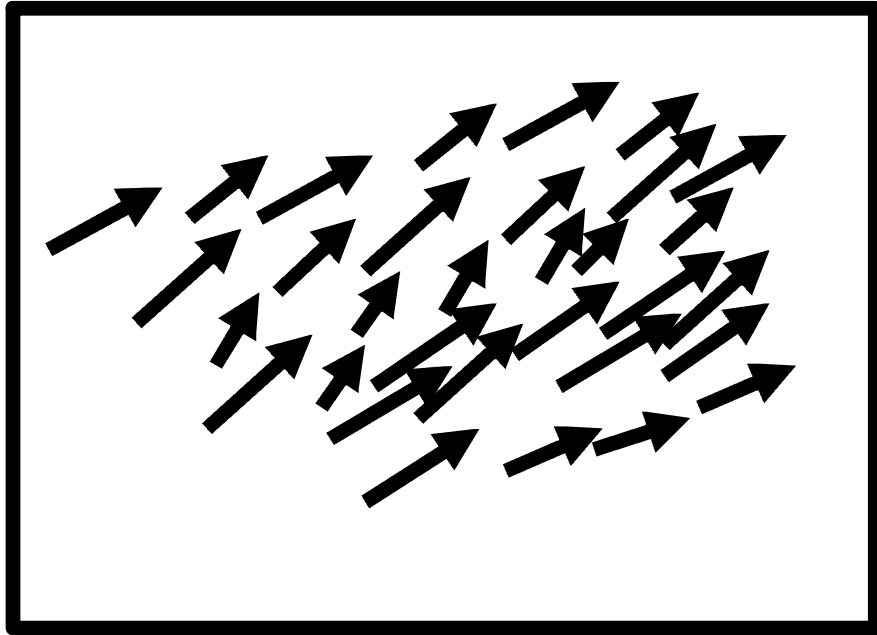
London SW10 0RJ

www.menkus.net

For more information, please email us on:

newclients@menkus.net

Discontinuities: Individual Impact



Discontinuities: Organisational Impact

