

Leading Change

Key Learnings from Asset Management Journeys

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Asset management projects are

MASSIVE

organizational change initiatives

because change is

SCARY.



70%

It's not necessary
to change. Survival
is not mandatory.

W. Edgar Deming



Common causes of difficulty in HOW to change

- Managers don't communicate effectively and frequently
- Managers assume others will see the inherent wisdom
- Managers under or overestimate their own power
- Transition periods are seen as a cost, not an investment
- Managers underestimate the resources & commitment needed
- Managers sending conflicting messages
- Managers find human processes unsettling or threatening
- Managers lack attitudes, skills, abilities to manage change
- Unanticipated external factors can play a huge role

WHAT to change

is different from

HOW to change

Kotter's 8-step model for leading change

8. Make it stick in culture

7. Build on the change

6. Create quick wins

5. Empower action

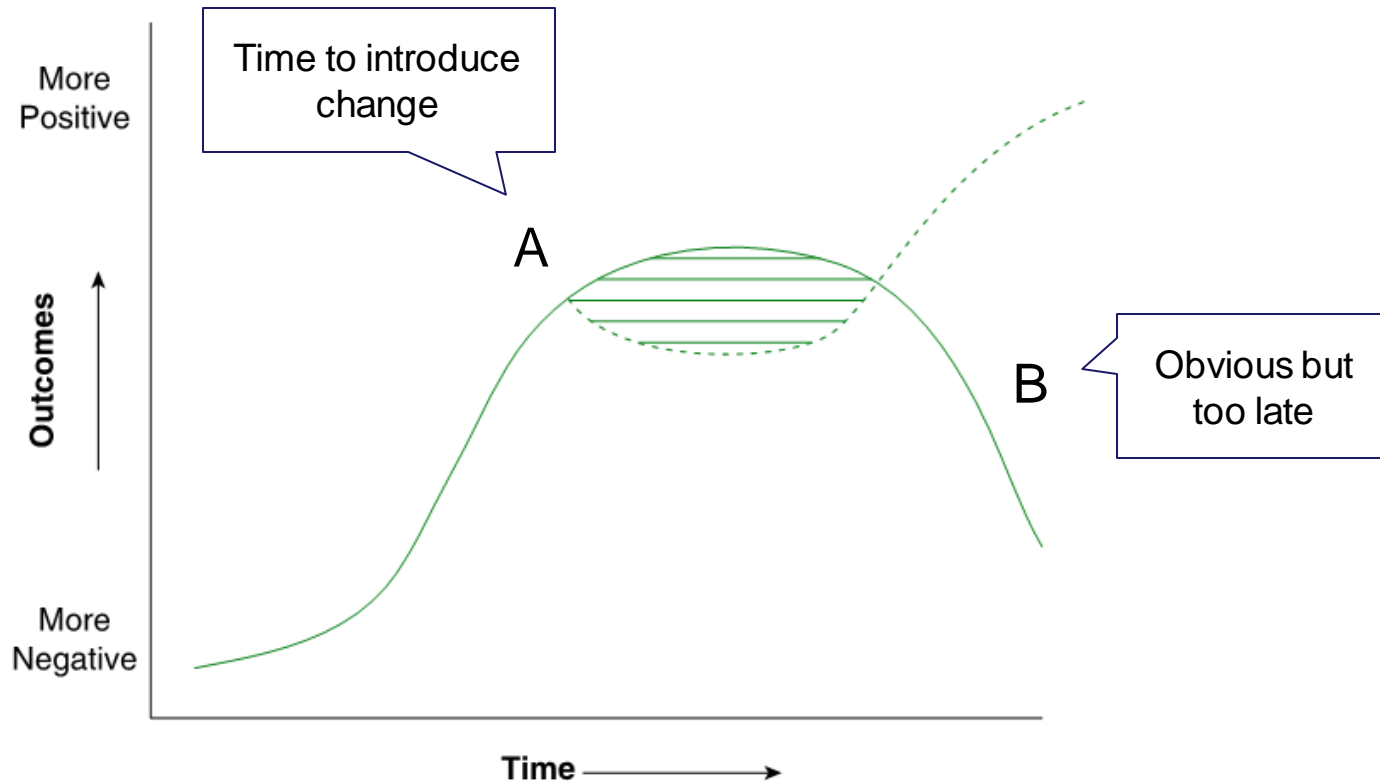
4. Communicate the vision

3. Create a vision for change

2. Form a powerful coalition

1. Create sense of urgency

When is the right time to change?



Sigmoid curve – Charles Handy

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Is it resistance or is something else going on?

We often **misinterpret** impediments to change as caused by resistant recipients

Impediments are much more likely to come from problems related to the **misalignment of structures and systems**, than from individuals engaged in resistance

Blaming individuals rather than addressing misaligned structures and systems **will worsen** the situation

Developing more adaptive organizations

1. Embed systematic scanning of the external environment
2. Create a concern for measurement of performance
3. Build a shared perception of the performance gap
4. Develop an experimental mindset – try new things
5. Create a climate of openness and accessibility
6. Implement continuous education at all organizational levels
7. Appreciate diversity. Take a pluralistic view of competencies
8. Have multiple individuals as advocates for new ideas
9. Have an involved and engaged leadership
10. Advocate a systems perspective in internal discussions

Thank you!

Questions?