

# Bringing the best out of people



- Slides for (CMI) Chartered Management Institute Conference (East Midlands) – 21st January 2010
- The majority of the models and examples are derived from extensive transformation work at Rolls-Royce Aerospace 1997 to 2001 and 33 other transformation projects conducted over two decades
- The subject of the two workshops was ‘Bringing the best out of people’
- For further information and to receive access to additional resources please e-mail [simon@bozeatconsulting.co.uk](mailto:simon@bozeatconsulting.co.uk)

## What we do

Inspirational  
Leadership

Sales  
Success

Service  
Excellence

Accelerating  
change

## Principles



**Guaranteed results**

## How we do it

Research  
(Discovery)

Personal  
Development  
Journeys

Guerrilla  
Coaching

Consulting

# Observations from the two 60 minute workshops

- The essence of each workshop was to recognise that there are countless examples of how to bring the best out of people.
- Every participants had many personal examples of when a manager caused a person or people to 'deflate' (see next slide)
- And every participant had many examples of when a manager caused a person or people to 'inflate'
- It was easier for the participants to remember examples of poor managers and poor management than good

'Inflators!'	'Deflators'
Spotting talent and reshaping the role to utilise and nurture skills	Jamming round pegs to fit square holes just to get the job done
Public recognition & positive feedback	Undermining people in public
Clear objectives with the freedom and scope to deliver	Ambiguous goals and delegation without training and responsibility
Reward schemes e.g. at Britvic. £300 reward for a £50k money saving idea	No recognition or reward for going the extra mile or for just doing a great job
Just listening with empathy, especially to people in remote locations	Avoidance, forgetting or ignoring people
Entering into tough 'fiery' conversations	Avoiding confrontation leaving problems to fester
Giving timely and appropriate feedback	Allowing people to 'get it wrong' without giving feedback – undermining people
Giving people opportunities for personal development	Racism, 'maleism', rude, any discrimination
<i>Engage, enthuse and enrol</i> – the keys to leadership	Beyond mushroom management i.e. keep 'em in the dark and feed 'em nothing!
Vision + belief + action + talent + resources = success	Vision and passion for change from management not backed with action

Management	Leadership
Thrives on control and stability	Thrives on change and chaos
Persuasion by telling	Persuasion by selling
Managers manage	Anyone can lead
Management is a role	Leadership is an act
Status quo & incremental change	Novel, new, innovation
Focus on efficiency, RoI, 80:20	Concern for impact of change on people
Authority by position – pays and ‘comforts’ people (resources)	Inspires followers by influence and character . Fosters self-belief
Management style – work/task/goals	Leadership style - fulfilling a vision
Risk averse	Risk-seeking
Focus on tasks and objectives	Focus on the future and a vision
Makes rules	Bends and breaks rules
Works in the system	Works on the system
Focus on managing work	Focus on leading people
Detailed plans	Sets the direction
Transactional	Transformational
Being right	What is right?

Management development	Leadership development
Delegation	Coaching
Praise, reprimand, feedback	Influence and persuasion
Training in techniques and skills	Training in 'being' and mindset (attitude)
Intellectual	Intellectual, emotional and spiritual
Easier to teach	Sometimes tougher to teach
Easier to forget	Results last and can have a dramatic impact
Public speaking	Inspiring people
Doing things right	Drive, determination, doing the right thing
Easier to measure results of training	Sometimes results are intangible but we know a great leader when we see one!

# Three steps to lead people

## ■ 'Engage'

- ◆ Communicate the benefits of the new world and the downsides to the present
- ◆ Respect heritage
- ◆ Spot the pioneers and early adopters

## ■ 'Enthuse'

- ◆ Get people excited!
- ◆ Change only ever happens when people are emotionally involved

## ■ 'Enrol'

- ◆ Give people jobs to do that create momentum

*"Change is about 100s of people doing one 1 thing differently NOT 1 person doing 100s of things"*

# Four LITE steps guaranteed to deliver change

## 1) Listen and learn

Discover the heritage and people's pain, immediate needs and aspirations

## 2) Inspire

Create the mindset where people are motivated to learn new ways of working

## 3) Tools and techniques

Train and coach people in skills proven to deliver outstanding results

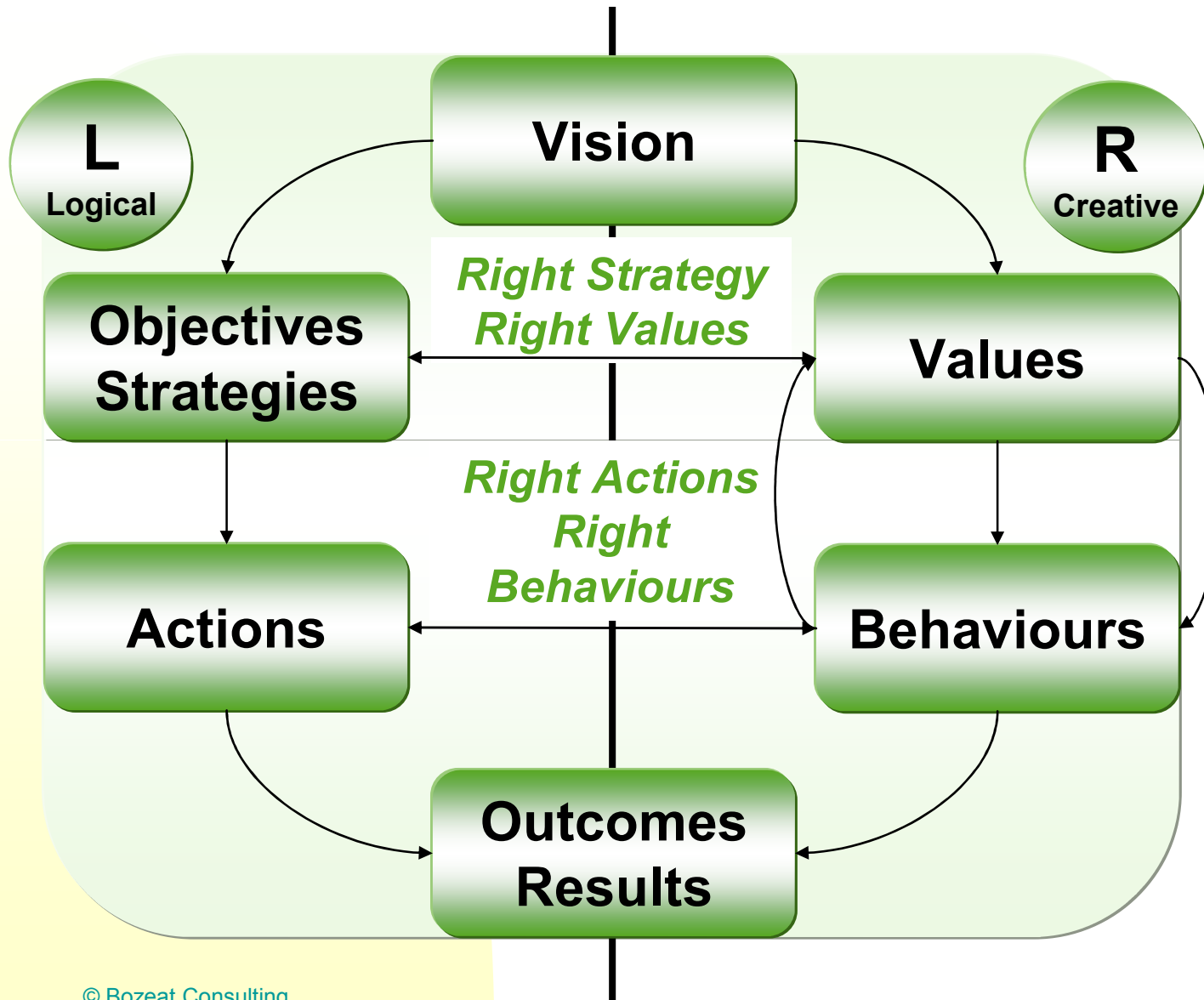
## 4) Embed

Refresh and repeat until new habits are evident

# 10 steps to a successful transformation

1. The organisation has significant pain and a compelling reason to change
2. Bring a powerful coalition together who will drive the change agenda
3. Create a compelling vision that inspires people
4. Develop a comprehensive, practical, understandable and flexible plan and route map with key milestones
5. Communicate, communicate, communicate!
6. Equip the leaders with the change agent's toolkit
7. Generate and celebrate a series of small wins
8. Confront resistance and 'change the people or change the people'
9. Sustain momentum by taking on bigger challenges
10. Embed the changes until they become habits

# World class organisations work on both sides simultaneously



We help you work on the right side so the left side is consistently delivered

# Changing the culture of an organisation

From:-

- *'command & control'*
- bureaucratic & rigid
- communication top down
- functional silos
- escalation upwards
- training for training's sake
- *'them & us'* blame culture
- boring & stuffy
- change only from the top
- no consequence for poor performance

To:-

- *'stretch & support'*
- flexible & responsive
- communication top down, down up & side to side
- cross functional teams (matrix thinking)
- escalation sideways
- business focussed training
- *'who cares as long as the job gets done!'*
- fun & exciting
- people give themselves permission to implement change
- peak performers rewarded, poor performance swiftly addressed

# Changing the culture of an organisation

## From:-

- focus on results
- appraisals annually
- appraisals top down
- focus on finding fault
- same job for life
- management
- focus on now
- we know best
- *'I've failed'*
- *'get it right first time or don't do it at all'*

## To:-

- focus on results **and** process
- continuous feedback
- feedback from peers, direct reports & the boss
- focus on celebrating success
- multi-skilled
- leadership
- focus on now **and** tomorrow
- we're here to learn from others
- *'i've had a **little learn**'*
- *'accept that we will not always be right and take rational risks'*

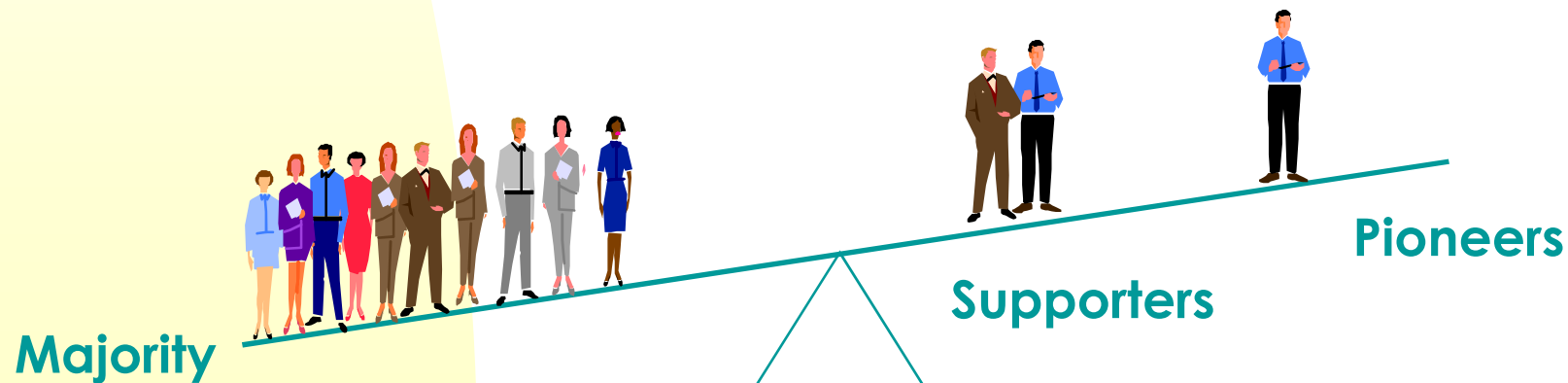
# From the old world to the new

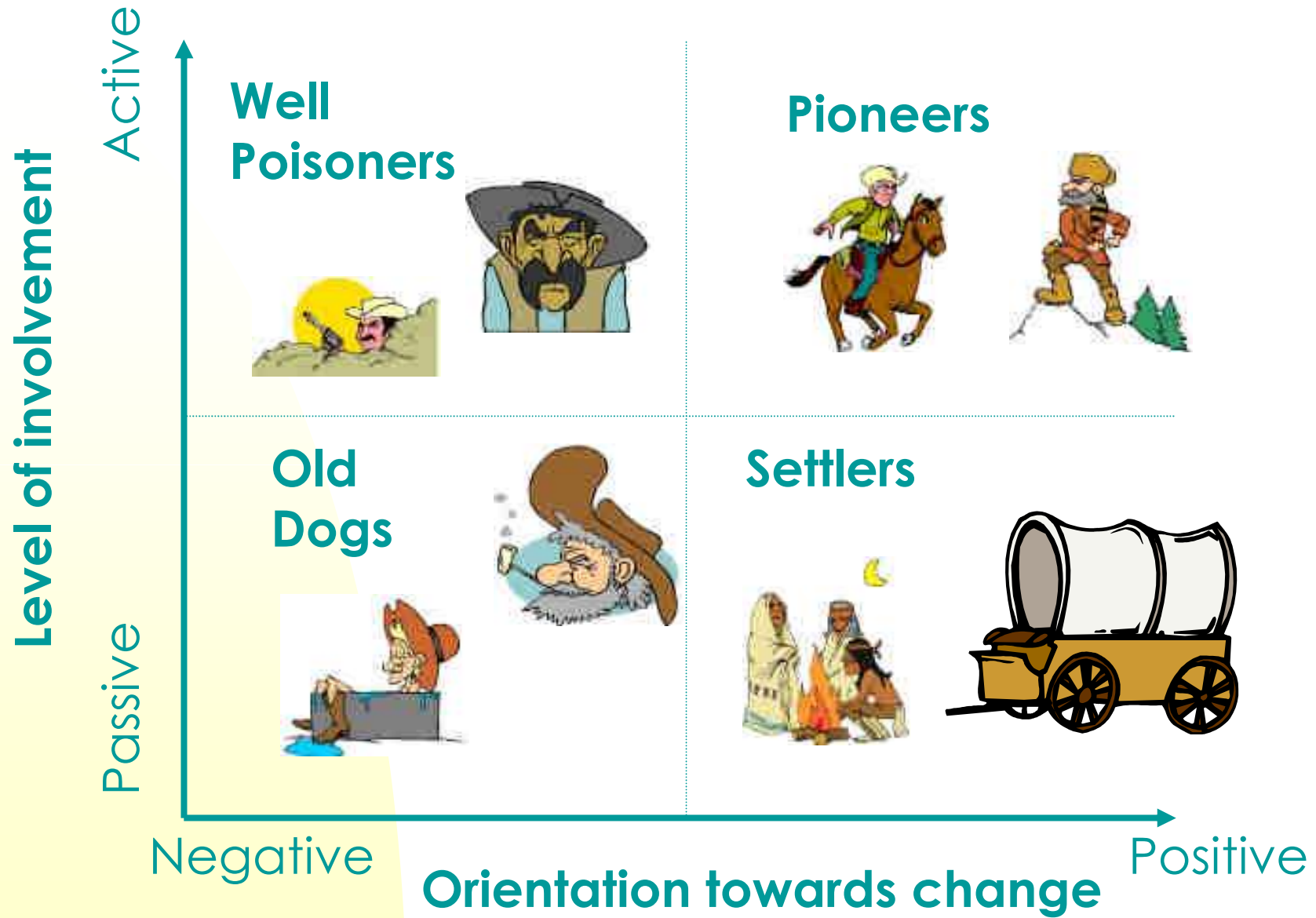
## OLD WORLD

- Stable markets
- Economy based on manufacturing
- Jobs for life
- Security
- Clear lines of accountability
- Generalists
- Boss 'wields the brain'
- Many big corporations
- High loyalty to company
- People put up with a low quality of work life
- Little post school education

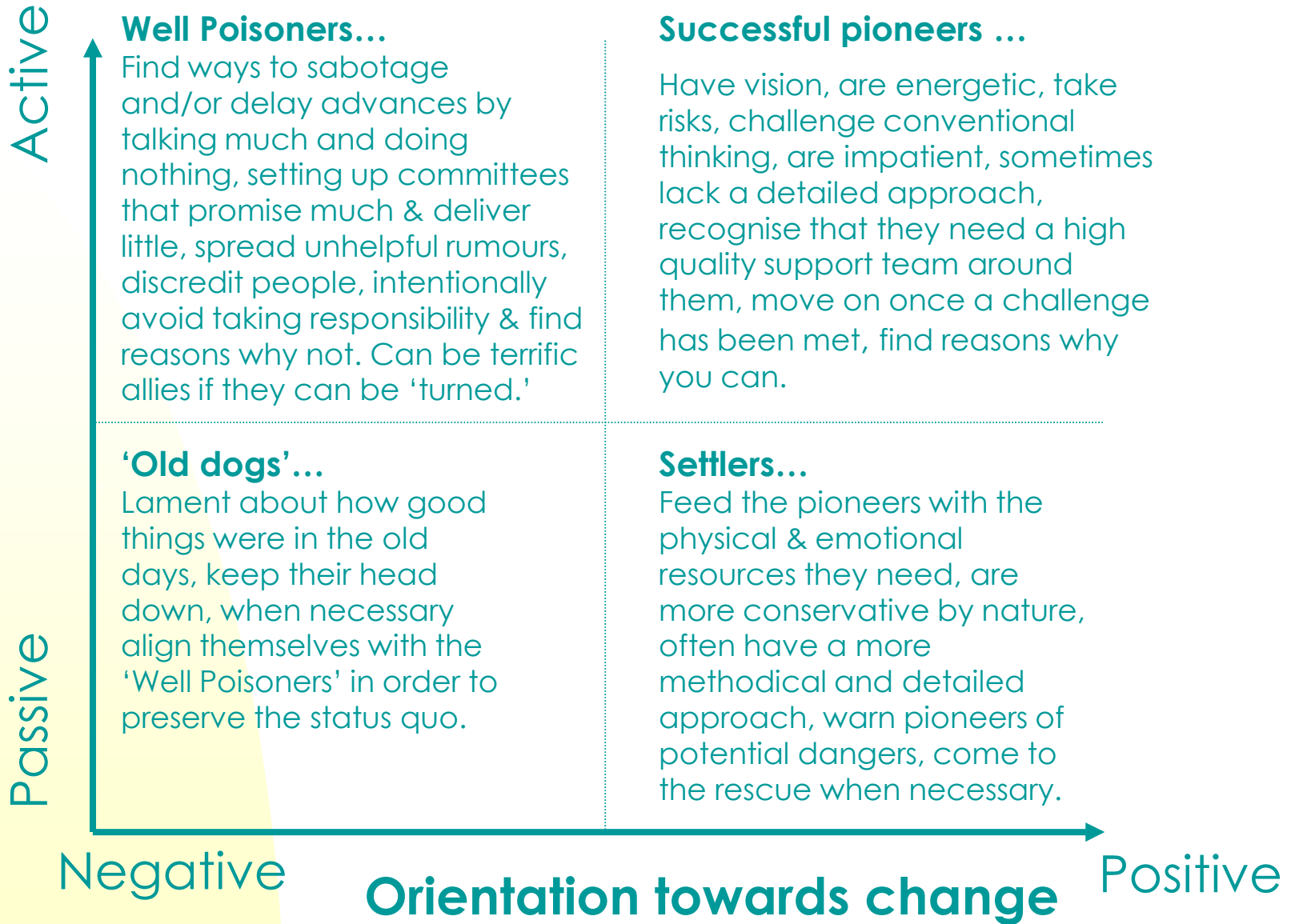
## NEW WORLD

- Markets changing
- Economy based on service
- Globalisation
- Average life of a company reducing
- Specialists
- Hundreds of niche players
- People wanting balance between work and home
- Everyone encouraged to continually learn
- Empowered workforce

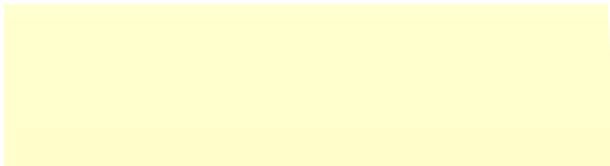
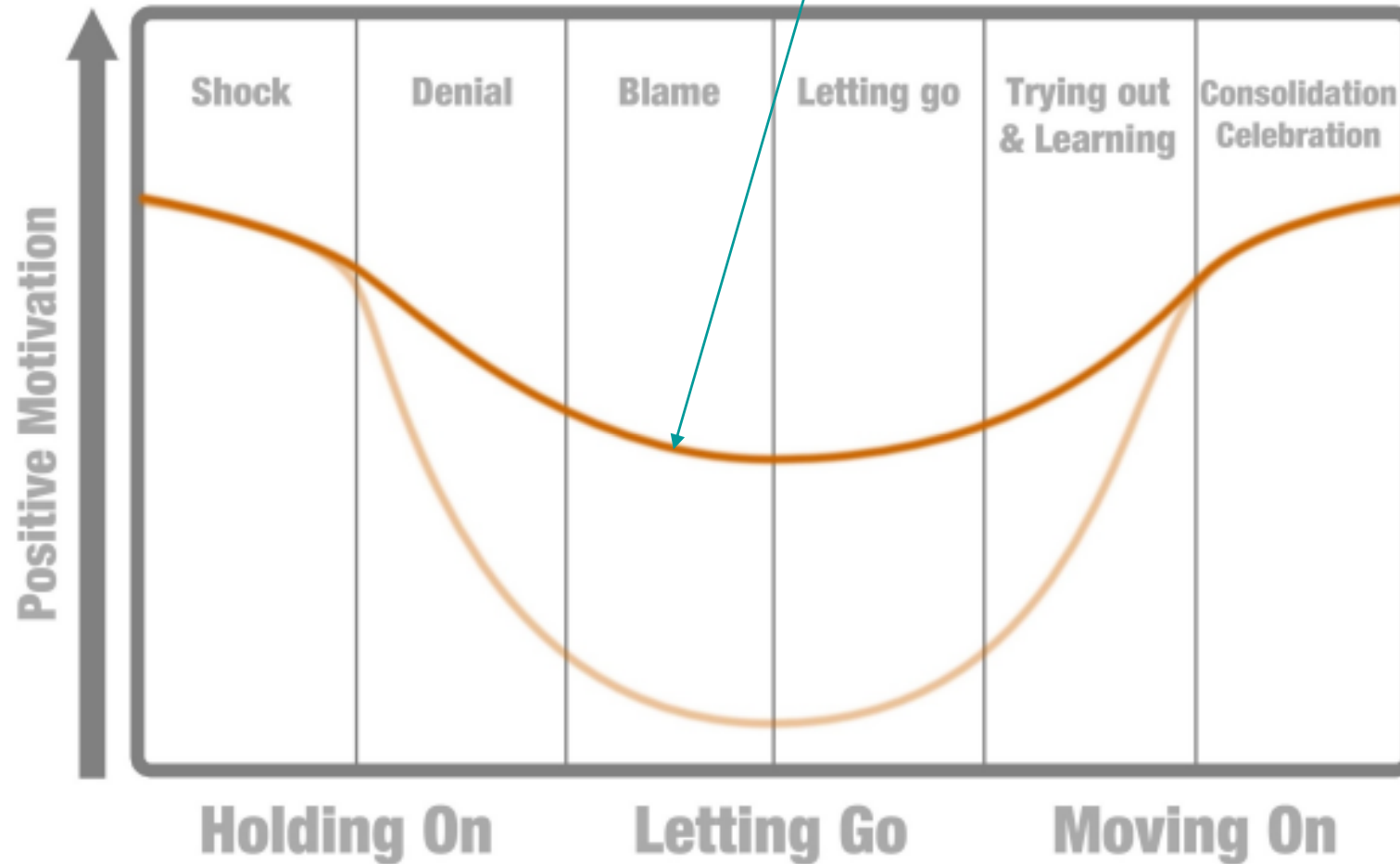




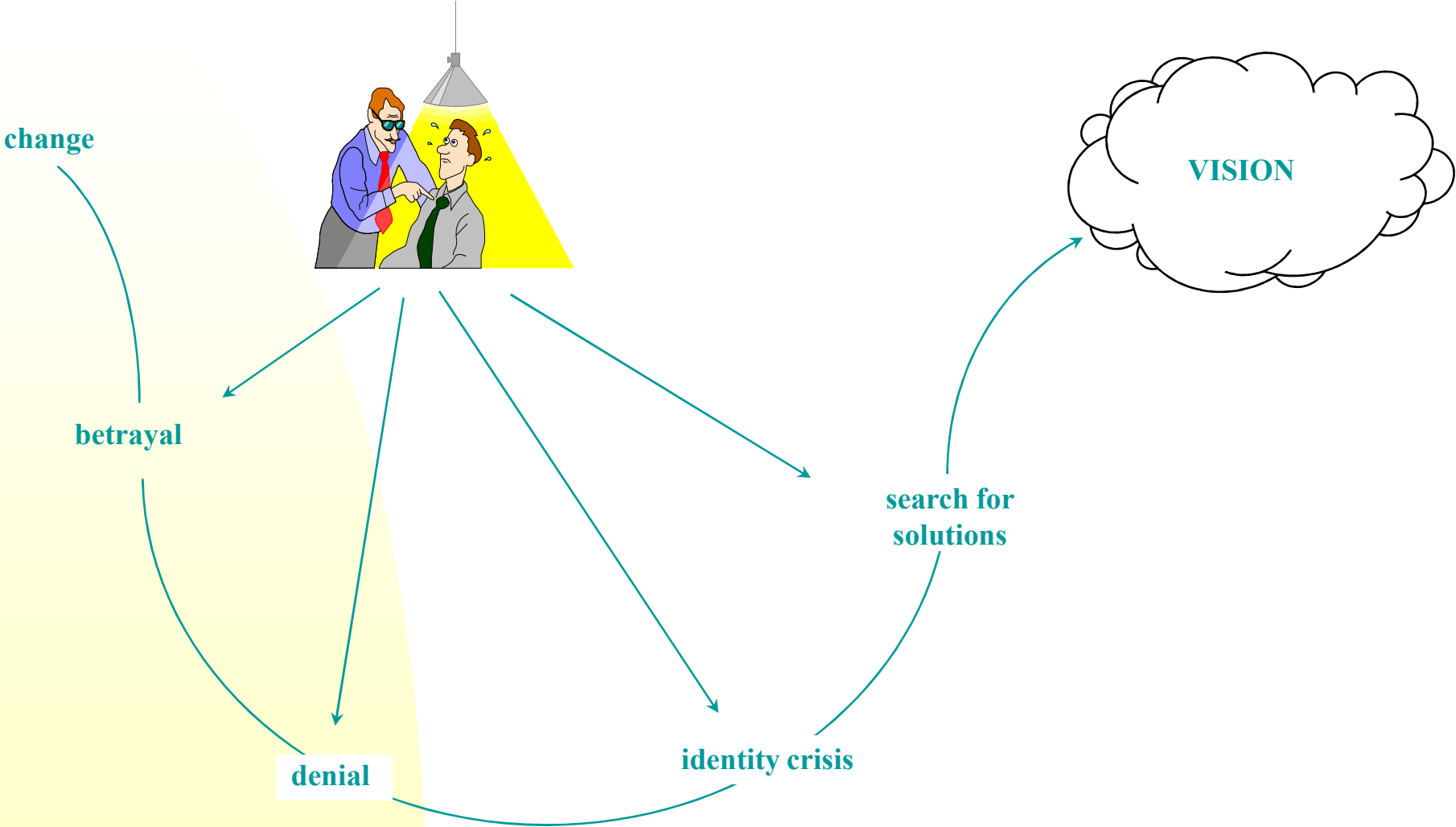
# Level of involvement



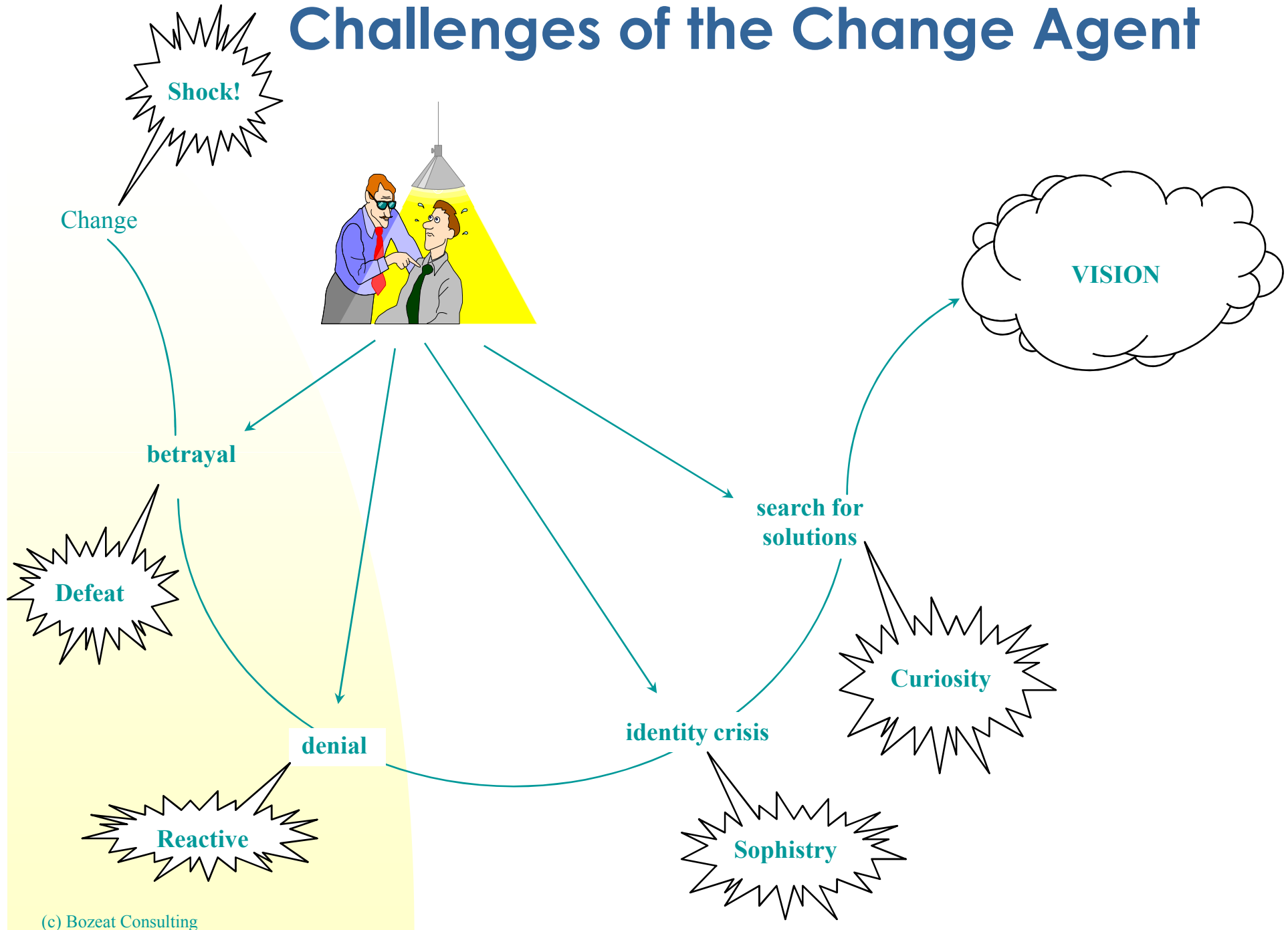
We shorten and lessen the depth of the change curve



# Challenges of the Change Agent



# Challenges of the Change Agent



# The classic objections to change

- *'We haven't got the time/it's not high enough on my list of priorities'*
- *'My boss wants it but I don't'*
- *'I want it but my boss doesn't'*
- *'We tried that before & it didn't work then'*
- *'It might have worked for xyz department/company but we're different'*
- *'We're already doing that'*
- *'I can't see how all the effort will have to put in will bring us the results we're looking for'*
- *'I just don't have the resources'*

*The job of the change agent is to find out which of these mask the real reasons and which have merit*

# Robert Dilts change model

<b>X</b>		<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>Confusion</b>
<b>Mission</b> Vision	+	<b>X</b>	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>Gradual Change</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>X</b>	<b>Frustration</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>X</b>	+	<b>Environment</b> Here & Now	<b>No Change</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>X</b>	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>Anxiety</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>SUCCESS</b>

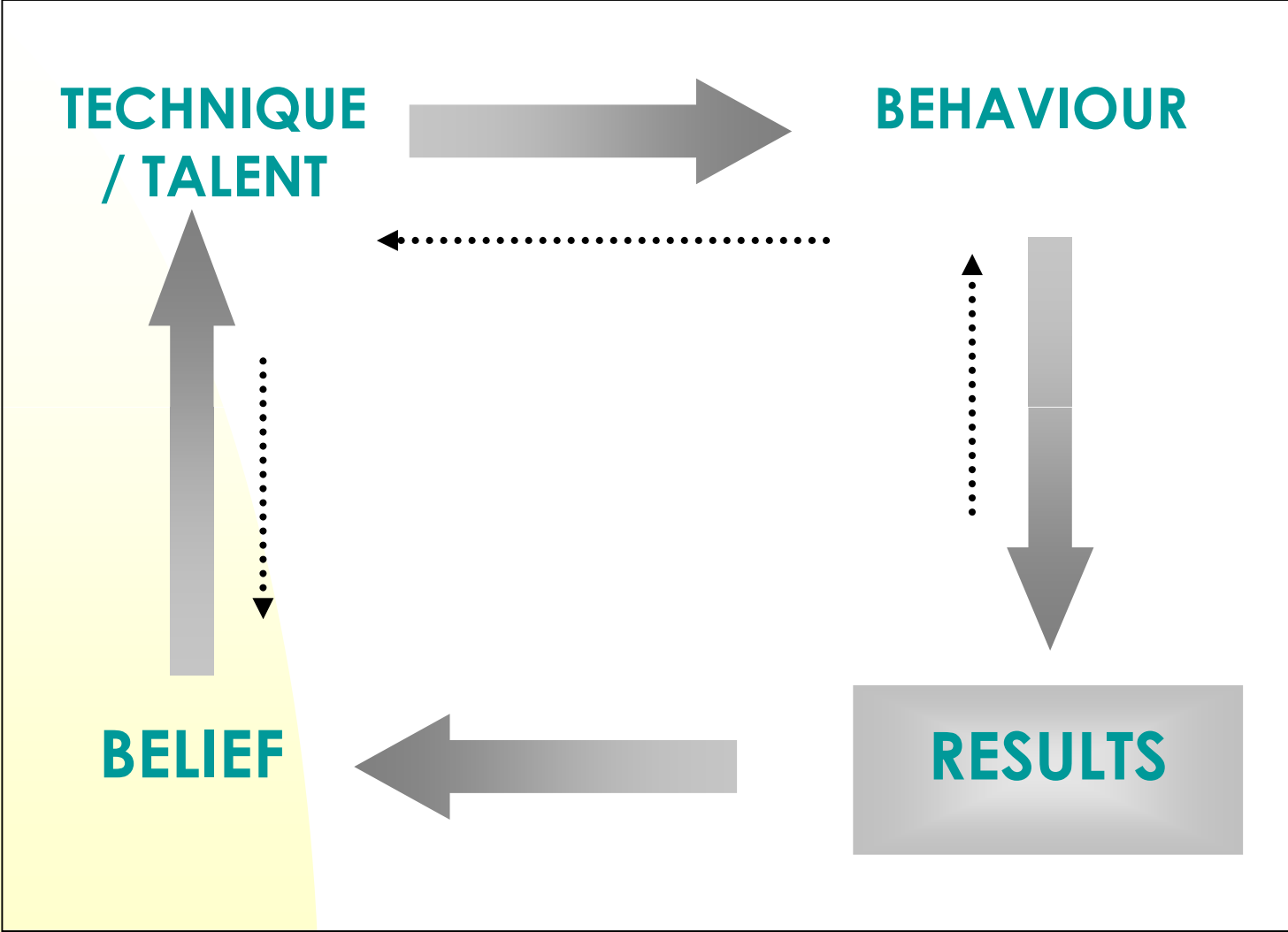
# How we work I

1. We recognise that in the majority of cases you know what to do, it is the implementation that you are struggling with
2. We have an engagement process that assesses your readiness and reactions to change
3. We only deliver interventions that will make a positive and long term difference
4. Every assignment normally results in you becoming increasingly willing to seek, accept and act on expertly delivered feedback
5. We help you define what great looks like and then enable you to get there

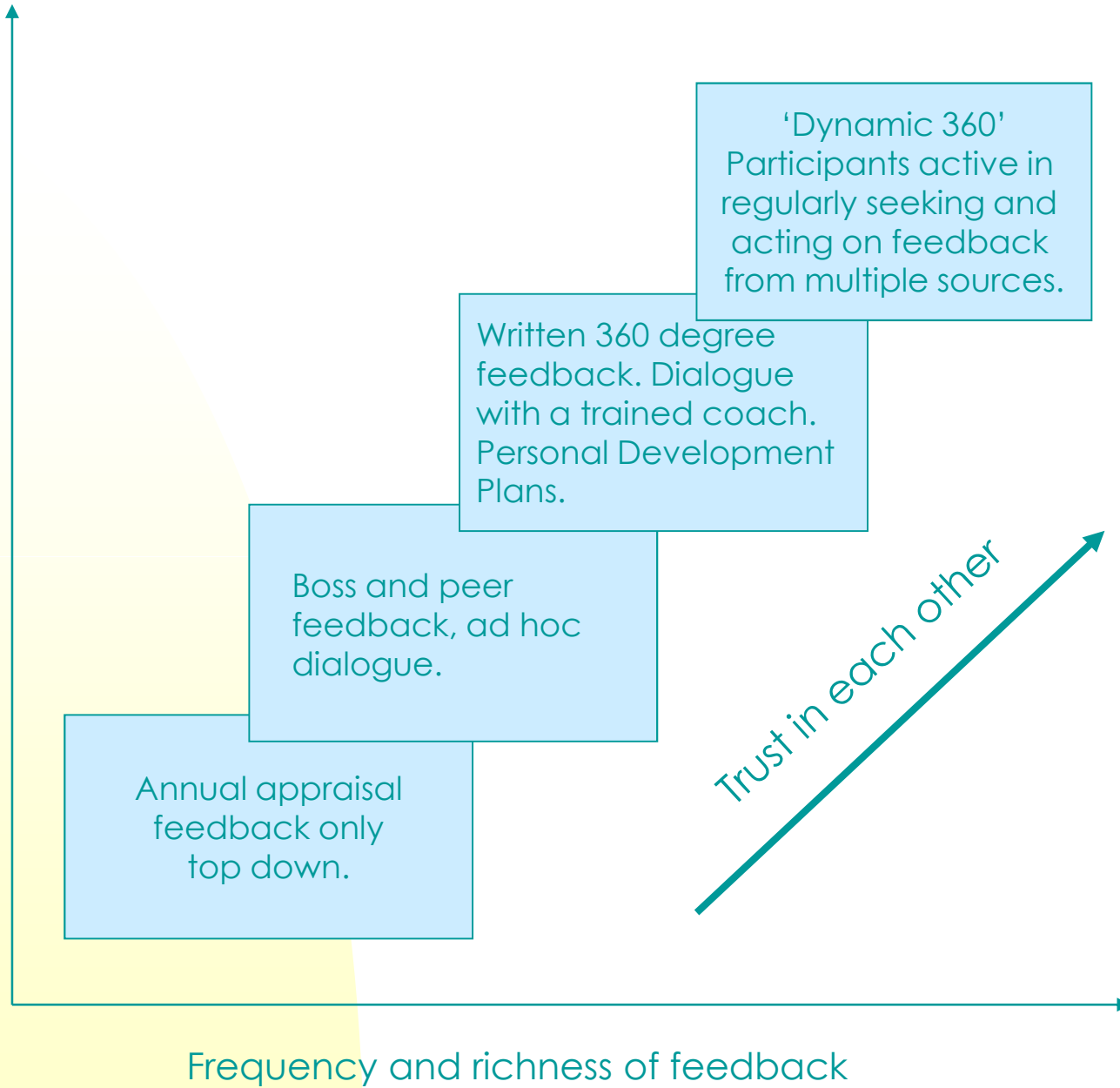
# How we work II

7. WYSIWYG 'What you see is what you get'
8. We deliver less consulting more support and help
9. We lead people through a process of doing and learning in order to achieve a specific business/organisation goal
10. We train internal change and performance consultants to achieve a sustainable result
11. We intervene when there are problems that need to be solved
12. We ask the difficult questions and you reveal the answers
13. We leave you with sustainable capability

# Beliefs and . . . 'The One-Way System'



Willingness to embrace and act on feedback



Frequency and richness of feedback

Trust in each other

## Who we've worked with:

- Business Post
- Camping & Caravanning Club
- Corporate Express
- Department of Work and Pensions
- Ford Motor Company
- Genesis Communications
- GPT
- Institute of Directors
- Geldards LLP
- HBOS
- HBOS GSI
- IVAX pharmaceuticals
- Job Centre Plus
- Natural History Museum
- Opal Telecommunications
- Rolls-Royce Aerospace
- Siemens
- SPS Technologies
- Swan National
- St James's Place
- T-Mobile

Plus many SMEs and  
micro-businesses

## What some of our clients say:

- *"You are one of the very few [coaches] who can light the lamp in the mind of the student and make it clear."*  
Alan - Senior Engineer, Rolls-Royce Aerospace
- *"We had seen over ten training companies and individuals in the last ten months, we chose you for a number of reasons. Firstly because of your very professional approach, you took the time to listen. Also because of your strong sales background you could fully understand our issues. Finally we were impressed by your ability to hold the audience in the palm of your hand."*  
Keith London - Managing Director - ACT
- *"Thank you for the two day workshop, everyone without exception enjoyed the experience and is now enthusiastic to initiate a change. A comment from all the participants... 'nice guy, changed my views about consultants' "*  
William Martin - Managing Director - GT Martin
- *"In just 6 weeks I have decreased my working week by 25% and increased my income by 33%!"*  
Noreen Vines - Medical Specialist
- *"Simon is unbelievably incredible. I am in awe watching him during delivery and amazed at how far he has moved the team on during the short time he has worked with them"*  
Julie Laporta, Human Resources Manager, Corporate Express

# A rigorous 7 step approach to deliver results

1. Discovery – extensive research
2. Agreeing goals and outcomes
3. Developing a solution
4. Mobilising commitment
5. Implementation
6. Monitoring performance improvement
7. Closure and sustainability



# Bozeat Consulting

time for change...

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