

Leading Change – the first lessons learned in the crisis

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— EXACTLY 10 YEARS AGO... (May 2010)

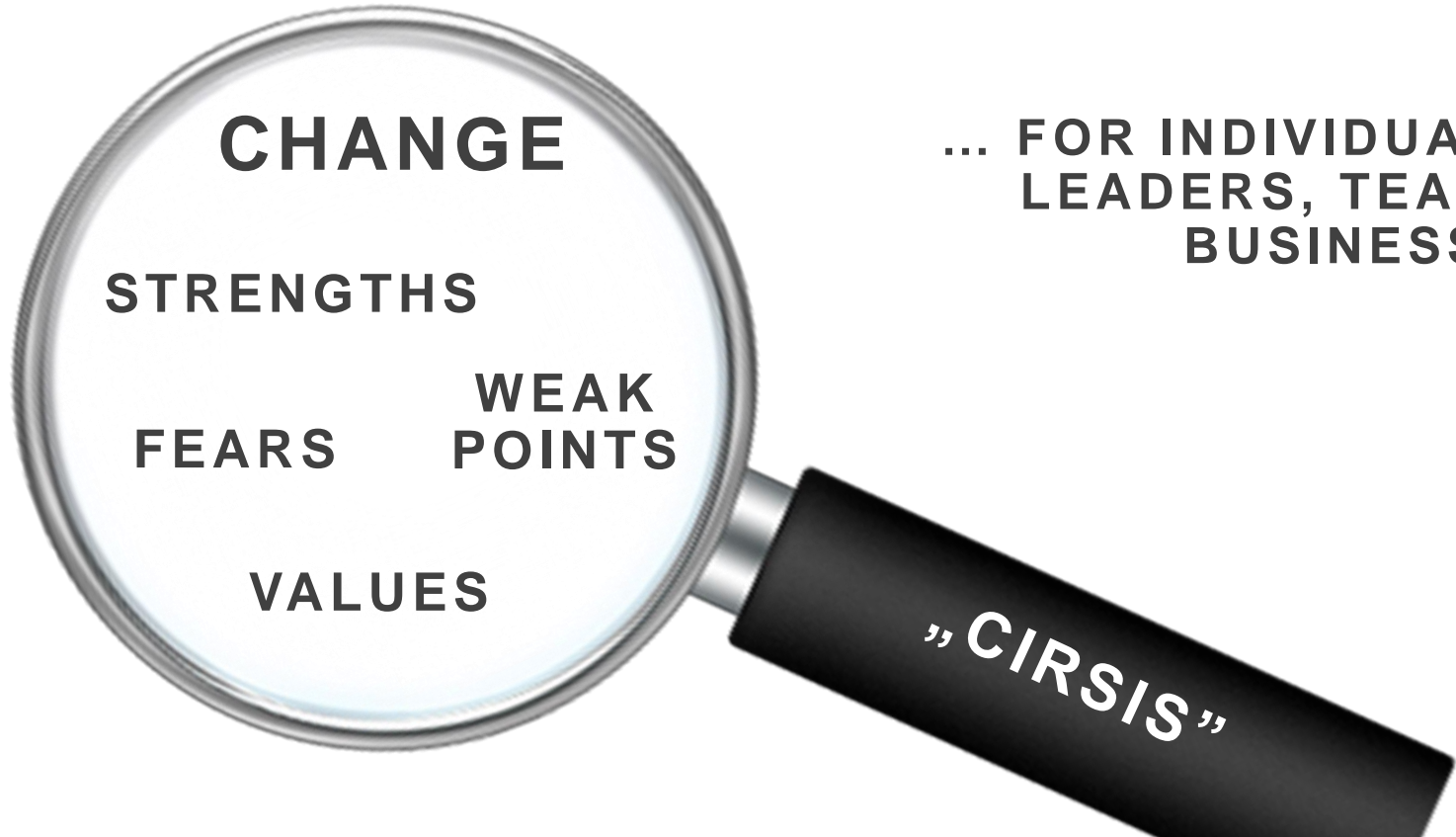


„Being hit by a critical situation when someone is responsible for others reveals a lot about who that person really is..”

Brother Andres

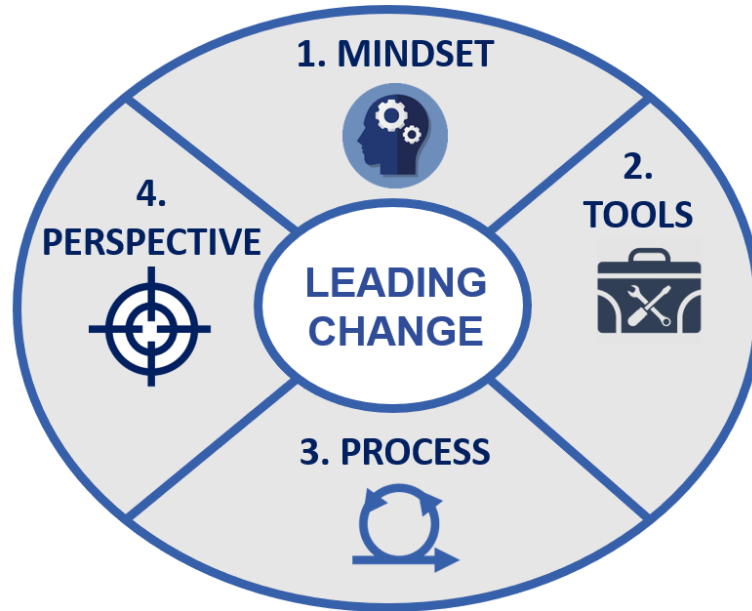


— A CRISIS IS LIKE A MAGNIFYING GLASS...



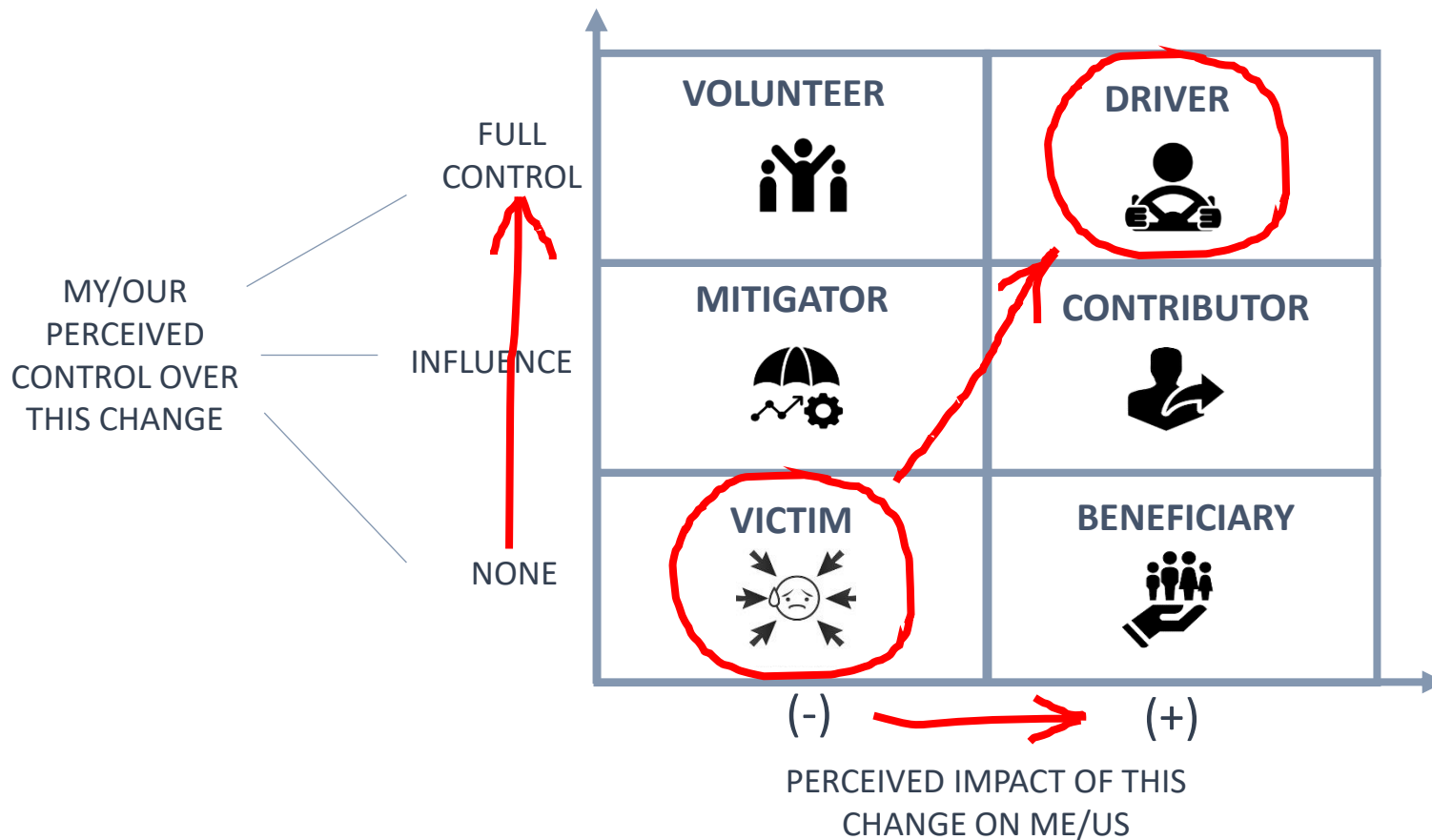
... FOR INDIVIDUALS,
LEADERS, TEAMS,
BUSINESSES

— CHANGE & LEADERSHIP



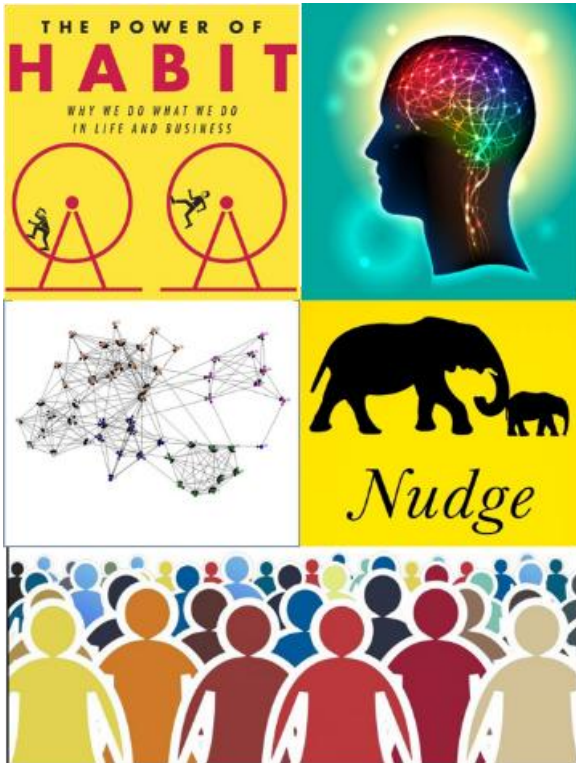


PERCEIVED CONTROL AND IMPACT





— Behavior science has developed new insights...



- Social psychology
- Neuroscience
- Cognitive biases
- Understanding habits
- Social influence networks
- Behavioral economics
- Choice architecture (nudges)
- ...



**Better
understanding of
behavior change
in organizations**



— The 6 conditions of behavior change

„I should do this...”

MOTIVATION

+

„I will do this...”

OWNERSHIP

+

„I am helped to do this...”

SUPPORT

MOVING &
UNDERSTOOD

SKILLS &
INVOLVEMENT

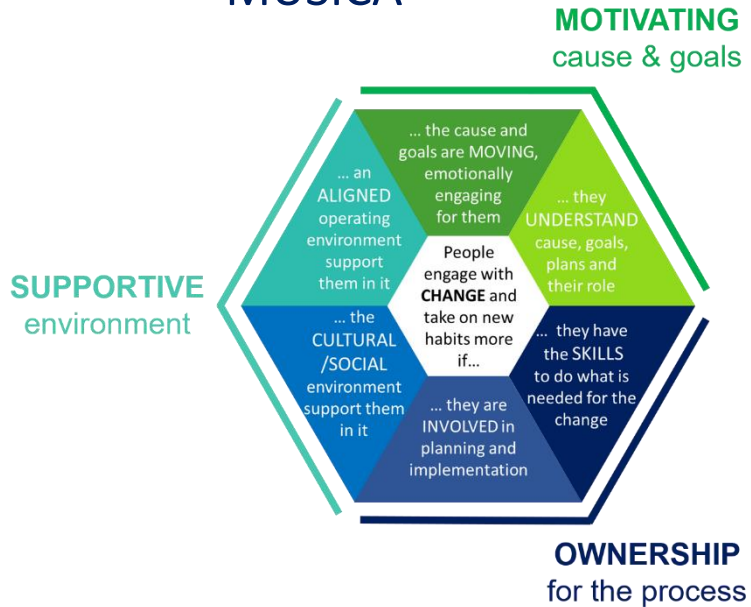
CCULTURAL, SOCIAL &
ALGINED OPERATING
ENVIRONMENT

M.U.S.I.C.A.



— Set up a check-list / action list for all conditions

MUSICA

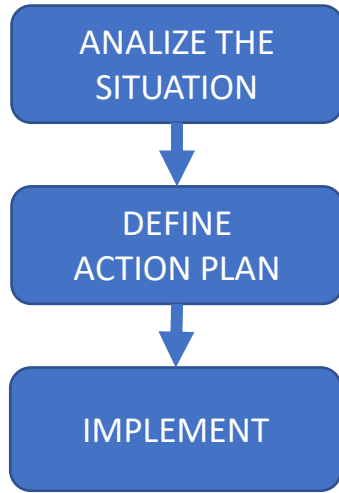


		● ● ●	ACTION
MOTIVATION	Purpose		
	Urgency	●	
	Fairness		
	Freedom of choice		
	Clarity, transparency	● →	?
OWNERSHIP	Positive mindset		
	Competence		
	Empowerment		
	Being asked		
	Co-creation		
SUPPORT	Credibility, trust		
	Recognition		
	Failure for learning		
	Peer support		
	Systems/processes		
	Nudges		



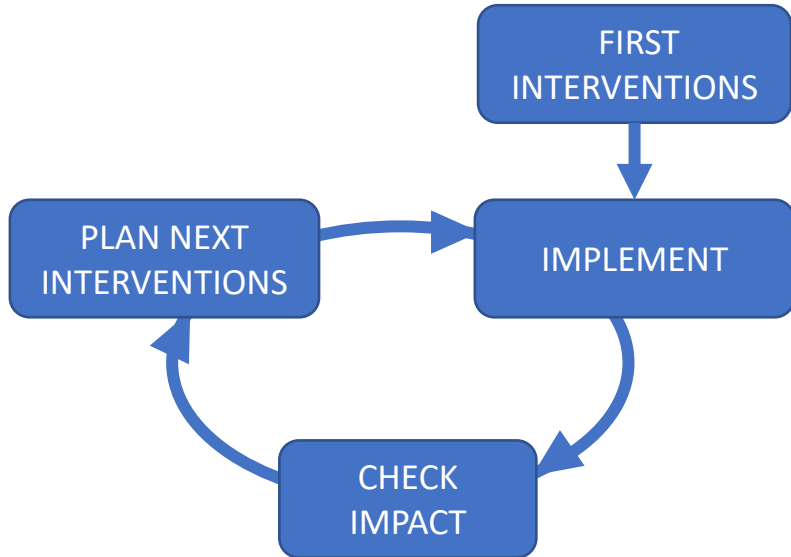
— AGILITY – FORGET THE MYTH, GRASP THE CORE!

The change process we are
socialized to follow:
LINEAR („WATERFALL”) PROCESS



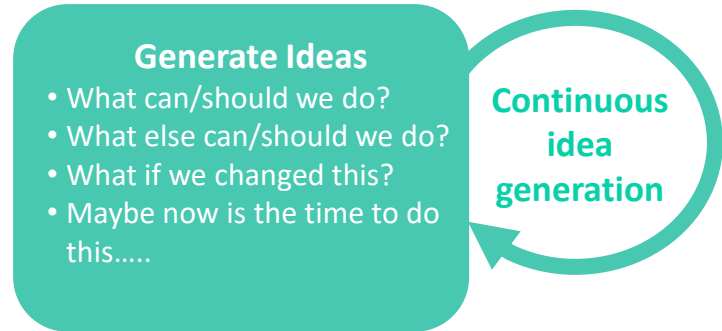
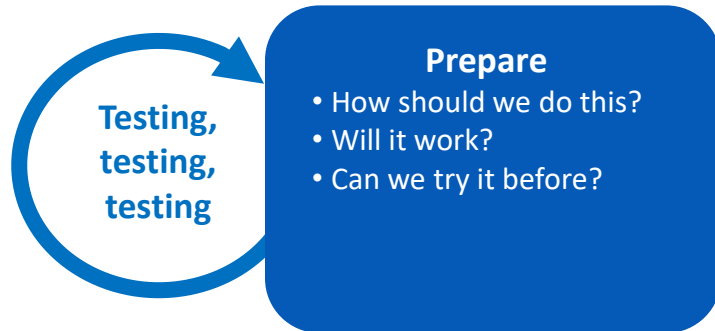
BUT!

What we need in such an
uncertain situations:
ITERATIVE PROCESS



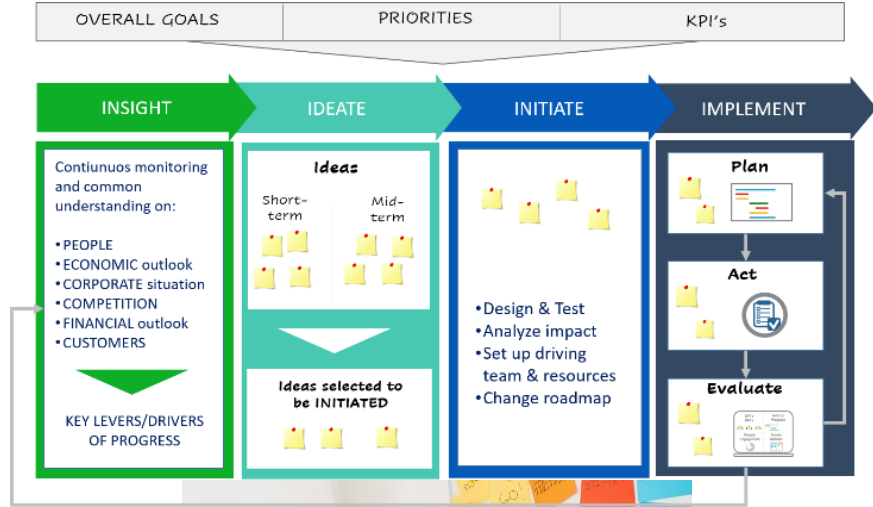


— MAKE A PROCESS OF WHAT YOU DO ANYWAY

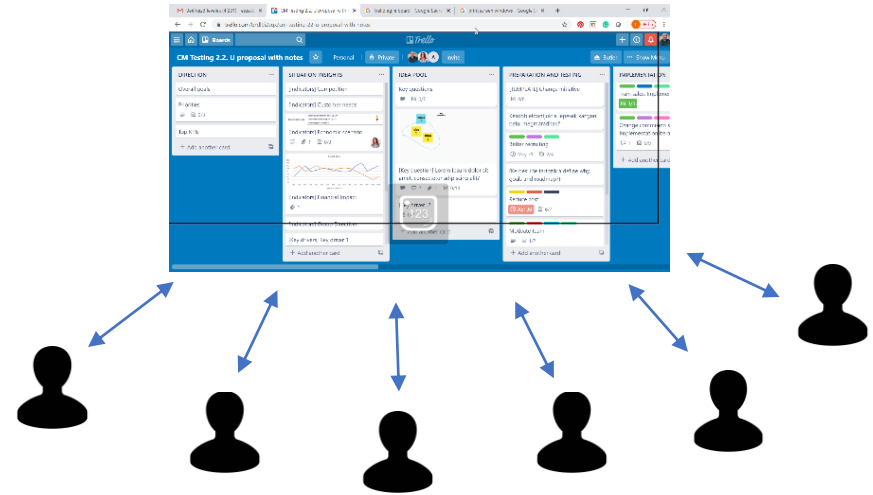




... AND INVITE PEOPLE TO CO-CREATE



AGILE CHANGE BOARD IN TRELLO





— AMBITEXTERITY

(The ability to use both hands equally well)



- SETTING STRATEGY & VISION, SHAPING THE FUTURE
- EXPLORING NEW BUSINESS MODELS



IN A RECENT RESEARCH
OF STRATEGY &
8%
OF LEADERS WERE
CONSIDERED EQUALLY
GOOD AT BOTH



- OPTIMIZING THE CURRENT BUSINESS MODEL
- RUNNING THE OPERATION



— AMBITEXTERITY



POTENTIAL TRAPS

- BEING „SEDUCED” INTO (MICRO-) MANAGING THE CRISIS
- WAITING FOR „THINGS TO GO BACK TO NORMAL”
- MISSING THE OPPORTUNITY TO GAIN STRATEGIC ADVANTAGE
- „OVER-THINK” STRATEGY

OPPORTUNITIES

1. STOP – STEP BACK – „CHECK BOTH HANDS”
2. EMPOWER OTHERS FOR YOUR WEAKER SIDE (*I am not the best in this, you should do it for us...*)
3. CREATE STRUCTURES THAT STRENGTHEN THE WEAKER SIDE (teams, processes, organizational units etc.)

SUMMARY.

USE THIS PERIOD AS AN OPPORTUNITY TO:



Self-reflect...

...there is so much to learn about yourself as a leader, your team, your business



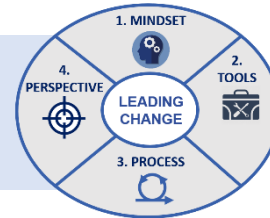
Learn about human behavior change...

...be humble with the complexity of people and organizations



Experience...

... with new tools, techniques to create the value you aim for



WE NEED YOUR FEEDBACK! – Stay for the poll! A few seconds only 😊



**Thank
You!**

**How can brands stay authentic
in times of crisis?**

Thursday, May 21, 16:00 – 17:00

Register at www.SEED-uni.com



Laszlo Aczel
SEED Faculty