

No Bullsh*t Change

An 8 step Guide for leaders

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To lead change, you must be able to achieve effective results in constantly changing environments, against unpredictable forces with imperfect information.

Leading change is the leader's ultimate test

All leaders face a situation where the tools , processes, methods and thinking they once used can no longer be relied upon to succeed in the future.

The need for change is often obvious with hindsight but making the leap from status quo to reinvention is rarely easy.

Failure to act guarantees failure

Many see the threat but fail to act on it.

All leaders need to choose between status quo
and a revolution

Leading change

1. Is a team sport
2. Sometimes revolution is the only way
3. Success is a consequence of learning from failure

You need to develop a baseline

1. It is an accurate and universal understanding where you are to begin

2. It forms the basis from which you build alignment amongst all your relevant stakeholders

Symptoms are easy to see, diagnosis can be less straight forward

Confirmation bias is a problem and leaders tend to search for favorable information to support their thesis.

Media loves research but isn't it surprising that the research tends to support the view of the people who paid for it.

The act of collecting data is no guarantee for success

Organizations collect a lot of data but are reluctant to share it.

5 measures to think about apart from biz

1. Employee engagement
2. Customer satisfaction
3. New customer acquisition
4. DEI
5. Environmental impact

3 rules for sharing data

1. Remember why you are sharing it
2. Overcommunicate fewer facts but more often
3. Explain why

A leader cannot depend on hierarchy to collect data, you need to get information that is not dependent on hierarchy

Hierarchy matters but it cannot be allowed to become an impermeable barrier

“In team work , silence isn’t golden, its deadly”
Mark Sanborn

Don't overcomplicate but do
overcommunicate

Don't overcomplicate

Be bold and ambitious

Favor clarity over brevity

Aim for a territory rather than the head of a pin.

The vast majority of companies are aiming to do a common thing better than competition.

Leading change

1. Set destination and direction
2. Aid decision making
3. Build coalitions
4. Enable alignment

Impact = Clarity X Action

Clarity is direction + communication

Urgent action builds confidence and belief

In driving change you must consider the concentration of individuals who believe it aligns with their values and also in their interests to change.

Great change is the result of many hundreds or thousands of individual breaking habits.

Areas in your control for change

- Product quality
- Customer retention
- Customer service
- New product innovation
- Customer acquisition
- Pricing
- Culture
- Staff attrition and engagement scores.

The defining behaviors of culture according to Prof Ghoshal are

Stretch
Discipline
Trust and
Support

Culture is the environment a leader creates for the team to outperform.

Team performance = Talent X Culture

Penalty shoot outs in football are not a measure of skill, they are a measure of nerve and ability to perform those skills under extreme pressure.

5 universal features of great cultures

1. Great cultures don't just happen
2. High trust
3. Safety and support
4. Great communication
5. Consistency and predictability

Being authentic leaders

1. You can be disappointed but cannot despair
2. You can be angry but not spiteful
3. You can be economic with the truth but cannot lie
4. You cannot know the answer, but cannot appear lost
5. You must celebrate but be inclusive
6. You can be close to some but cannot exclude others.

Change is not linear , it is a series of loops

Change is unlearning and learning