

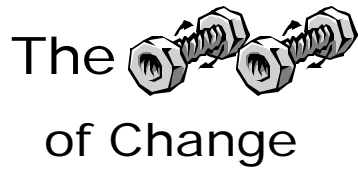


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Leading Change

AGC Advanced Management Program



In Your Business and Your Life

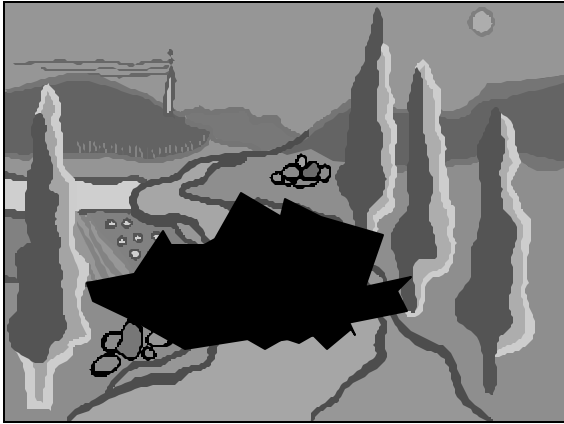
By Will Phillips

In Pairs:

- Describe two changes in your company
 - One that went well
 - One that went less well
- Can you identify any factors that helped or hindered the change?
- Five Minutes
- One Minute Report

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1-Produce Results-P

- **FOCUS:**
 - Customer 's needs (Internal and External)
 - How to fill those needs
- **REQUIRES:**
 - Drive, Focus and Energy
- **CONTRIBUTES**
 - Effectiveness

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2-Administer Systems-A

- **FOCUS:**
 - Systems, Procedures, Policies and Processes
- **REQUIRES:**
 - Attention to detail
 - Follow Through
 - Corrective Action
- **CONTRIBUTES**
 - Efficiency and consistency

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P and A

...effective business

- Runs
- Little waste
- Serves the customer
- Succeeds in the short run

**FAILS TO ADAPT TO CHANGES
IN THE BUSINESS ENVIRONMENT**

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3-Entrepreneur-E

- FOCUS:
 - Big picture
 - Long range
- REQUIRES:
 - Creativity
 - Courage
- CONTRIBUTES
 - Adaptability and Inspiration

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4-Integrate People-I

- FOCUS:
 - Connecting people to
 - Work (P), Systems (A), Change (E) and Each Other (I)
- REQUIRES:
 - Sensitivity to
 - People, climate, group process
 - Positive view of human nature as
 - Rational, cooperative, motivated
- CONTRIBUTES:
 - Enables organization to be organic, connected, synergistic

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• **P** focuses on WHAT

• **A** focuses on HOW

• **E** focuses on WHY or WHY NOT

• **I** focuses on WHO

PAEI

• Necessary and sufficient for SUCCESS and PROFIT

• Predictable form of mismanagement occurs when a role is missing or weak



Your Style ?

Indicate the relative balance of the four roles
in your management style.

- 5 = Always present and strong.
- 4 = Strong
- 3 = A times strong
- 2 = Modest and infrequent
- 1 = Weak and infrequent

P A E I

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Translate 4 Numbers Into Letters:

P _A **E** _I or

P **A** _{E_I}

Write this on a card and place in front of your name

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Styles

- Project manager
- Engineer
- Safety Person
- Accounting
- Estimating
- City Engineer
- Owner

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Decisions

- If P decides ?
- If A decides?
- If E decides?
- If I decides?

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Good Decisions = ?

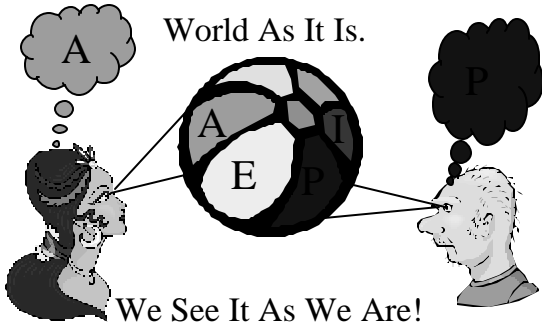
- Some P
 - Some A
 - Some E
 - Some I
- Depending on the industry!!



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We Don't See The
World As It Is.



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We need
P+A+E+I

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CONFLICT

PRODUCTIVE	UNPRODUCTIVE
-Listen & Learn	-Attack & Blame
Mutual	Dis-
-Honest	-Hidden Agendas
Respect	Respect
-Understand	-Win

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The purpose of the management team is conflict!!!!

Peter Drucker

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Response To Conflict

P Dictates
A Avoids
E Attacks
I Placates

PA BUSINESS EI Business

- | | |
|-------------------------|-------------------------|
| • Efficient & Effective | • Innovative & Flexible |
| • Runs smoothly | • Surprises |
| • Little waste | • Wastes time & money |
| • Serves the customer | • Grows new customers |
| • Short run | • Long run |
| • Consistent | • Inconsistent |
| • Results Driven | • Team and Culture |
| • Builds on Past | • Shapes Future |

Personalities & Change

- Exclusive P Too busy to change
- Exclusive A Too risky to change
- Exclusive E Is it my change? Poor follow through.
- Exclusive I How will others react?

Rate Your Business:

- Now?

P A E I

- Should be to be successful in the future?

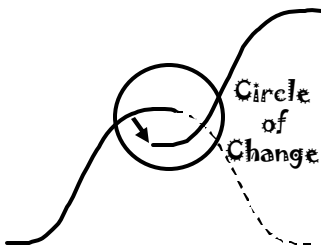
P A E I

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See The S Curve which includes a company diagnosis at www.REXonline.org

The 'S' Curve



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Ready To Change?

1. Performance
 - ✓ Low growth
 - ✓ Low profit
2. Potential for change?
 - ✓ No Stone Age Staff
 - ✓ Leadership: Open or Arrested or Closed
3. Past Problems are not anchors?
 - ✓ Resolved
 - ✓ Excess energy available

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4. Uncertainty is present?

- ✓ Turbulence
- ✓ Old Ways are not solving New Challenges

5. Insight

- ✓ Why old system/model is outdated
- ✓ Recognition of the new world

6. Team Strength

- ✓ We will be klutzy while changing
- ✓ We are on the same team

Score Your Company 1-10

Low growth = 10

Low profit = 10

No Stone Age Staff = 10

Leadership: Open = 10 or Arrested =5 or Closed =1

Problems Resolved =10

Excess energy available =10

Turbulence = 10

Old Ways are not solving New Challenges = 10

Understand why old system/model is outdated = 10

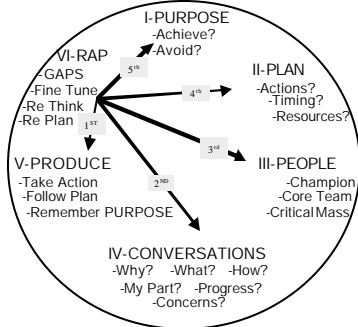
Recognition of the new world = 10

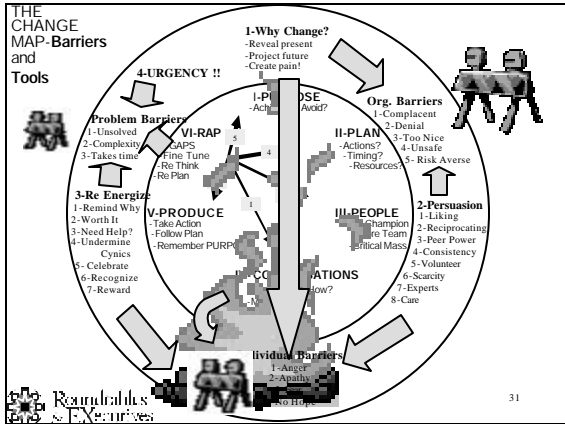
Accept we will be klutzy while changing = 10

We are on the same team =10

Total = /1.2= ²⁹%




THE CHANGE MAP-Six Steps





Evolutionary Change

- Slow
- Steady
- Below the radar

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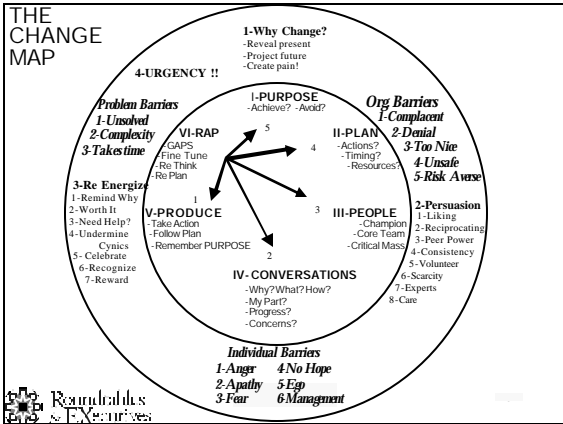
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Home Work

- Choose a real change
 - Analyze against the CHANGE MAP
 - Share in your team
- Select a current or upcoming change
 - Plan using the CHANGE MAP
 - Share in your team
- What about you is a barrier as a change leader?

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Tomorrow Morning

- Each Group Reports:
 - Any common challenges in past changes?
 - Any common themes in future changes?
 - What about YOU is the barrier to change?
 - Questions for Will ?

Materials Used and Cited are available at

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see: AGC Dallas
User = Member
Password = Dallas

Leading Change PowerPoint Presentation
Leading Change Handout
Ready to Change
Criteria For A Champion
Persuasion
Bibliography for Will Phillips Presentation
on CHANGE
S Curve
RAP—Review and Action Planning
Three Agendas

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Roundtables
for EXecutives

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