

A FUTURECURVE WHITE PAPER

# HIGH PERFORMANCE DURING CHANGE

How to keep performance high during major rationalisation, reorganisation or merger and acquisition.

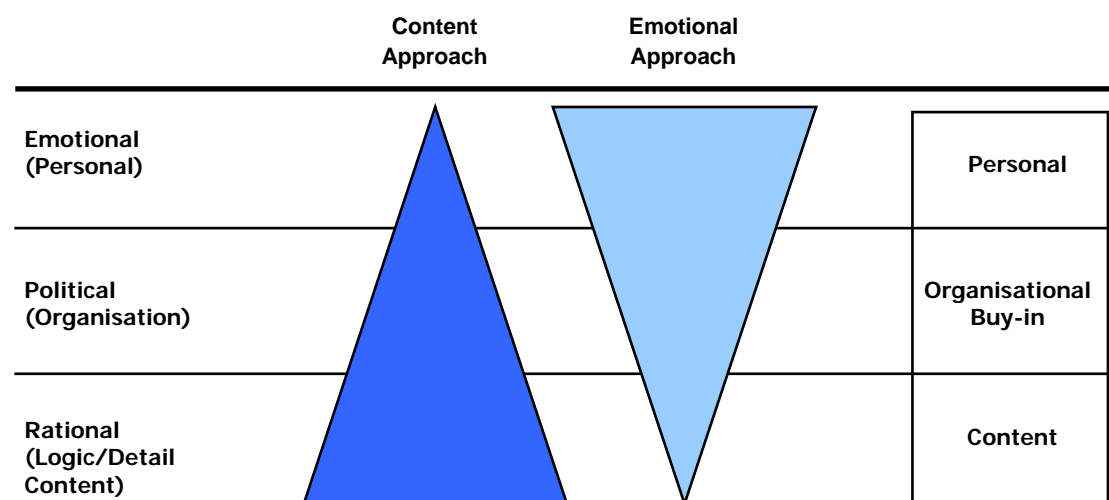
# HIGH PERFORMANCE DURING CHANGE

*"Sales and retention are ahead of target and we have added to our portfolio whilst reducing the team." Chris Gratrix, Mortgage Team Manager, NatWest*

Organisational change at any time can be challenging. When it is brought about either through merger and acquisition or rationalisation via increased competition, recession or other external factors, the challenges faced by management are immense.

Frequently, perhaps traditionally, members of the management team tend to focus primarily on the structural, operational and resource aspects of the change initiative – overlooking the psychological impact on the organisation, teams and groups. The inevitable emotional response from those in the organisation is to resist or avoid the change, or pretend it's not happening at all. Simply stated, the flight, fight or freeze response is evoked to reduce or manage the emotional tension.

Paradoxically, it is never as simple as being one response or another; it is always a combination of all three inter-changing as the process unfolds. Responses may be conscious or unconscious, as may management's myopia to their existence. Whatever happens, "loss" is endemic - be it loss of sales revenue and business opportunities, knowledge, talent, market share, sales momentum and supplier/customer confidence in the organisation's business offer.



It takes 100% coverage in all 3 lanes to keep performance high during major change.

## MYTHS OF CHANGE

There are libraries full of change and rationalisation case studies documenting examples of poorly managed, extremely costly rationalisation programmes. There are also a number of myths that surround this complex area of business evolution, for example:

- The first myth is that people will respond rationally and not emotionally to rational decision-making and that this is normal in the world of work. The reality is our emotions always play the leading role - directing the focus and biases in our logic. It takes a lot of effort for most people to stay coolly objective, and we can maintain our rationality for only limited stretches of time, and with the aid of tools and disciplines.
- The second myth is that most people are risk-averse and resist change, when in reality people are loss-averse and will actually seek out risk and embrace change, especially if they can see how they stand to gain or how they might avoid future loss.

So what is the best response to challenging business times? Well, managing the complexity of change, transition and rationalisation means it is absolutely essential to manage the change process caused by motives, thoughts and feelings for the benefit of the organisation.

## HOW CAN FUTURECURVE HELP?

The simple answer is before, during or after the change is made. In practice we have been involved at all stages throughout the process and beyond into the embedded stage. We have a range of offers in this area, which are briefly outlined below:

- Change-design Consultancy
- Managing the Transition – 2-day Training Workshop
- Change Implementation Consultancy
- Change agent coaching/supervision support – one-to-one and/or group

## CHANGE DESIGN CONSULTANCY

We work in the pre-change, merger-acquisition, rationalisation process to identify and prepare a risk assessment strategy – identifying areas of potential resistance, designing communication strategies, and design and review of the implementation strategy plus designing strategies to utilise the 'gate-keepers' as change agents.

Using our unique "Change Kaleidoscope" modelling tool we assess the readiness and capability issues, resource availability and change scale/scope feasibility - we are able to

provide senior management with an informed external appraisal and support facility during what can be a complex and emotionally charged period of flux and instability.

---

*“Undertaking a rationalisation process midway through the delivery and manufacture stage of our largest commercial project to date was always going to be difficult. The pre-rationalisation assessment and communication plan you skilfully crafted enabled our team to identify and more fully understand the inter-personal issues prior to the rationalisation announcement and therefore be in a position to handle the questions and issues quickly and to the satisfaction of all concerned. To date this has been the smoothest transition I can recall within Airbus Industries. At this stage, we have not fully quantified the financial savings to the business but I suspect they will be significant and in light of our Power-8 objectives we have stemmed the financial haemorrhage and anticipate delivering the next 4 aircraft both on time and in budget. This in itself is a mammoth achievement from where you started working with us 18 months ago. “*

*L. McIlree, Flight-systems Director, A380 Manufacturing, Airbus Industries – Toulouse, France*

---

## MANAGING THE TRANSITION: 2-DAY TRAINING WORKSHOP

This workshop prepares directors and managers to understand the ‘Evolutionary Psychology’ that emerges when change is introduced. During the two days, delegates get the opportunity to explore, discuss and experience the complex issues associated with the ‘constant’ that is change. We introduce our unique “Change Kaleidoscope” modelling tool which underpins our consulting approach. This is not a project-management type workshop where the emphasis is placed on how to get from A-to-B, although the key components are covered. This workshop emphasises the inter and intra personal dynamics of change, resistance and survival which are deeply rooted in our evolutionary history.

## CHANGE IMPLEMENTATION CONSULTANCY

Two key components frequently surface during the ‘Change-Design’ stage of our client work, these being a lack of resource to see the change or rationalisation through the implementation stages to successful completion, and/or a lack of experience in the successful implementation of change or effective rationalisation programmes. For many managers, change and rationalisation are both challenging and distracting, where finding time and resource to bring about success are in short supply. Our team of experienced consultants can bring both, quickly integrating themselves into your organisation, supporting existing management and bringing vital energy, experience and creativity to the management team.

---

*"I now feel confident that I can lead the change and deliver on all my service-level agreements whilst having more time to support and understand my team during this difficult period."*

*Kim Burn, Mortgage Team Manager, RBS, Birmingham*

---

---

*"Bringing experience from outside the business has been useful in my understanding of change-dynamics. These guys work so hard and are really friendly... I think we will all miss them when they go. Sales and retention are ahead of target and we have added to our portfolio whilst reducing the team."*

*Chris Gratrix, Mortgage Team Manager, NatWest*

---

## CHANGE AGENT COACHING

Our experience has demonstrated time and again the value of one-to-one or group coaching to the senior managers involved in large scale change or rationalisation. Experience shows that being a change agent can be a very lonely place to sit and carries with it additional physical and emotional stress. Many managers report that managing rationalisation was the worse experience of their professional careers. We work with both individuals and groups to meet their specific needs and the demands of the business.

---

*"I just thought I would write to thank you again for a fantastic twelve months. When the changes to business processes were announced my heart sunk and I knew the future would be difficult and full of stress. When working with a 'Coach' was suggested I was very negative and rather sceptical about the whole idea. I must say that I am delighted you persuaded me to have a trial period and during the preceding two months you far exceeded my expectations in terms of raising my awareness to the issues, your experience outside of my business sector, your breadth of knowledge and your unique style of working. I was particularly impressed with how you adapted to meet my objectives whilst remaining challenging and staying focussed. I would be very happy to advocate your expertise to others in the future both within and outside the company."*

*Chris Leonard, Regional Manager, NFU Mutual*

---

---

*"...These last two years have been the most challenging of my professional career and the amount of change I and my team have had to cope with has been enormous to say the least. Without your support as my coach I'm confident we would not be looking at the success we are experiencing today and I'm doubly sure the future would not be as bright. My team has risen to the challenges and we have successfully brought the project to the production stage eleven months ahead of schedule from a place of being nearly three years behind. Thank you for your motivation, for helping me see the priorities and handle the emotional fall out from the employees. Your support and experience has been invaluable. "*

*D. Berger, A400M – Design Team Director, Airbus Industries, Hamburg, Germany*

---

## LEAD CONSULTANT

Garri Wiest is an experienced Change and Transformation Consultant with extensive knowledge in working with culture and people issues, providing pragmatic solutions to complex situations.

His consulting approach is informed by his clinical psychology and group-dynamics training. An excellent communicator and facilitator, Garri is known for his innovative thinking and his passionate belief in enabling others to create their own solutions. With over thirty years' experience of providing Change and Transformation Consultancy, he brings a powerful track record in delivery and implementation.

Garri has worked with many of the world's leading organisations, including: Nestle, Royal Bank of Scotland, Airbus Industries, Siemens Nixdorf and L'Oreal, providing work based around Change and Innovation Management; Coaching and Strategic Management, International Management and Emotional Intelligence.

He has a successful coaching and personal transformation practice working with several dozen Organisational Directors and Senior Managers in both the private and public sectors and provides supervision for several psychologists, psychotherapists, NGO aid workers and people working in disaster management. For several years Garri has been part of the internationally recognised RedCliff Ascent Wilderness Therapy Programme team in Utah, more commonly known as the 'Brat Camp' organisation.

Garri has a BSc Hon. in Psychology, MSc in Psychotherapy, MBA, MIMgt

## SOME OF THE ORGANISATIONS THAT WE HAVE WORKED WITH

Nestle  
L'Oreal  
BAE Land Systems  
Norwich Union

The Royal Bank of Scotland Group  
NFU Mutual Assurance  
The Countryside Agency  
University College London Hospitals NHS Trust

## CONTACT US

To find out how this programme can benefit your business.

e: [cindy.barnes@futurecurve.com](mailto:cindy.barnes@futurecurve.com)

t: +44 (0) 1628 487 708

w: [www.futurecurve.com](http://www.futurecurve.com)

Futurecurve  
15 – 16 Woodlands Farm  
Spring Lane  
Cookham Dean  
Berkshire SL6 9PN  
UK