Lessons of an Interim Manager
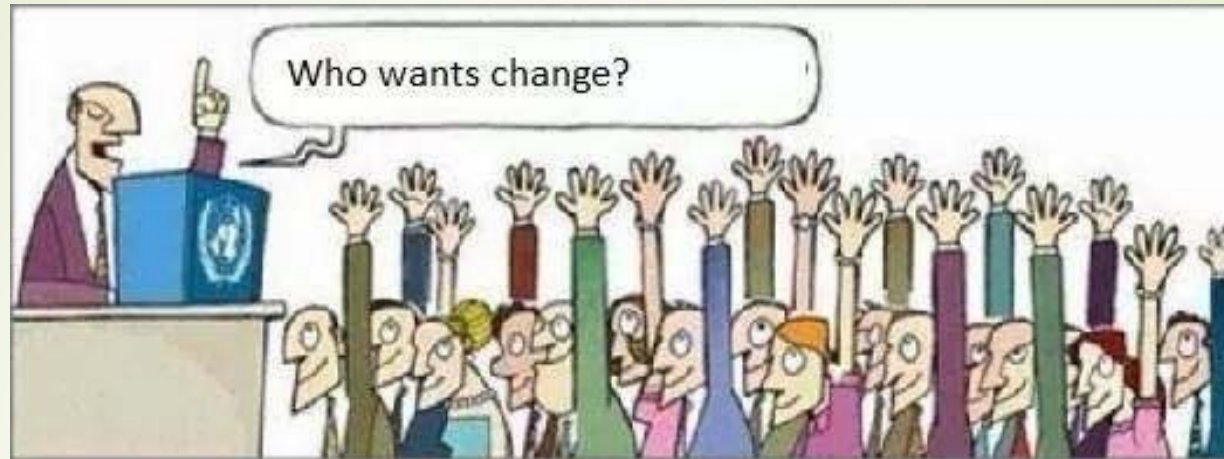
Rudy Imhoof

Interim Manager

APSE Solutions

WHO WANTS CHANGE?

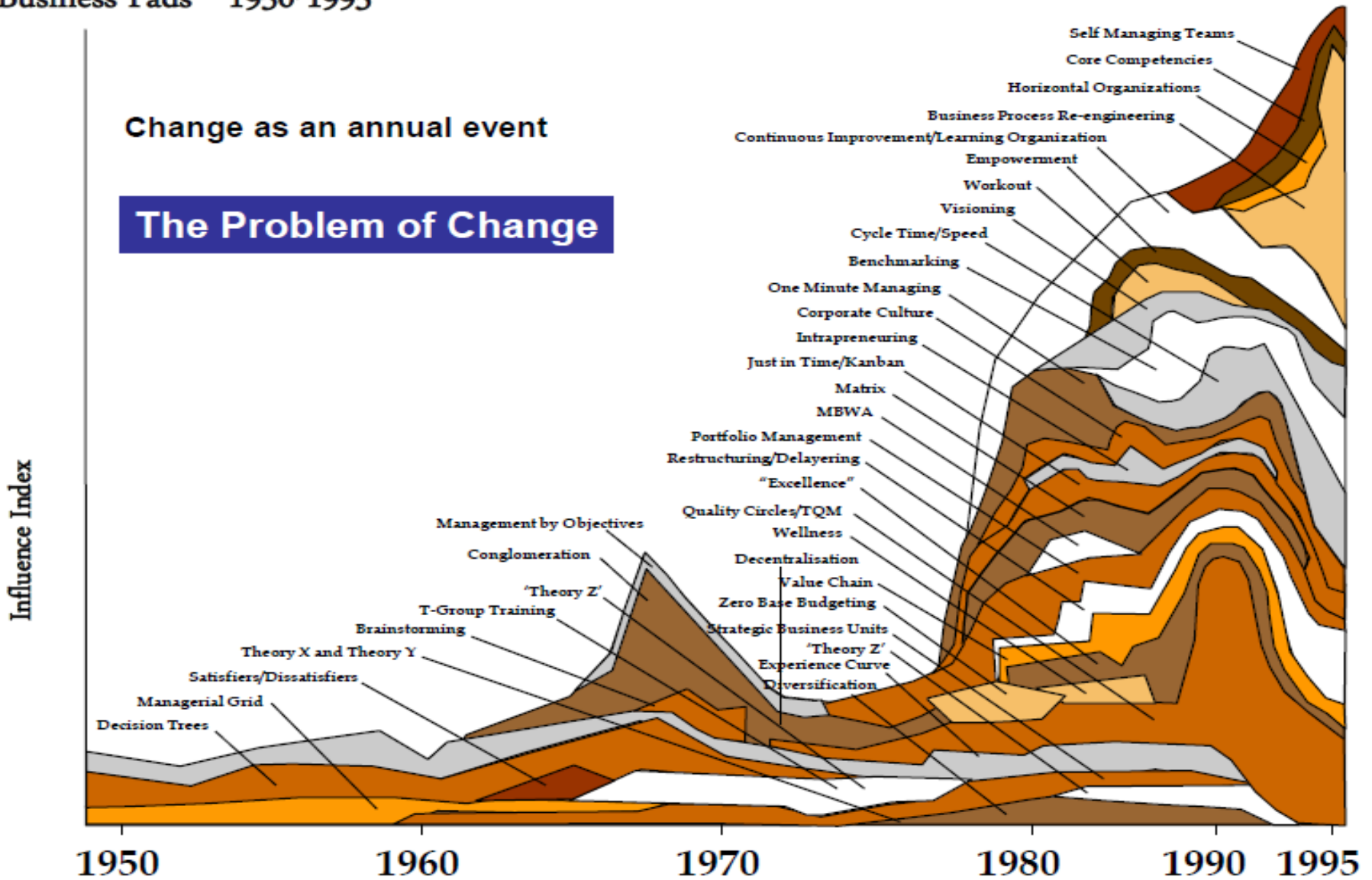Ebbs, Flows and Residual Impact of Business Fads * 1950-1995

Richard Pascale

Change as an annual event

The Problem of Change

Influence Index

Self Managing Teams
Core Competencies
Horizontal Organizations
Business Process Re-engineering
Continuous Improvement/Learning Organization
Empowerment
Workout
Visioning
Cycle Time/Speed
Benchmarking
One Minute Managing
Corporate Culture
Intrapreneuring
Just in Time/Kanban
Matrix
MBWA
Portfolio Management
Restructuring/Delayering
"Excellence"
Quality Circles/TQM
Wellness
Decentralisation
Value Chain
Zero Base Budgeting
Strategic Business Units
'Theory Z'
Experience Curve
Diversification

Management by Objectives
Conglomeration
'Theory Z'
T-Group Training
Brainstorming
Theory X and Theory Y
Satisfiers/Dissatisfiers
Managerial Grid
Decision Trees

1950   1960   1970   1980   1990   1995

The NHS: ¼ century of change (AKA Restructuring)

1982: Abolition of Area Health Authorities

1982-85: Introduction of general management

1985: Creation of NHS Board at the Dept of Health

1989-93: Establishment of NHS Trusts

1989-95: Creation of GP Fundholding & Commissioning

1989-95: Setting up NHS Management Executive (later NHS Executive)

1990: Replacement of FPCs (Family Practitioner Clinic) by FHSAs

1991-97: Reconfiguration of Health Authorities

1991: Restructuring of NHS Organisation Boards

1994: Reorganization of RHAs (Regional Health Authorities)

1994: Abolition of FHSAs & incorporation into Health Authorities

1995: Reconfiguration of Acute Services & Trusts

1996: Abolition of RHAs, incorporation into NHS Executive

1997: Abolition of GP fundholding, replacement with PCGs (Primary Care Group)

2000: Abolition of NHS Executive, incorporation into the Dept. of Health

2001: Abolition of NHS Executive Regional Offices, move to Regional DHSCs
         (Directorate of Health & Social Care) at Dept of Health

2001: Replacement of larger health authorities with SHAs (Strategic Health Authorities)

2001: Replacement of PCGs with PCTs (Primary Care Trusts)

2002: Creation of Foundation NHS Trusts

2002: Creation of Health and Social Care Trusts

2005: Merger of 300 PCTs into 100 larger PCTs

2005: Merger of 28 SHAs into 10 larger SHAs

2006: Reorganization of Dept. of Health to split NHS and DH responsibilities

....

2010 White Paper: abolition of PCT's & SHAs; decentralization of budgets to GPs & Consortia

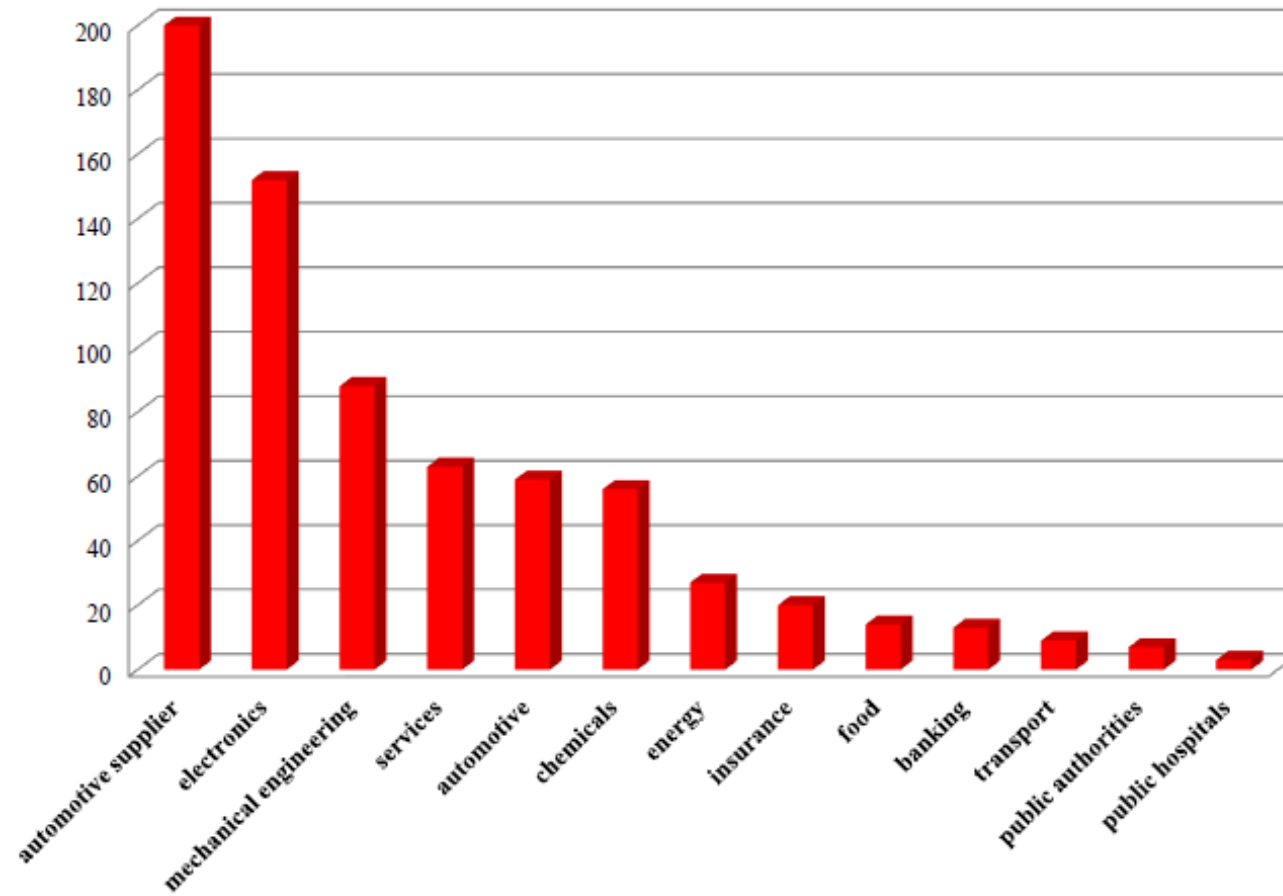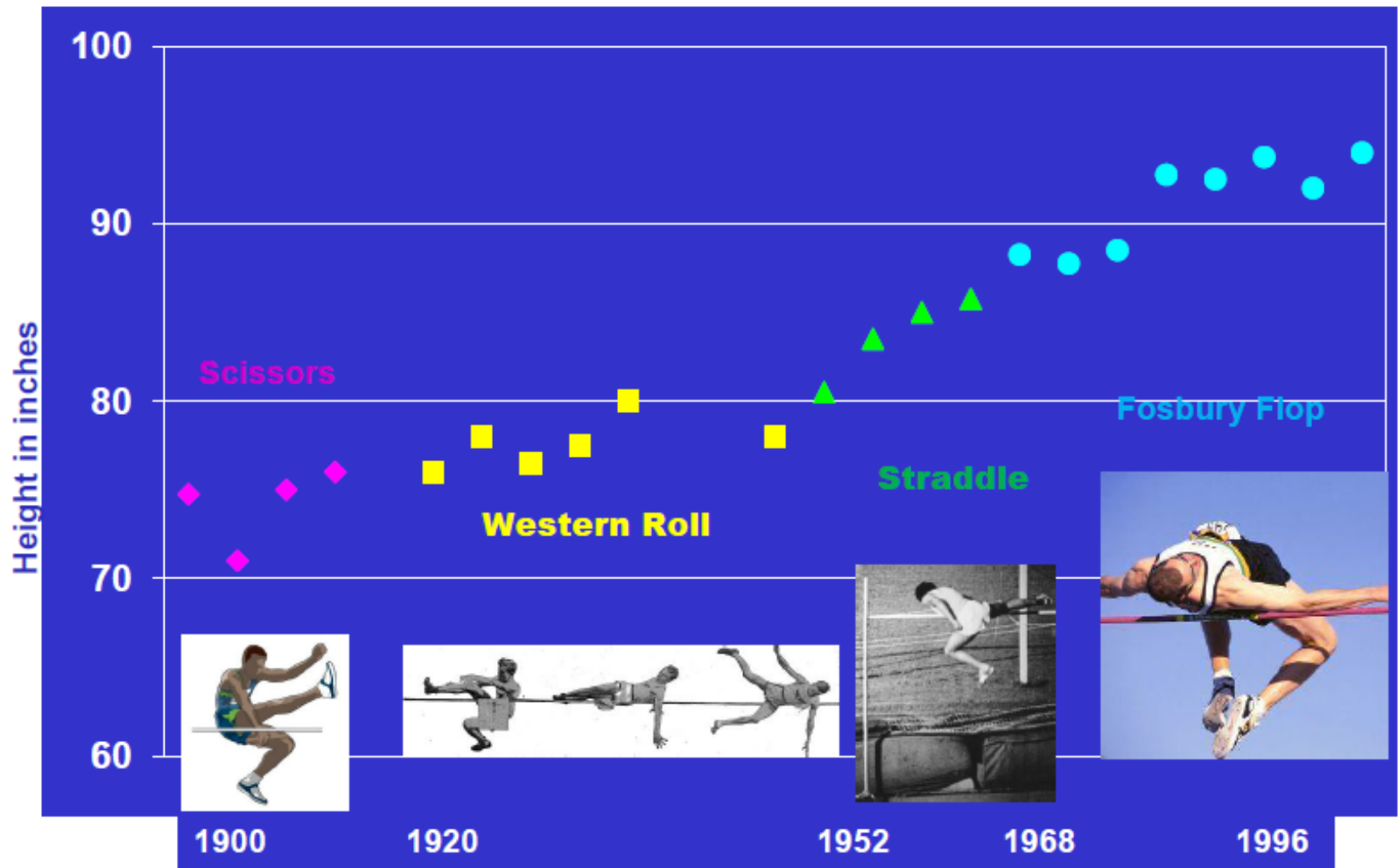# The Problem of Change

Drowning in the waves of change

BOHICA

Why Change?

Innovation across sectors
(improvement suggestions per 100 employees)
2008 German Institute of Management

Prozac Leadership (Collinson, 2011)
Unremittingly positive approach:

1. Encourages leaders to believe their own propaganda
2. Discourages people for raising problems, admitting mistakes, focusing on failure
3. The only people that believe the corporate messages are the corporate leaders
4. Corporate leaders constantly surprised when things go wrong given how well everything seems to be going....
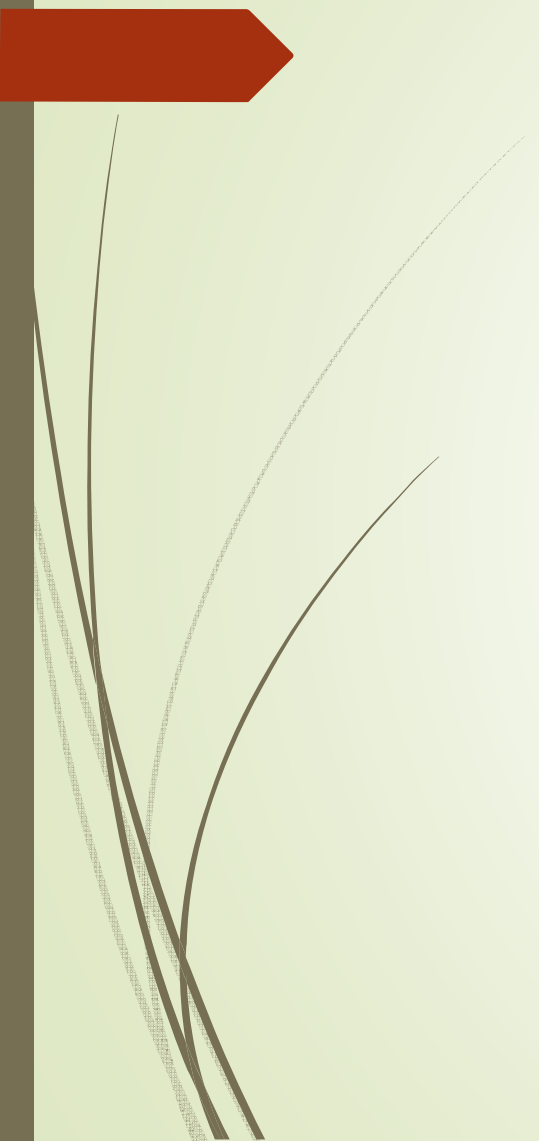
Top ten critical change issues

The Problem of Change
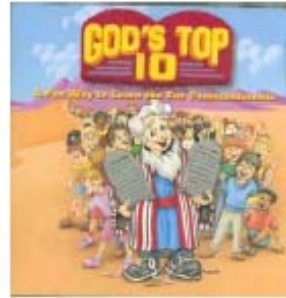
1.   An accepted need to change
2.   A viable vision/alternative state
3.   Change agents in place
4.   Sponsorship from above
5.   Realistic scale & pace change
6.   An integrated transition programme
7.   A symbolic end to the status quo
8.   A plan for likely resistance
9.   Constant advocacy
10. A locally owned benefits plan

An Interim Managers Perspective to change

Differentiating Management, Leadership & Command
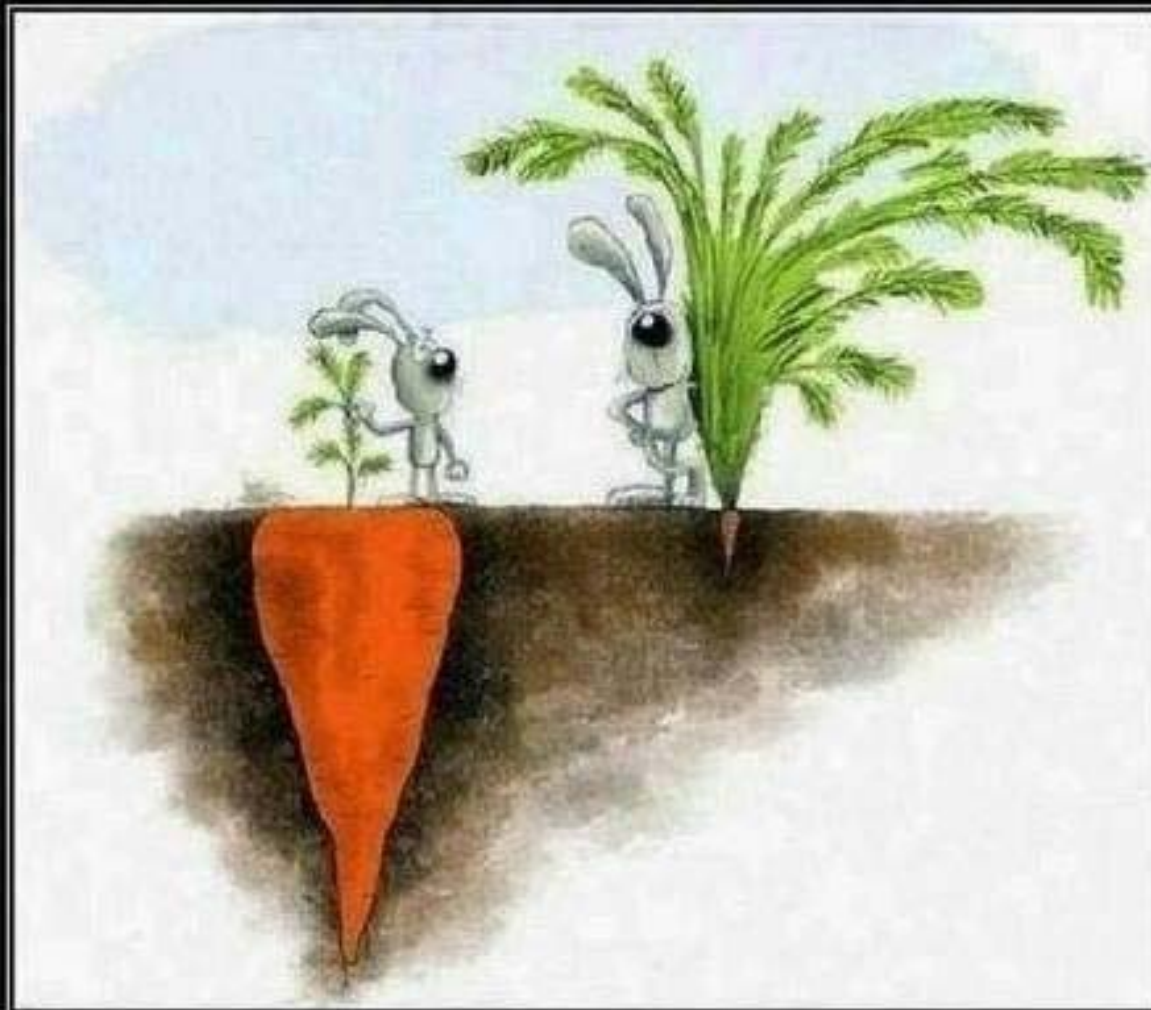
Command: just do it (it doesn't matter what you think)

Management: *déjà vu* (I've seen this problem before; I know what process will solve it)

Leadership: *vu jàdé* (I've never seen this problem before; I need to get a collective view on what to do about this)
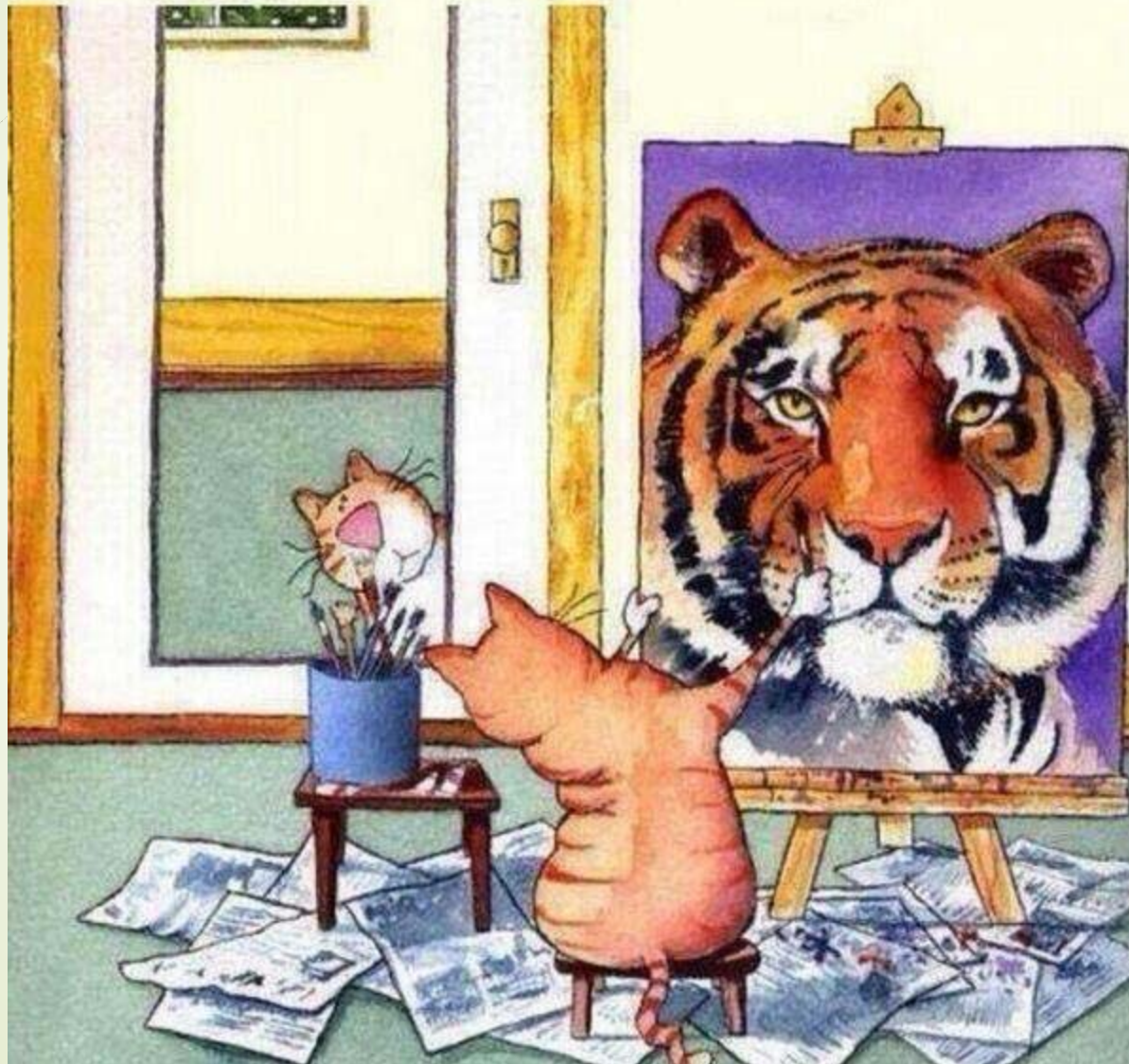
SUCCESS

it's not always what you see

5 change factors that motivate

1.**Status:** Our relative importance to others
2.**Certainty:** Our being able to predict the future
3.**Autonomy:** Our sense of control over events
4.**Relatedness:** Our sense of trust and safety with others
5.**Fairness:** Our perception of fair exchanges between people

David Rock SCARF model 2005

Status

the
**PASSION
PYRAMID**™

LEADERSHIP SKILLS

OUTCOMES

LEADERSHIP SKILLS	Level	EMPLOYEE NEEDS	OUTCOMES
Building a High Performance Team	5	TO BE ON A WINNING TEAM	Passionate Employees
Aligning Team with Purpose, Values and Vision	4	TO DO MEANINGFUL WORK	Increased Commitment & Engagement
Being Inclusive	3	TO BE AN "INSIDER"	Employees Feel Emotionally Connected
Coaching, Counseling & Mentoring Skills	2	TO LEARN & GROW	More Talented, Skillful Employees
People Skills to Build Trust	1	TO BE RESPECTED	Basic Level of Employee Engagement

EMPLOYEE NEEDS

© 2012 Intégro Leadership Institute

Certainty

Autonomy

Relatedness
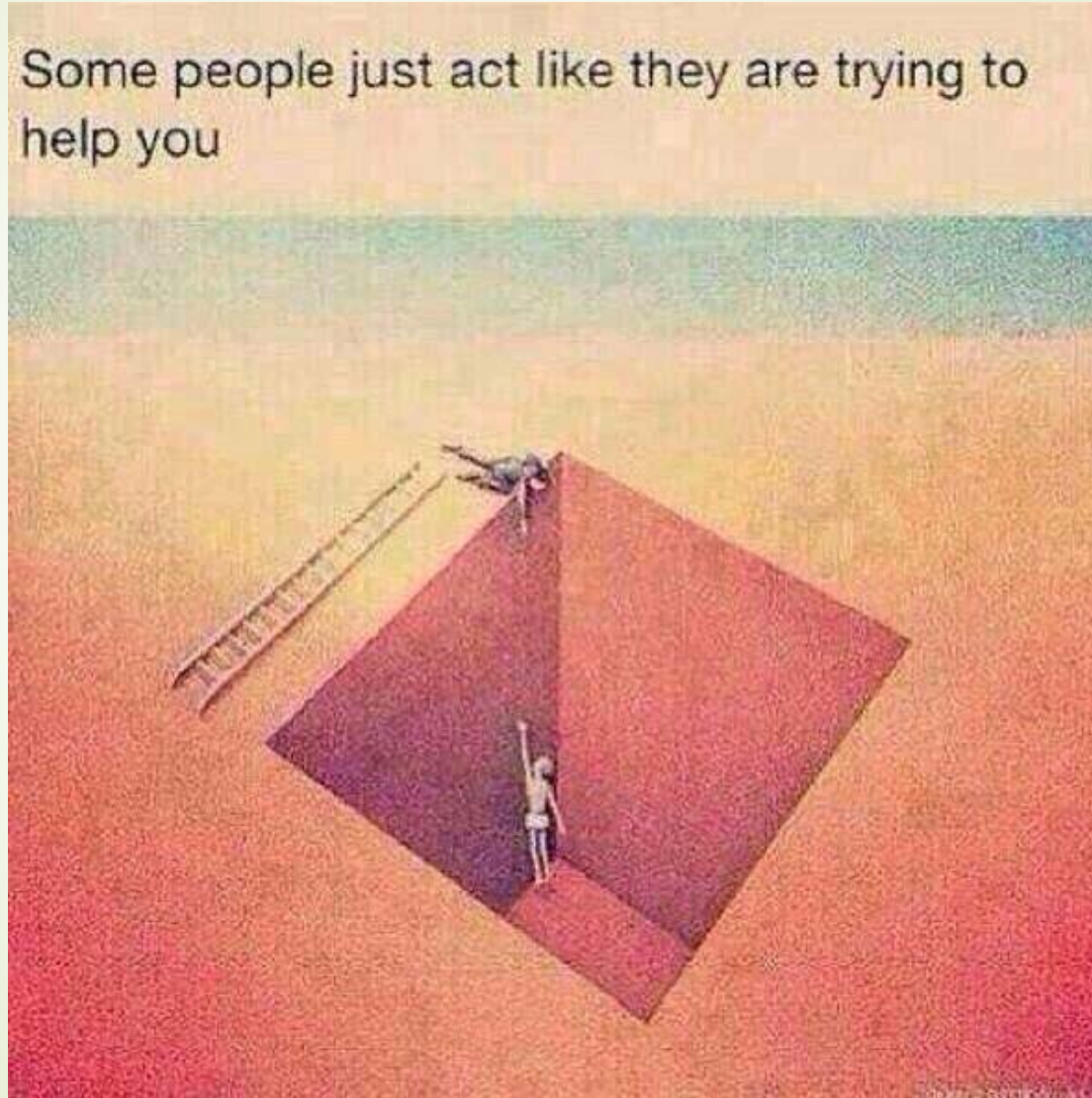
Fairness

CRITICISM

Before you criticize someone, you should walk a mile in their shoes. That way, when you criticize them, you're a mile away and you have their shoes
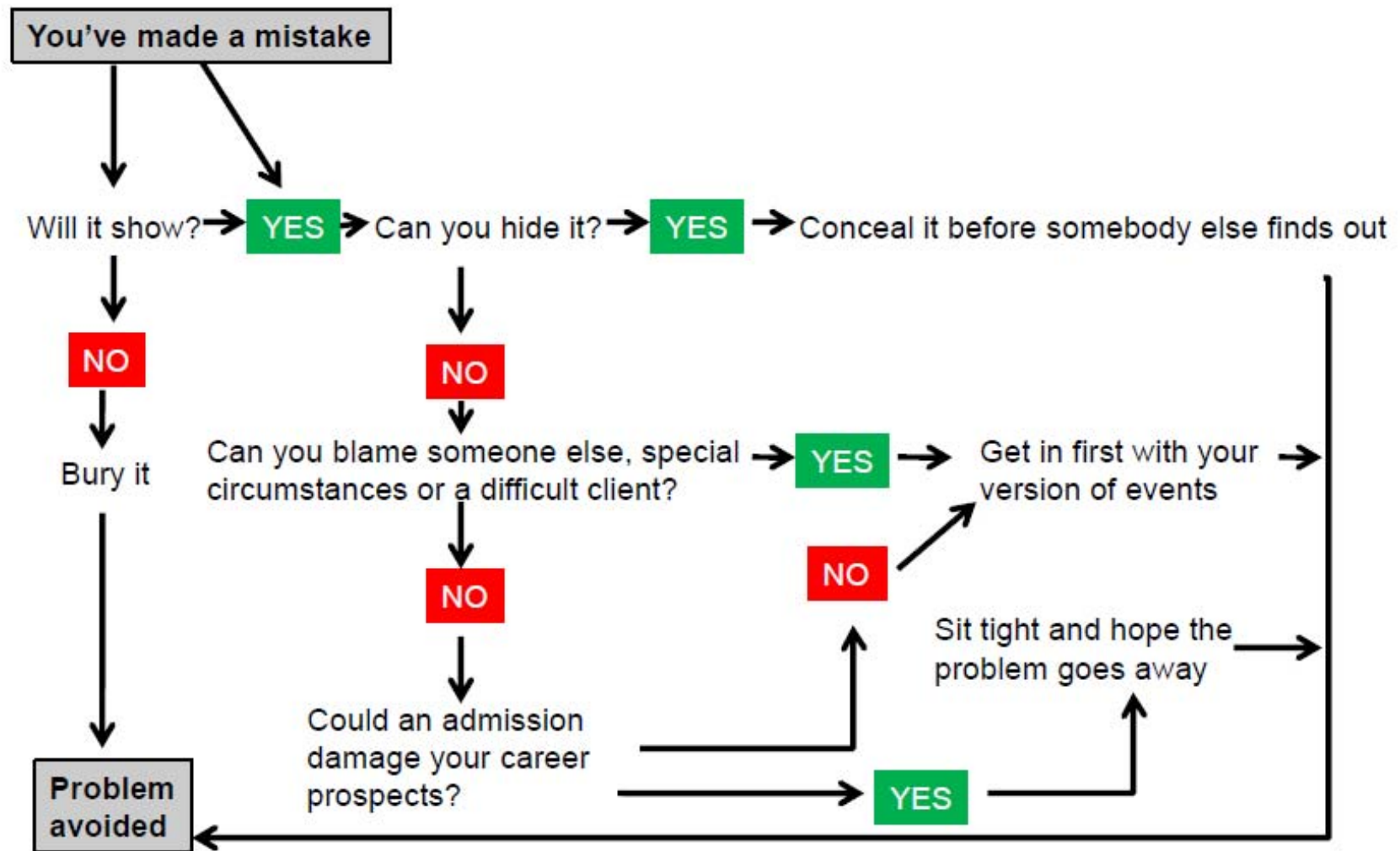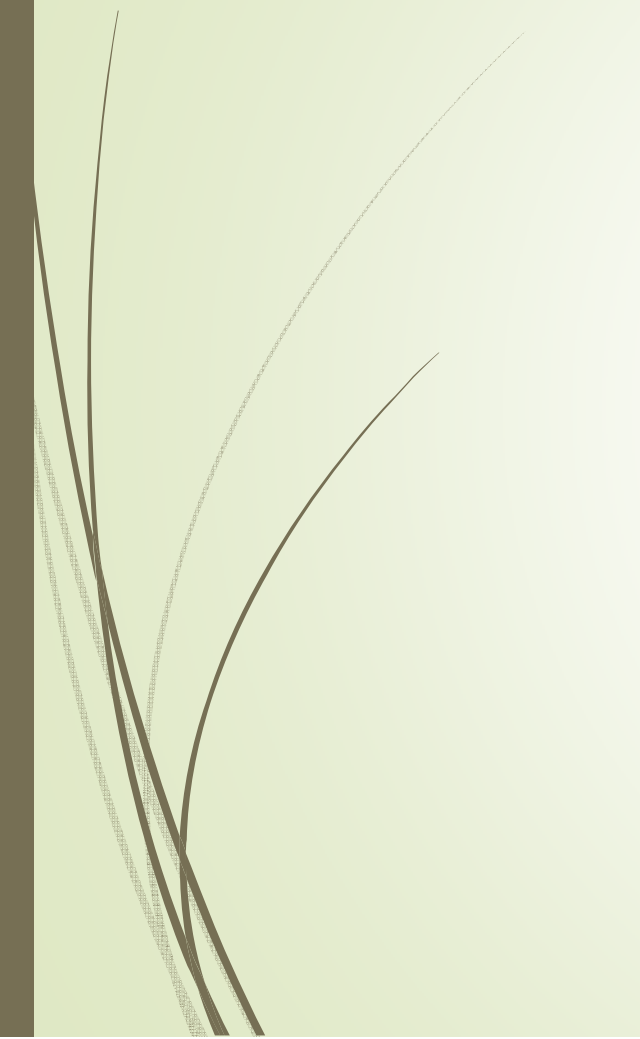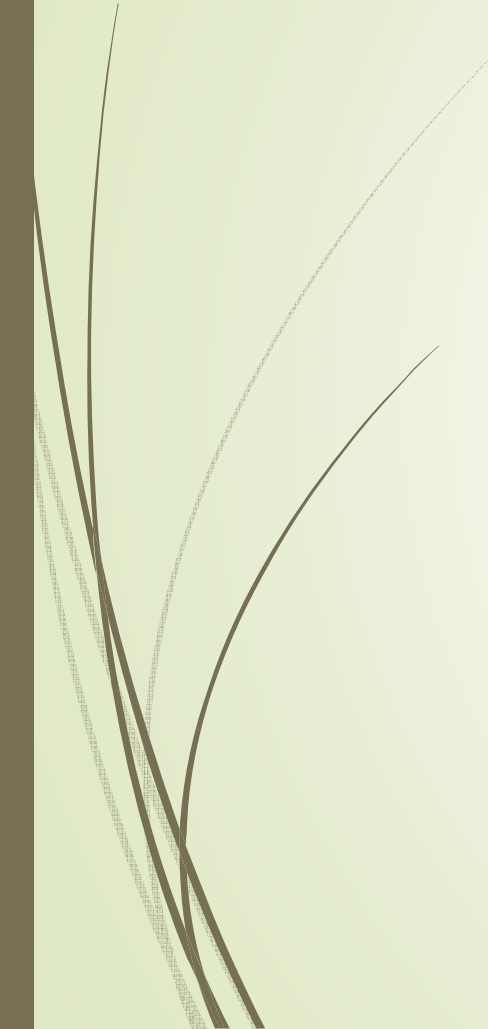
Slaying the

In the Room

The Sweep it under the carpet school of management

You've made a mistake

Will it show? → **YES** → Can you hide it? → **YES** → Conceal it before somebody else finds out

NO

Bury it

NO

Can you blame someone else, special circumstances or a difficult client? → **YES** → Get in first with your version of events →

NO

NO

Could an admission damage your career prospects?

Sit tight and hope the problem goes away →

YES

Problem avoided

And finally
Remember
Strategic Change
And Modernisation
Isn't alway's a

Strategic **C**hange **A**nd **M**odernisation