CHANGE, personal reflections

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“It is not the strongest of the species who survives, not the most intelligent, but the one most responsive to change.”

Charles Darwin (1809 – 1882)
Continuously exposed and affected by CHANGE

Changes in the private sector are more frequent, profound and implemented faster
Blueprints of change(s): Efficiency, Collaborative Network and Culture

- Changes in the external world that drive the need for change, new markets, new regulations, new business models
- Changes in our operating practices to become more efficient
- Disruptive innovation and technology that need to be integrated faster
- Physical assets, capabilities and roles that need to change

Organization
Technology
Process
Structure
‘Everybody loves progress but nobody (or few) likes change’

- Change affect people

Commitment Curve

- Awareness
- Personal Understanding
- Positive Perception
- Willingness to Act
- Commitment
- Adoption
- Action
- Engagement
- Sustain

Adopt
- to take up and practice or use
- to make a part of the way one works
Vision

- Shared Change Purpose
- Creating and sharing a **compelling case for change** that drives the early urgency needed for success
- WHY change, why NOW,
- How Good looks like
- Who will be impacted...vision become personal
Co-ownership of the implementation / execution

Vision x Dissatisfaction x First Action + Others + Competencies > Resistance (Jonathan Shaver)

- Solution Visibility
- Involving people sooner to enable ownership
- Culture of cooperation and networking
- What new skills, process, structures and technology are needed?
Change Roadmap: doing it right- bumpy road ahead!

Get the vision right!
Why is the change worth the effort?

Start Engaging!
Who will be impacted and how do we help them through this?

Engage locally!
What will the future look like...are we ready for it?

Align the leaders!
Who will sponsor and champion this change?

Lead local!
Who will drive and champion the change locally?

The long Game!
Are the changes sticking? Are behaviors changing?
Change fosters positive effects on the culture of the organization

- Generates Positive Energy for change
- Builds confidence in own strengths
- Allows learning and development across the organization
- Strengthens networking through communication
- Promotes a collective process thinking and engagement
...at the end is all about leadership

"Have no time. Must work"

- Effective leaders are **catalyst of change**
- EiB is the most ambitious initiative to promote deep changes in the CGIAR system
- Each of you have a major role on its design and implementation
Thanks and best luck with EiB as catalyst of change in breeding