



The **Global
FoodBanking**
Network®

LEADING CHANGE

Technology & Virtual
Redistribution Workshop

0845 - 0930

● A presentation from Daggerwing Group

March 28, 2019

daggerwing GROUP

A MEMBER OF OMNICOM GROUP INC.

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Are you ready
FOR CHANGE?

Right now...

- 1 What's **HAPPENING** with change
- 2 Why change usually **FAILS**
- 3 What we can do to make **CHANGE SUCCEED**
- 4 **PRACTICAL** exercise



VUCA

Volatile

Uncertain

Complex

Ambiguous



What's *CHANGED* about CHANGE?



Change is a
PROJECT
to be managed



Change is a
MUSCLE that
drives
differentiation and
performance



“

It is not the strongest species
that survive, nor the most
intelligent, but the ones **MOST
RESPONSIVE
TO CHANGE.**

—Paraphrased from Charles Darwin



Organizations don't change.

PEOPLE DO.



of transformation initiatives are likely to fail.



CHANGE MAY FAIL

for numerous
reasons





Here are the 8 human factors
most likely to cause

CHANGE TO FAIL



1 LEADERS DO NOT DRIVE THE CHANGE




2 A COMPELLING VISION FOR THE FUTURE HAS NOT BEEN ARTICULATED



3 AN URGENT REASON TO CHANGE IS NOT COMMUNICATED



4 LACK OF FEELING OF “OWNERSHIP” AMONG KEY EMPLOYEES



5 PEOPLE'S CONCERNS ARE NOT SURFACED OR ADDRESSED



6 ORG SYSTEMS AND OTHER INITIATIVES ARE NOT ALIGNED WITH THE CHANGE



**7 PEOPLE ARE NOT
ENABLED OR
ENCOURAGED TO
BUILD NEW SKILLS**



**8 THE MASS DOES
NOT EMBRACE
CHANGE, GOES
AGAINST CULTURE**

Change works best when it is HUMAN -CENTERED



Four practical approaches to increase your chance of success by adopting a human focused approach...

1

2

3

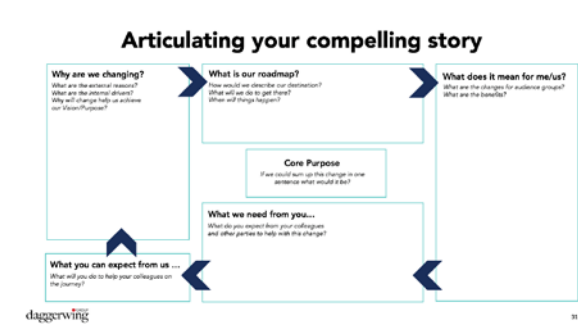
4



Quick impact assessment



Audience immersion



Message map



Engagement plan



Before even starting... ...set your change backbone (15 mins)



- Working on your tables with your colleagues from the same organization complete the template
- Discuss and fill in the four boxes



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Engagement plan

Quick impact assessment

Audience group			
Assessment date			
	 People Team structure, roles, capabilities or behaviours	 Process New ways of working, governance...	 Technology New systems or tools
What is going to change?			
Summarize the impacts of the change for the impacted group			
Summarize the risks that will be encountered by the impacted group			
Are there any benefits or opportunities that will emerge?			

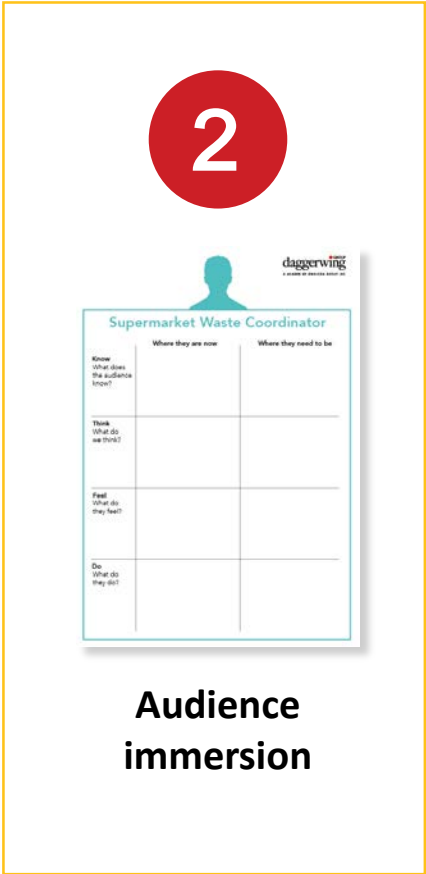
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Quick impact assessment

2



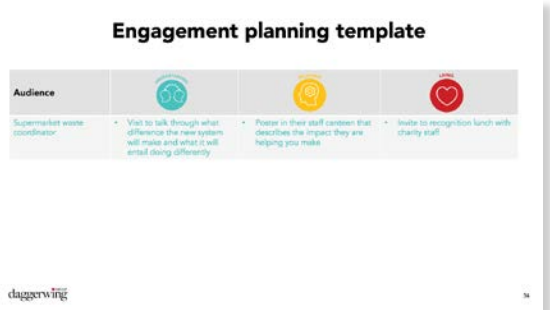
Audience immersion

3



Message map

4



Engagement plan

We've selected three important audiences



**Supermarket waste
coordinator**



**Food bank donation
coordinator**



**Role in beneficiary
charity**


Understanding your audiences



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Supermarket Waste Coordinator


	Where they are now	Where they need to be
Know What does the audience know?		
Think What do we think?		
Feel What do they feel?		
Do What do they do?		



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Foodbank Donation Coordinator

	Where they are now	Where they need to be
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Role in Beneficiary Charity

	Where they are now	Where they need to be
Know What does the audience know?		
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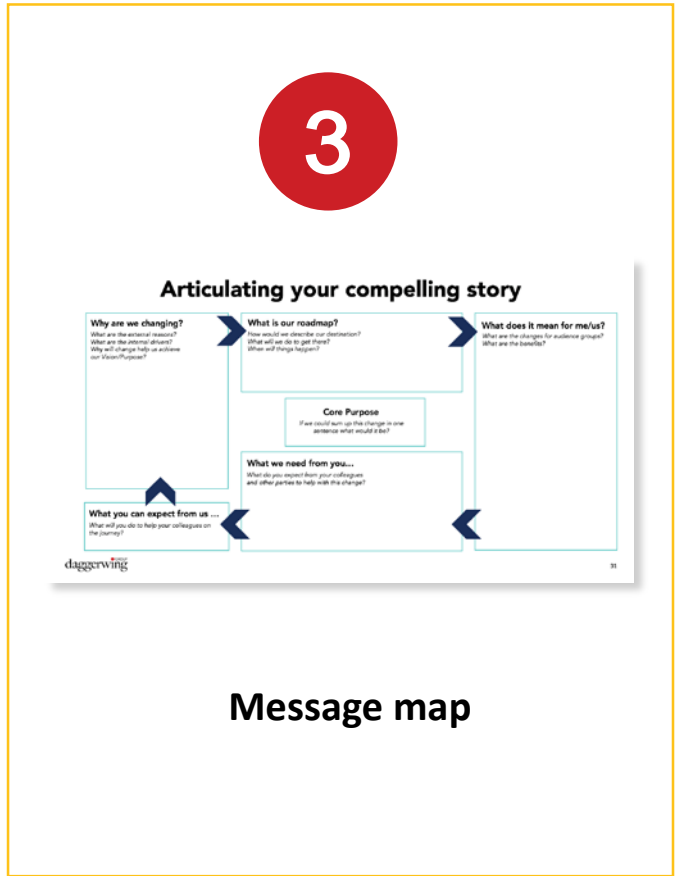
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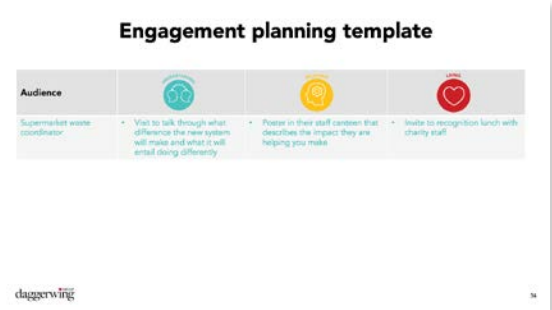
Quick impact assessment



Audience immersion

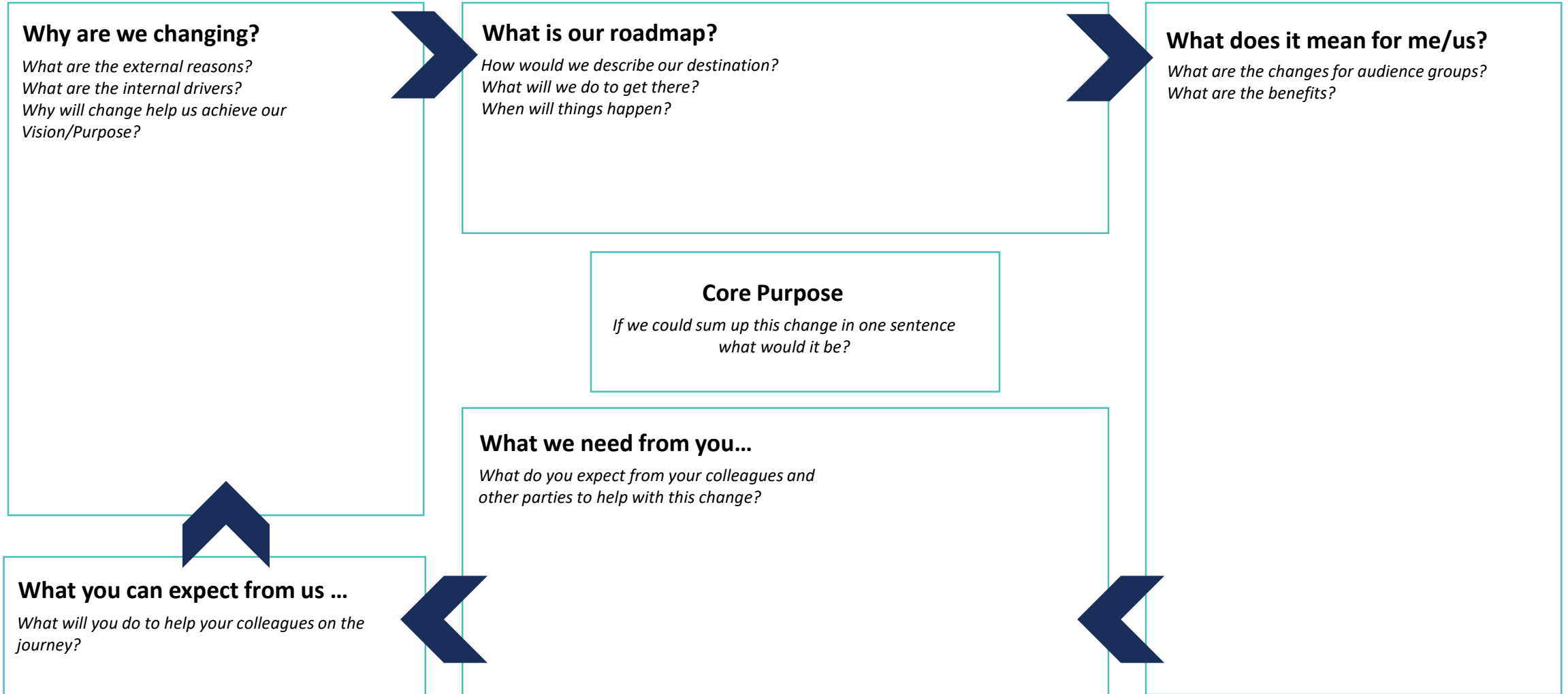


Message map



Engagement plan

Articulating your compelling story



Four **PRACTICAL APPROACHES** to increase your chance of success by adopting a human focused approach...

1



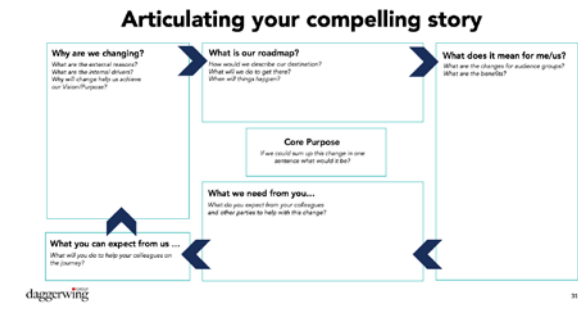
Quick impact assessment

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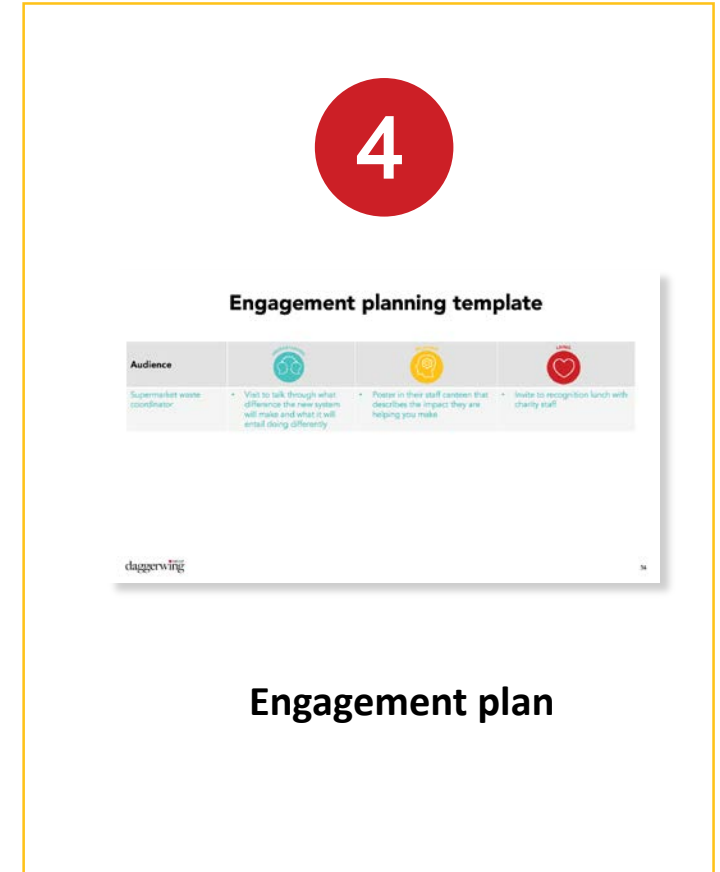
Audience immersion

3



Message map

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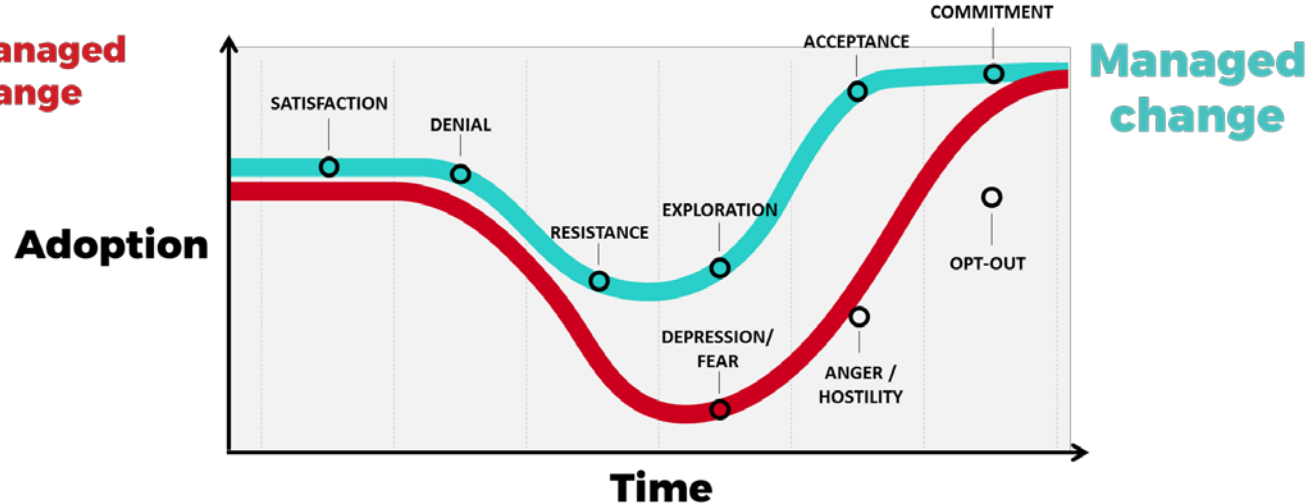
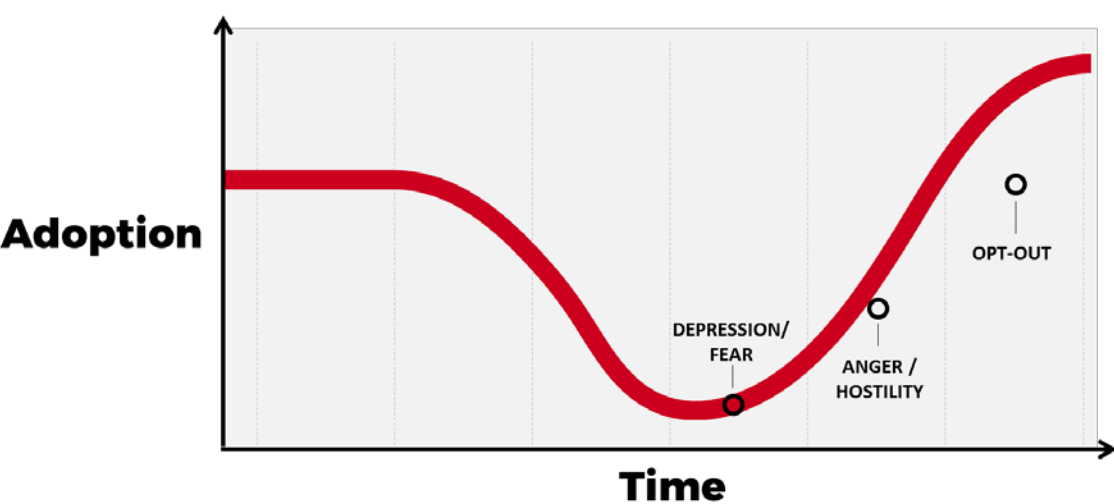


Engagement plan

Plan how to engage your audiences

Audience	 UNDERSTANDING	 BELIEVING	 LIVING
Supermarket waste coordinator	<ul style="list-style-type: none">• Visit to talk through what difference the new system will make and what it will entail doing differently	<ul style="list-style-type: none">• Poster in their staff canteen that describes the impact they are helping you make	<ul style="list-style-type: none">• Invite to recognition lunch with charity staff

Make the leap to MANAGED CHANGE





THANK
YOU. ■



Review: **HUMAN FACTORS** that affect change

1 Leaders do not drive the change

2 A compelling vision for the future has not been articulated

3 An urgent reason to change is not communicated

4 Lack of feeling of “ownership” among key employees

5 People’s concerns are not surfaced or addressed

6 Org systems and other initiatives are not aligned with the change

7 People are not enabled or encouraged to build new skills

8 The mass does not embrace change, goes against culture

Leaders can accelerate and strengthen THE PEOPLE SIDE OF CHANGE

