

A Holistic Approach to Change: Driving Transformation in a competitive environment

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Change is
a natural
process



What is Change?



An organization's positive change:

INNOVATION

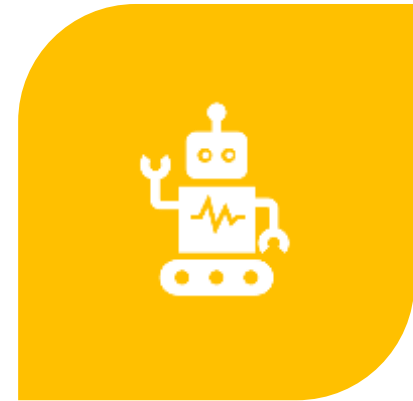
Types of innovation



OPTIMIZING
INNOVATION



AUGMENTING
INNOVATION



MUTATING
INNOVATION

The importance of an Innovation Design

INNOVATION CULTURE

Makes or Breaks Augmenting
Innovation

The Rider and the Elephant



The Glove Exhibit



MTP or BHAG



Tackling the Immune Systems

- Individual
- Organizational
- Societal

The Individual Immune System



Organizational Immune System



Organizational Immune Systems



KPIs and Reward
Systems



Legacy Structures,
Processes and
Tools



Investor
Expectations

Societal Immune System

We don't understand it, so we
don't want it

Augmenting Innovation: A Marathon



Innovation Labs/ Factories



Centres of Excellence



External Accelerators



Internal Accelerators

Change Management

- Process
- Understand the forces
- Create a Plan and communicate
- Plan for Roadblocks
- Make the change a part of the culture

TMT

- Establish context for change and provide guidance.
- Provide appropriate resources.
- Stimulate conversation.
- Ensure congruence of messages, activities, policies, and behaviours.
- Provide opportunities for joint creation.
- Anticipate, identify, and address people problems.
- Prepare the critical mass

Case in point

An organization is revamping its Loan Origination Software. While the earlier software offered the benefit of features such as data entry, the business rule engines at the back had significant manual dependency. With the revamp, the business rule will be automated. The dependency on manual credit checks, the requirement for TVR, FI will come down.

Cost of upgrade will be significant, but estimated benefits are higher than the cost of running the existing system.

Where loans were earlier sanctioned in a day, it can come down to minutes.

The implementation period is approximately 5 months.

Users will be people in sales, operations, credit and managers.

Think of possible Change Management Actions we need to implement.

- Purpose
- Culture
- Immune Systems
- TMT
- Success

Successful Change Management



Content



Process



Operations



Emotions

Manage the dynamics, not the pieces

Discussion
