# INDUSTRY BEST PRACTICE

**THOUGHT LEADERSHIP**

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**WORKFORCE ENABLEMENT**

**CHANGE ENABLEMENT**

### CREATE PURPOSE

- o Visualise the business future
- o Design the scope for leader-led change
- o Energise and engage communities

### DESIGN ENHANCE

- o Use data to direct the change effort
- o Define change campaign using local business insight
- o Personalise the change experience for the individual stakeholders

### DEVELOP CAPABILITY

- o Close the loop on future skillsets
- o Ignite business networks to drive a cadence
- o In change curve to acceptance
- o Make behaviours everyday habits
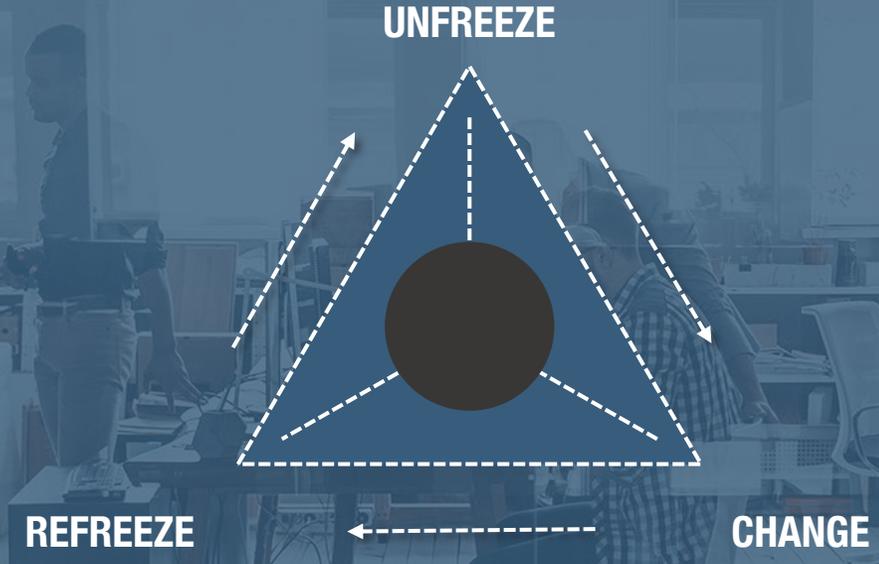
### MEASUREMENT CENTERED

- o Bring people on the journey to their new business world
- o Support at all level to enable
- o Recognise success and evolve

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UNFREEZE

REFREEZE

CHANGE

Lewin's Change Management Model is one of the most popular and effective models that make it possible for us to understand organisational and structured change. This model was designed and created by Kurt Lewin in the 1950s, and it still holds valid today. Lewin was a physicist and social scientist who explained the structured or organisational change through the changing states of a block of ice. His model consists of three main stages which are: unfreeze, change and refreeze.

McKINSEY'S 7 S MODEL

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STRATEGY

SKILLS

STRUCTURE

7S

STAFF

SYSTEMS

STYLE

SHARED VALUES

McKinsey 7 S framework or model is one of those few models that have managed to persist even when others came in and went out of trend. It was developed by consultants working for McKinsey & Company in the 1980s and features seven steps or stages for managing change. This applies across the three functional areas within an organisation including people, process and technology.

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## IT MINIMISES RESISTANCE FROM EMPLOYEES OF A COMPANY AND IS VERY WELL APPLIED IN SEVERAL INDUSTRIES.

There are many unhelpful 'nudges' around which can either be deliberate or may just be accidental.

Focus on the design of choices which is responsible for directing our preferences and influencing the choices that we make.

Choices must be designed in such a way that it can be aligned with the way people think and decide.

This theory eliminates traditional change methods like punishment enforcement and direct instructions.

Nudge Theory or Nudge is a concept that finds use in behavioural science, economics, and political theory but can be applied to change management in organisations and businesses as well. This theory is mainly credited to Cass R. Sunstein and Richard H. Thaler. Nudging someone or encouraging and inspiring them to change is the basic essence of this theory. Nudge theory is not only helpful in exploring and understanding existing influences but also explaining them to either eliminate them or change them to an extent where positives may begin to be derived.

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**A**WARENESS

**D**ESIRE

**K**NOWLEDGE

**A**BILITY

**R**EINFORCE

of the need and requirement for change

to bring about change and be a participant in it

of how to bring about this change

to incorporate the change on a regular basis

to keep it implemented and reinforced later on as well

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ADKAR model or theory of change is a goal-oriented tool or model which makes it possible for the various change management teams to focus on those steps or activities that are directly related to the goals it wants to reach.

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**THE NEW BEGINNING**

Beginning to build the skills needed to reach the new goals and start to experience benefits of the change.

**THE NEUTRAL ZONE**

This is the stage of uncertainty, impatience, and confusion and transitions to innovation, renewal and a burst of creativity.

**ENDING, LOSING, AND LETTING GO**

One has to realize that he/she is coming near to a certain end so as to accept new beginnings.
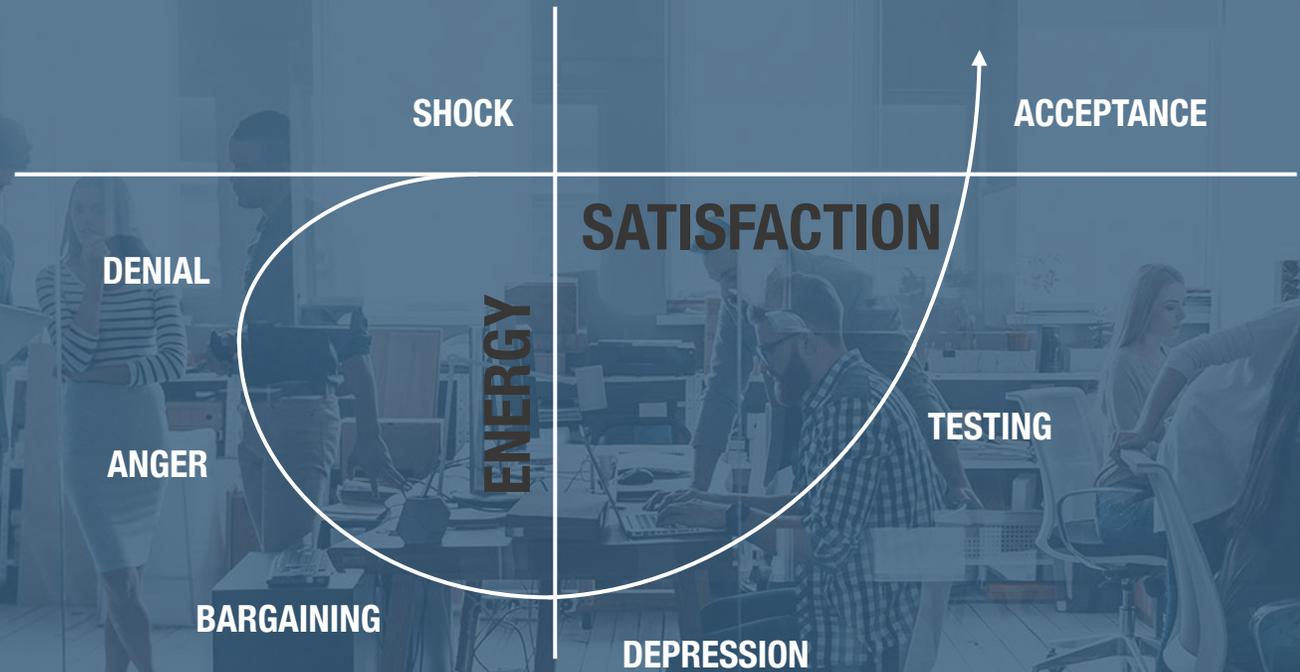
The speciality of this model or theory is that it concentrates and focusses upon transition and not change as such. Where transition, on the one hand is internal, change on the other is something that happens to people, even when they don't realize it. Transition is something that happens to people when they are going through the change. Change can be instant; transition may take time.

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PLAN

ACT

P
A     D
C

DO
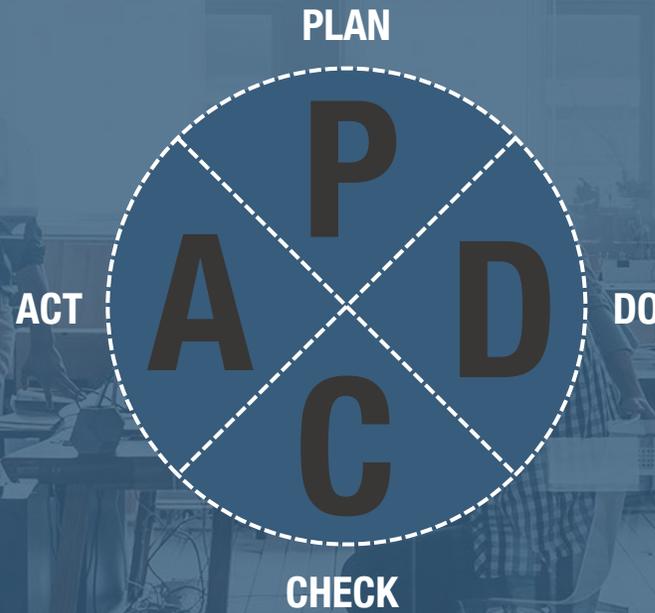
CHECK

The Deming Cycle, also known as the Plan-Do-Check-Act cycle, is a methodology for process improvement. The PDCA cycle is divided into 4 phases that help you analyse & improve a single process to perfection. This model isn't a one-time initiative, however. It's more of a loop which you keep re-using for a single process until it's performing as well as it could be.

# LEADERSHIP

**CHRISTO SMIT**
**BUSINESS ADMINISTRATOR**
Christo is an experienced business leader with a stellar track record as a turnaround specialist in the digital agency space. His focus is solely on business strategy & planning, new media applications for digital transformation and learning & development.

**GINO SMITH**
**WORKFORCE ENABLEMENT**
Gino has +14 years' experience as a talent and organisation HR professional. Gino believes that sustainable success is enabled when the workforce is planned and mitigated for – better equipping organisations and projects to realise planned benefits and ROI.

**NADIA LEONARD**
**LEARNING SOLUTIONS**
Nadia is a seasoned management consultant with extensive experience in the digital transformation space. With local and international experience, Nadia leads the VSLS Learning Solutions team that specialises in learning advisory, content experience design and technology implementations.

**DAVID O'DONNELL**
**BRAND COMMUNICATIONS**
David is a communications and digital media specialist with over 15 years' experience in the multimedia industry. He has over 100 projects under his belt in the industrial sector including process illustrations, tender clarifications and learning applications.

# STRATEGIC PARTNERS

**THANDO DINGAAN**
The ex-CEO of DWF collective and Mother Russia has an incredible passion for learning and development of blue-collar workers throughout South Africa. As part of the CLoX initiative, Thando offers strategic and operational insight throughout the rollout strategy.

**SAJEED SACRANIE | ALKEMI**
Creating value through strategic alliances; the aim being to "grow the pie" by crafting new opportunities. This is done by leveraging assets (brands, networks and infrastructure) and structuring transactions that align interests and generate mutual and accretive value.

**JASON CAPE | ORYX CAPITAL**
Ex-Bain & RMB consultant with a vast network and experience in the financial services industry. Jason's involvement offers unparalleled financial modelling experience to offer ROI and viability assessments on both projects and VSLS expansion initiatives.

**DANIEL SWART | CAPITAL CHANGE**
An experienced management consultant with primary focus on oil and gas within the South African consulting sphere. His understanding of the underlying business metrics offer end-to-end execution capability in the Human Capital space.

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