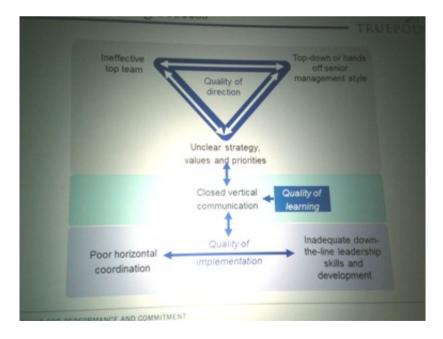
Higher Ambition at #MelcrumSummit



This afternoon is focusing on IC and change and we're starting wih Flemming Norrgren, author of Higher Ambition which had already been trailed by Anne-Lise Kjaer.

In Norrgren's view, the key silent killers for change, similar to those real killers for individuals (hyper-tension and high saturated fat) which are often undiscussed . undiscussable are ineffective leadership, management and communication (top, down, one-way) etc:



Key ones for the attendees here are leadership and co-ordination:

Unclear strategy, values, and conflic	43%
Leadership style - top down or laiss	
68%	32%
An ineffective top team	SE IS
45%	55%
Poor coordination across business	es, functions or geographics
73%	27%
nadequate leadership/managemer	nt skills and development in org
72%	28%
losed vertical communication and	t resulting low trust
54%	46%

Anyway, it's not a single killer on their own that's important, it's when they act in tandem. And the root causes are often the lack of rust and honest communication which requires a change in how leaders behave.

Norrgren recommends a rapid strategic change process - locking the leaders in a room and giving them a few hours to come up with three or four new strategic goals on one piece of paper that they're all signed up to.

It also needs to involve 8 to 10 of the most talented people in the organisation who them really trust in helping to implement the strategy. [I can't say this process works for me - I think the top team will have lost the engagement of their people before they start.]

These task force members then each interview 8 to 10 people in different areas in the business and report back to the executive - which they do in a no-powerpoint fish bowl format. [I like that.]

	Management Team	
This is why This is where we need to go These areas are in focus This is what is required from leaders. This is the shift we need to make etc.	Task Force Inquiry	This is good! This is not likely to happen because This is getting in the way for us to do what you want (e.g leadership behaviours, organizational sitos etil
	Broader Organization	

The next presentation was provided by two ex-Pfizer communicators about a project there. Most of this what about damage limitation recovering from a top-down imposed change - exactly why, whilst I think there are some interesting ideas in Norrgren's approach, I still don't think it's fully there yet.

We've still got more inputs from Melcrum / Speakeasy and Kingfisher and I may come back and add more here if I get more new insight from these...

And I'm also back here again tomorrow.

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Technorati Tags: <u>Flemming Norrgren</u>, <u>great leaders</u>, <u>strategic change</u>, <u>higher</u> <u>ambition</u>, <u>internal communication</u>