



improve your 'change-ability' with Business Ecosystem Thinking

Business Ecosystem Thinking brings a new approach to improvement that is capturing the attention of forward thinking organisations.

In this series of fact sheets, we look at how Business Ecosystem Thinking can be used to transform your 'change-ability'

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business ecosystem thinking



Ecosystem is a term often used in biology to describe a community of living organisms like plants and animals interacting with each other in a given area and how those interactions take place in a non living environment. The non living environment includes the weather, sun, soil, climate and atmosphere.

We've taken inspiration from nature to describe another sort of ecosystem where living organisms - people - interact with each other in a non living environment made up of buildings, computers, phones, tablets and so on.

Every business, social enterprise, charity, club or society has their own unique ecosystem, factors that allow it to thrive and threats that can potentially harm it.

iandi business solutions have defined what makes up a business ecosystem and how, using this 'joined up thinking' change leadership, process management, service excellence and colleague engagement can be transformed.

Reduced cost of change, avoiding unintended consequences and preventing predictable failures of process, operations and team performance can be achieved by taking inspiration from nature, applying long standing business disciplines and thinking differently.

Better performance naturally

For more info about iandi business solutions, go to www.iandibusinesssolutions.co

a business ecosystem



Your Business Ecosystem explained



Be clear about your purpose

Sounds so simple right? And yet loads of businesses don't get beyond 'make money'. But when challenged, most of us have aspirations and dreams well beyond that. What are yours?



Know what you have to be great at

Increasing the value of sales, reducing costs and/or changing the mix of what you do. Well that's the minimum set of capabilities you'll need. But what about change, communication, risk management? We'll help figure out what your unique list is and how you can be great at them.



Understand how things get done

Every business has a bunch of tasks & activities that need to be completed. Do you know what yours are? We've got internationally recognised expertise that's here to help

Everyone's heard about ecosystems, right? Where living organisms share an environment with non living things like air and water in which they can grow and thrive ...

#businessecosystem

organisations are just like ecosystems



So think of *iandi* as the means by which you'll understand, intervene & improve your ecosystem allowing your business to grow and thrive
Simple isn't it?



Care about people

Understanding and responding to the needs of customers, colleagues, stakeholders or regulators sounds obvious doesn't it. How well is this done? Why does it sometimes go wrong? We'll help figure that out



Understand performance

Too many measures get in the way. What are your really critical measures that show how well you're doing? We'll help separate the wood from the trees!



Learn, understand & improve

Everything you do to your ecosystem will have an impact. Some things will work, some might not. The important message is to always seek out opportunities to be better and we've got over 30 years of experience doing just that.

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6 steps to transform your 'change-ability'



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improve your 'change-ability'

#1 understanding why

So, change is coming. How much do you know about it? Have you read, investigated and understood what's planned to happen, when and why?



Understanding your purpose is critical.

Why does your business or team exist? What is your purpose in being at work?

Think about this. Money related purpose - profits, wages and so on are obvious and important but so are the quality of your human relationships with colleagues & customers. Think about your contribution to the society in which you operate. Setting out exactly why you're there allows you to begin assessing the change

There is a reason for everything - a set of causes and effects. Understanding this for any change is time well spent as it will inform behaviours, communication and actions. Seeing causes & effects in the context of why you're here is a great perspective to have and helps create a vision for the future

Appreciating the purpose of the change from multiple perspectives (others as well as yours) really helps to set out what the changes mean for your purpose and linked objectives



What's in this for me, my team or my organisation? Don't be afraid to write these up - benefits are best shared



Be brave enough to allow discussion & debate, help new ideas form and new versions emerge of your purpose beyond the here and now change. Encourage the ability to see a vision beyond disruption and take time to think.

Investing time to see the new normal - as an organisation, team or individual lays the framework for the next steps in enhancing your 'change-ability'



If change is going to affect your team, then it's going to affect every individual too. Reminding people about the purpose of the team, its role in the organisation and how that might change will help discussion, ideas and contributions about the new normal.

Engaging the team in defining their new purpose helps people feel more in control.



Understand why the change is happening and its effect on your purpose. You can then progress to step 2. Getting to grips with how change will happen and what you'll need to be great at to thrive





improve your 'change-ability'

#2 understanding what

So, change is coming. How will it impact the core capabilities that the organisation, team or its individuals possess today and how well are tomorrows capabilities understood?



During periods of change , **take time to see, appreciate and nurture some of the capabilities that are sometimes easy to overlook.**

The capability to care, understand and empathise with others, the capability to remain calm and retain perspective, the capability to continuously adapt as the change unfolds while continuing to deliver for customers, colleagues and the organisation.

The capability to say thank you or sorry

There are two types of capabilities needed to make change stick. One is about **managing** the change itself (project management for example). The second is **guiding** the organisation, team and individuals from todays normal to the new business as usual (operational design for example)

Organisations have to think beyond the capabilities of project and programme management if change is to deliver a new normal that engages, excites and empowers. What will inspire, explain and enthuse? **Honest, open, authentic communication.**



Capability can set an organisation apart.

It can differentiate a team or an individual. It is a source of competitive advantage and can make an individual more 'marketable'



Organisations, teams and people are proud of what they're great at.

Change that challenges those capabilities will be disruptive organisationally, operationally and emotionally.

Be brave enough to take the time to understand and work through what current capabilities are fit for tomorrow, what new capabilities are needed and perhaps most important how to move away from capabilities that will no longer be needed



Make an inventory of what you're great at today - as an organisation, team or individual.

Does the planned change alter the key capabilities you'll need to thrive in the new normal?

If it does, do you have any of the new capabilities already or is it time to learn ?

Understanding what you need to be great at helps feel in control.



Understand what you have to be great at now and in the new normal. You can then progress to step 3.

How to deal with changes to how you do what you do.





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#3 understanding how

So, change is coming. One of the most common questions is 'how will this change what I do?' Understanding how change will impact processes has greater implications than you might think.



Moving into a period of change is a great time for a bit of **process housekeeping** whether you're an organisation, team or individual.

Check that your list of processes is up to date, have a look at the documentation that supports them - is it up to date and reflecting reality? Why not take the time to document any work arounds or short cuts that have seeped into BAU?

Maybe jot down any improvement ideas that haven't been adopted yet.

Processes are the life blood of organisations; people spend their working lives engaging with processes - physically and emotionally as do your customers. So, **never underestimate the importance of process**

Remember **there are three types of process** and each has different change characteristics & requirements.

Commodity processes, everyday processes and critical event processes - get to know yours.

in making change stick. Get it wrong and people notice; get it right people engage.



Everything is a process - including change. Everything we do has something before it, something after it.

Processes flow - understand that flow and change is easier



Changing processes should be simple, but it's often not. Against the clamour for progress, reports and benefits, time really needs to be invested to properly understand the process landscape.

The way people, systems, knowledge, and other processes interact to make a process work is **as much art as it's science.**

Be brave enough to make this time investment because getting redesign right first time is always more cost effective



People generally dislike uncertainty and the unknown. In their day to day lives, processes provide a means to feel certain, reassured and in control.

As processes change this can have a huge impact on peoples wellbeing and engagement.

Involving the people who work the process in its redesign is invaluable



Understand how you do what you do changes . You can then progress to step 4. The people





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#4 understanding who

So, change is coming. How well do you know who's driving and managing it, who's affected by it, who can influence it and perhaps most important, who you can talk to and confide in about it?



Everybody has an opinion. Some may be customers, some may be colleagues or organisational executives, some could be regulators or the media. Amongst the opinions will be great ideas, vast experience, information that you don't yet know and a sounding board for things that are important to you and your change plans. Gathering these voices, understanding what they're saying and why is critical to the success of any change .

People are incredibly resilient and resourceful. **People respond well when they're involved, engaged and empowered.** People willingly give their experience and knowledge in exchange for honest, open communication. Time spent with people being part of the change journey is never wasted.

In the face of change, everyone needs a sounding board, a confidant, a listener, a guide. Doesn't matter if you're the Chief Executive or the front line sales agent. The need is the same. Remember, **it's a privilege to be able to help to another person** in this way



Coping with change?
Know yourself
Know your situation
Know who can help
Work on your self esteem
Let go of the past
Look forward to the future



It's important to understand why **people may be resistant to change.**

For example:

1. Fear of the unknown
2. Uncertainty / ambiguity
3. Loss of status / power / rewards
4. Lack of skills for the new normal
5. Devaluation of current skills

In the way you communicate and behave - as a Change Leader, Line Manager or colleague in the middle of change yourself, it's good to appreciate others may be experiencing these sort of feelings.



It's increasingly common to map people's experience of an activity or process.

It's less common to understand an individual's journey through a period of change.

Taking the time to understand how people are feeling, behaving and responding to change shows a great level of **maturity and respect**



Understand how and why people react and behave in the way they do.

You can then progress to step 5 Understanding performance





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#5 understanding when

So, change is coming. And so by implication, at some point change will have happened, How well do you know when the change has successfully delivered a new normal?



Six considerations for good measure

if you want to be confident of your data and the decisions you base on it:

1. Why collect the data?
2. What will be done with it?
3. When does the data need to be collected?
4. Where is the data to be sourced from?
5. How will the data be defined and collected?
6. Who will collect the data?

Remember Change Ability #1? It talked about purpose. Any change either supports or redefines purpose (otherwise, why do it?) so when considering what measures to use that validate the change journey it makes sense to **relate measures to purpose** and the things you need to be great at.

Ahead of any change, it's possible to see what today's normal looks like. How predictable / variable work is, seasonal fluctuations, peaks and troughs.

As the new normal emerges, this provides a great check to **ensure the change has done what was expected**



It's not just numbers. Knowing when change is occurring or ending can just as well be informed by feelings and experience. Don't forget to include these in your plan.



If you're an individual in the middle of change, knowing when it has arrived and been embraced into BAU can provide reassurance.

Develop your own measures that show how you're adapting to the new normal, maybe prove to yourself you're learning a new skill or capability. Even just celebrate your achievements in the midst of disruption.

Good measures can provide a rational counterbalance to the emotions of change.



Measurement best practice isn't complicated.

First, make sure you measure what matters - the work and the experience

Second, share the data openly, honestly with no filtering

Third, make sure measures prompt action and ideas

Fourth, use the measures to involve, engage and celebrate success



Understand how performance has changed.

You can then progress to step 6 Ongoing Improvement





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#6 change=improvement

So, change is coming. If you believe the various proverbs, then it's never ending. This final Change Ability sheet covers some key messages about how to continually change and improve.



Some things work just as well for individuals as they do for organisations.

Take our preferred improvement approach DMAIPDC.

Define what needs to change

Measure what happens today

Analyse why that is

Improve by thinking about how you want the future to be

Prove by testing that what you want to do works

Deploy - or do it!

Check that what's happened is what you wanted

People often talk about 'change' and 'continuous improvement' as though they are from different planets. Not so. It's just a question of timescale, mindset and routines.

Both aim to **deliver a new normal** and best practice hints are the same for both. Keep things simple



Is change always positive?

Of course it's not. If your job is at risk, your team is being dispersed or your customers desert you in droves when change goes wrong, then it takes an effort to see the upside.

Realism and perspective are honest, authentic partners.

Continually wanting to be better doesn't need a change programme or project. It needs a mindset, an openness, a commitment for it to be a way of life



Team based change is good.

More experiences, more ideas, more perspectives.

It also provides a safe environment for people to share concerns and access support.

Team based change is good but it requires careful leadership and facilitation to create the best environment possible.

That level of maturity and emotional intelligence doesn't just happen. It needs effort, guidance and support



Understanding has been mentioned a lot across our Change Ability tips for good reason.

If you take the time to first understand people, processes, causes and effects, data, capability and most importantly, purpose, then your reaction and response will be mature, considered and effective. The chances of really great change are maximised ... honestly.



BUSINESS ECOSYSTEM THINKING

A new way to think about change & improvement organisationally, across your team or individually



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We hope you found our 'change-ability' hints and tips useful, practical and maybe a bit challenging.

Business Ecosystem Thinking is the result of many years experience and reflection across all aspects of change, customer service, operations and continuous improvement.

It is a new, joined up way of thinking, planning and delivering change & improvement for organisations, teams and individuals.

We want to share our passion about Business Ecosystem Thinking and help bring it to life with you.

So whether it's presenting, delivering workshops, coaching or real life interventions to solve problems, just let us know

