

Why transformation efforts fail

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Paul Janisch

(+2783) 227 1375

paul@caird.co.za

Blog: http://bbbee.typepad.com/paul_janisch/

Diets and transformation

- Stats (United States)
 - \$20billion annual revenue
 - 108million US citizens on diet per year
 - dieters make 4-5 attempts per year
- Growing market
 - diets fail once they realise how hard it is
- People who lost and kept off at least 30 pounds for five years exercised one hour per day

Principles

- John P Kotter – 1995
 - written about corporations
- Change involves numerous logical phases
 - usually take a long time
 - requires methodical implementation
- Skipping steps creates an illusion of speed
 - presenting unsatisfactory results
- **THERE IS NO MIRACLE CURE**

#1- no great sense of urgency

- Typically arises from a crisis
- Aggressive cooperation of many people
 - some form of motivation
- Change requires creating a new system which requires leadership
 - must come from the highest authority

#2- a powerful guiding coalition

- Top level endorsement
- Mass participation
- Preferential procurement

(Transformation programmes) that fail in phase 2 usually underestimate the difficulties of producing change and thus the importance of a powerful guiding coalition

#3- lacking a coherent vision

- A vision says something that helps clarify the programme's direction
 - clear
 - understandable



NEEEF introduction

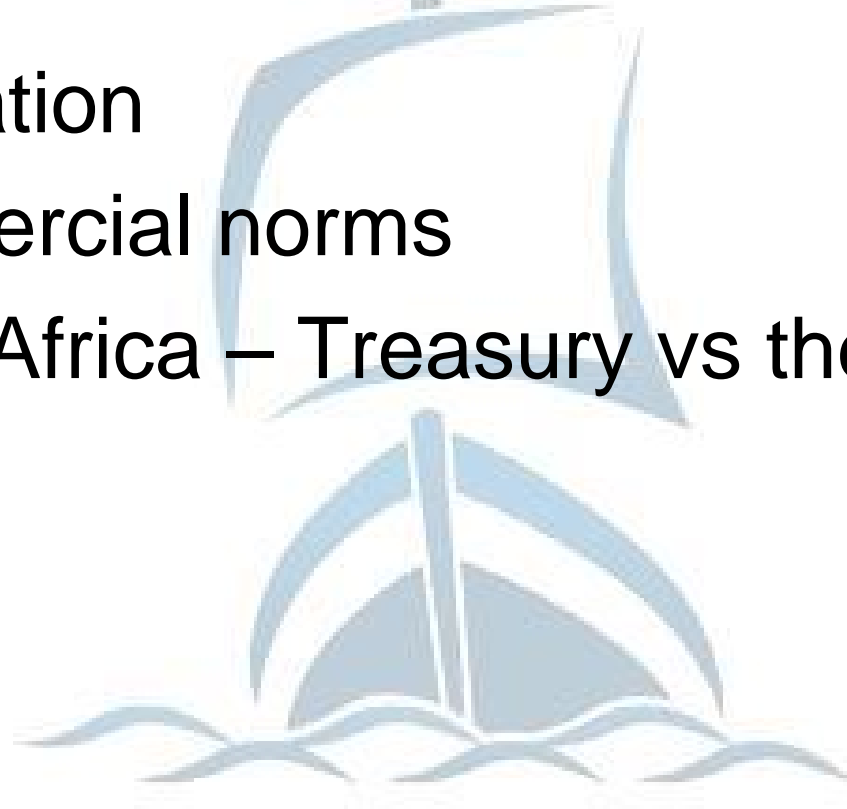
The Government of the Republic of Namibia is committed to pursuing economic and social policies with the aim of securing prosperity and a life of human dignity for all Namibians. The ultimate objective is to create an equitable and socially just society in which the distribution of income becomes far more equitable than it is at present.

#4- undercommunicating the vision

- A transformation policy is disruptive by its nature
 - there will be resistance
- Transformation is impossible unless hundreds or thousands of people are willing to help
 - requires sacrifices
- “walking the talk” at the highest level
 - words and deeds

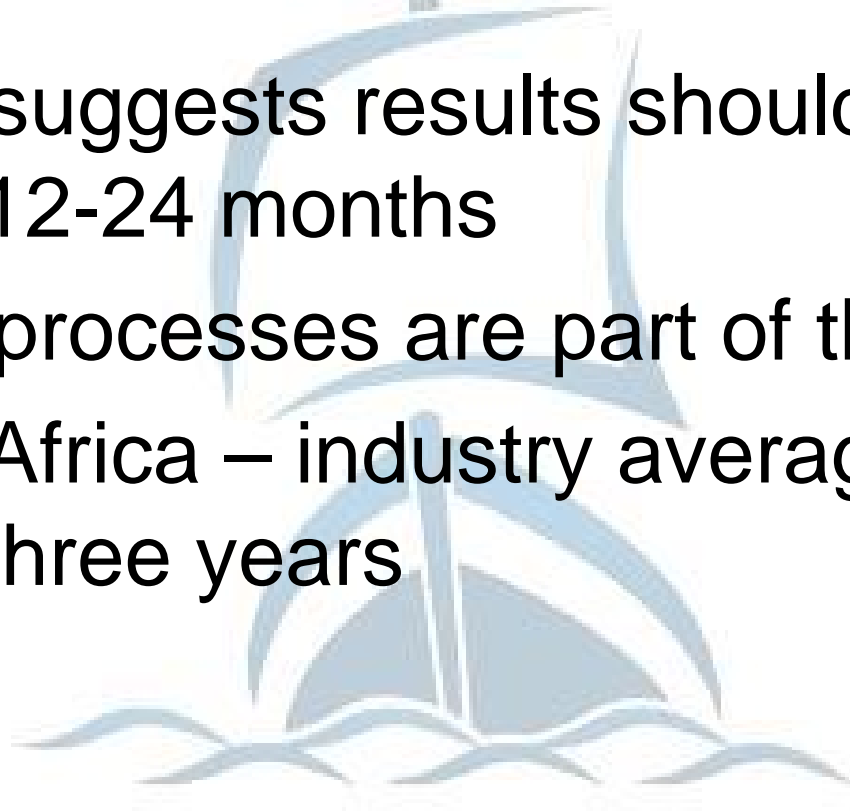
#5- not removing obstacles to the new vision

- Legislation
- Commercial norms
- South Africa – Treasury vs the DTI



#6- planning and creating short-term wins

- Kotter suggests results should be seen within 12-24 months
- Active processes are part of the planning
- South Africa – industry average scores within three years



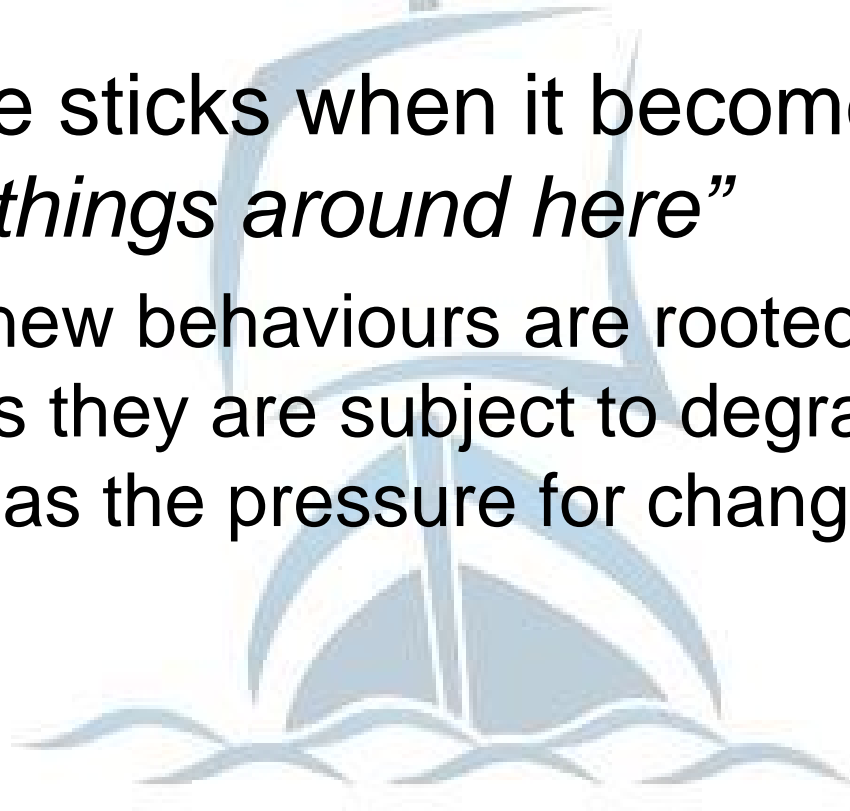
#7- declaring victory or failure too soon

- Change of culture takes time
 - risk of returning to the old culture
- Declaring failure will negate all the positive action thus far

While celebrating a win is fine, declaring the war won can be catastrophic. Core ideology provides the glue that holds an organisation through time

#8- not anchoring changes within the culture

- Change sticks when it becomes *“the way we do things around here”*
 - until new behaviours are rooted in social norms they are subject to degradation as soon as the pressure for change is removed



#8- not anchoring changes within the culture

- Two important factors in institutionalising change
 - make conscious attempts to show how the new approaches, behaviours and attitudes have helped improve performance
 - ensure that the next generation of people personifies the approach

Thank you

Paul Janisch

Caird

(+2783) 227-1375

paul@caird.co.za

www.caird.co.za

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