

**The Conference
Board of Canada**



FROM SLUGGISH TO NIMBLE™

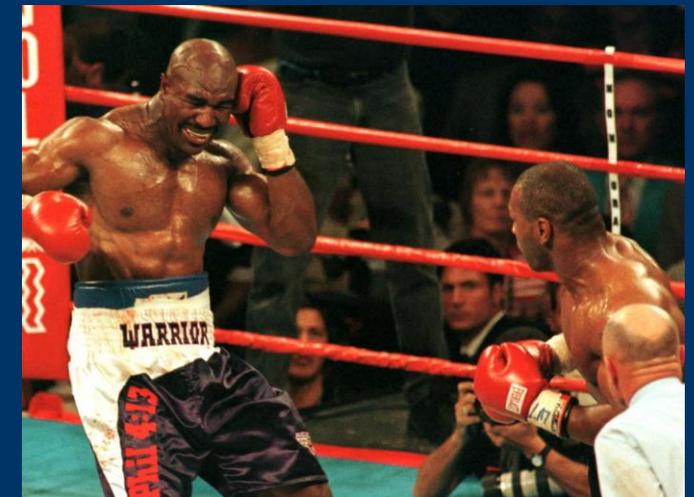
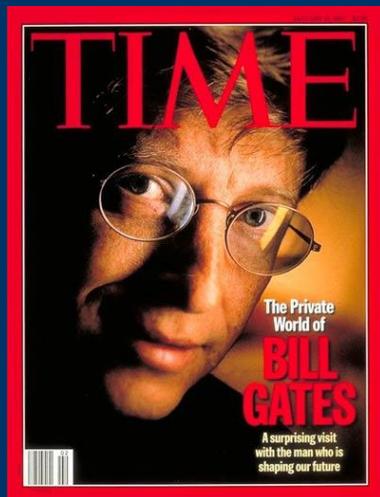
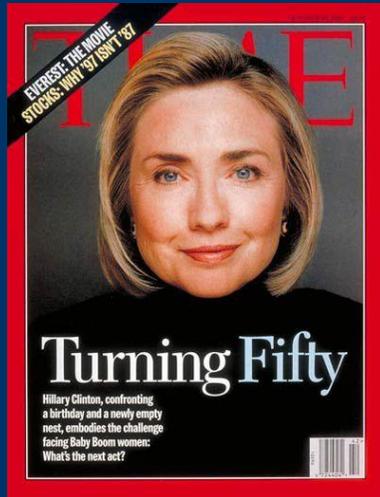
Disrupt change management to win in today's fast-paced world

Keynote by Edmond Mellina

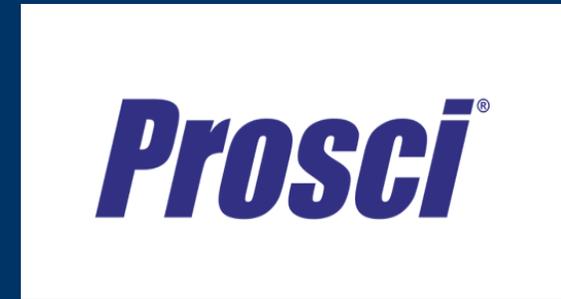
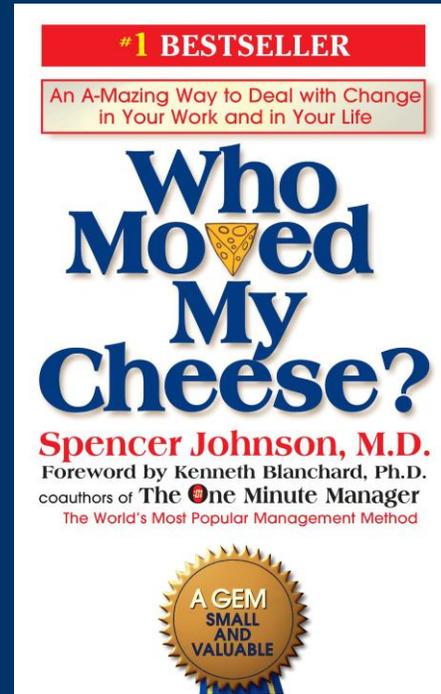
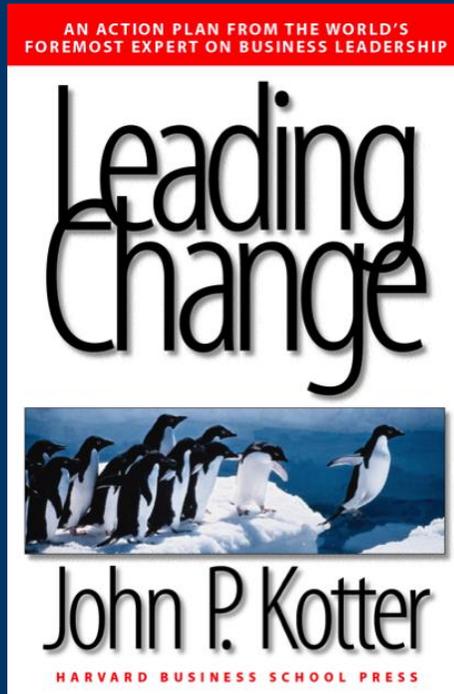
President & Co-founder

Human Resource Executive Councils | February 13, 2025 | Live virtual

A long, long time ago in 1997...



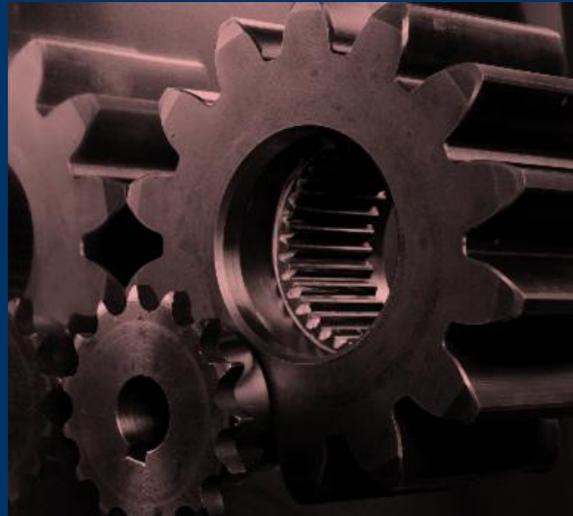
And **change management** started becoming a thing...



How was the **nature of change** back then?

MAINSTREAM

Slow-paced change, dust had time to settle



CLASSIC CHANGE MANAGEMENT

A FEW OUTLIERS

Fast-paced, constant, disruptive change



NIMBLE CHANGE LEADERSHIP™

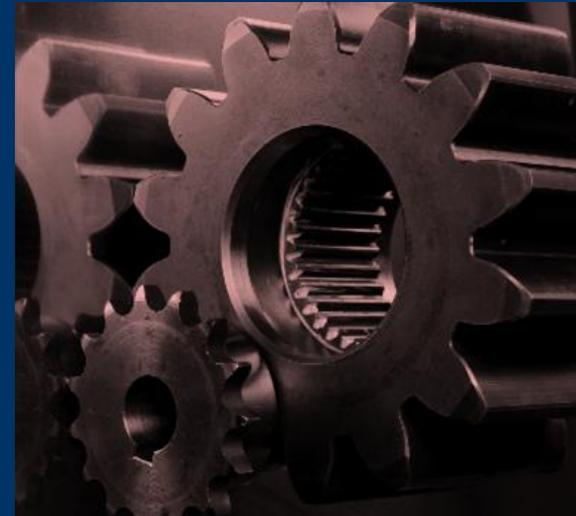
Fast-forward to **today!**

MAINSTREAM

Fast-paced, constant, disruptive change



We **struggle**
with the pace of
change!



We need
change agility!

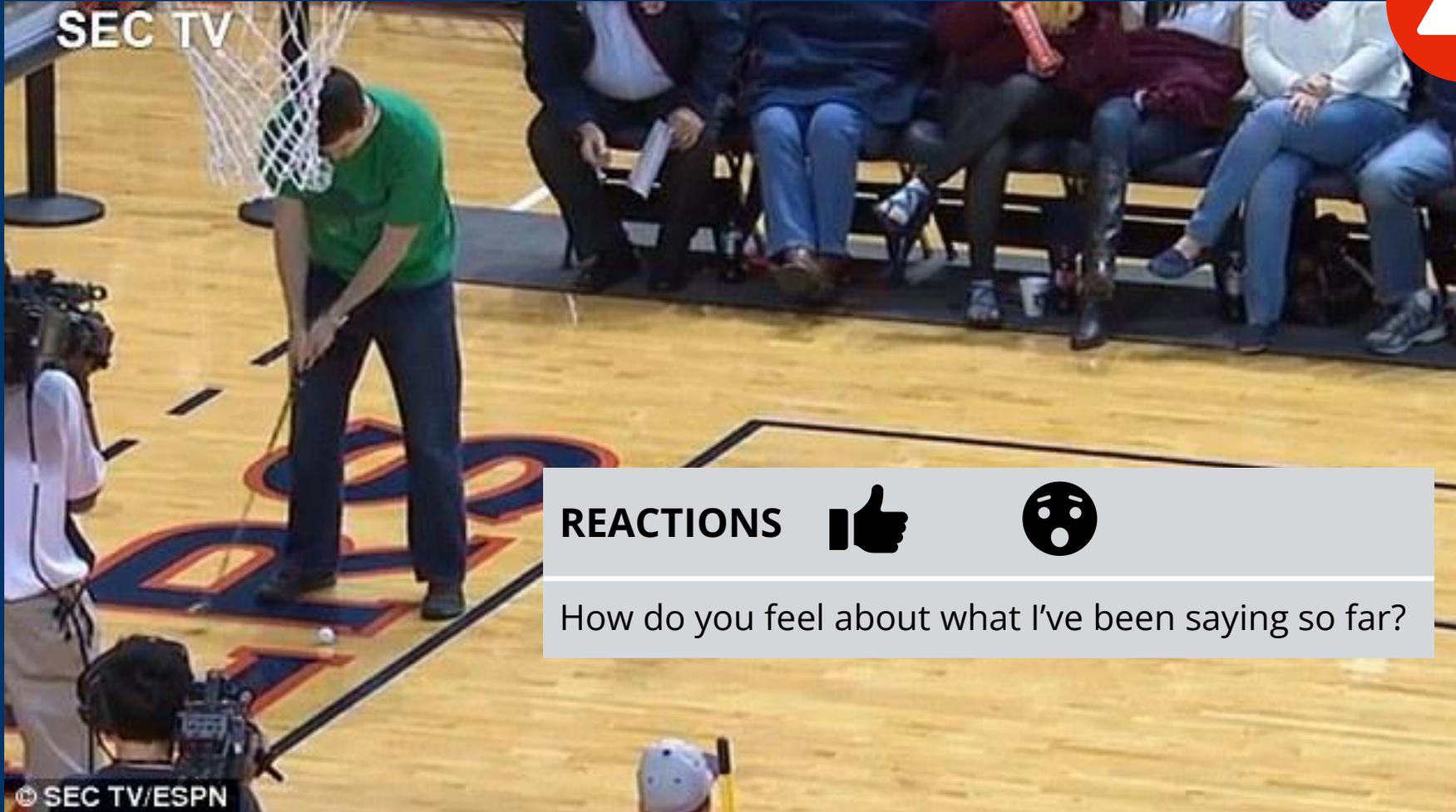
**Employees are
losing patience**
with change
initiatives

Harvard Business Review
May-2023

CLASSIC CHANGE MANAGEMENT

Today's disconnect

Beautifully captured in this picture shared by a client



REACTIONS



How do you feel about what I've been saying so far?

Hence, today's **imperative**...



Disrupt change management & **build** change agility –
so that your organization **thrives** in today's fast-paced world!



FEELINGS



BEHAVIOURS



MINDSETS



Sluggish change management



Nimble change leadership

CHANGE LEADERSHIP

FROM SLUGGISH TO NIMBLE

5 MINDSET SHIFTS FOR THE NEW NORMAL



Like golfers progressing from hole to hole, we take a phased approach to change management.

1



Leading through change is like playing a basketball game: fast-paced, fluid and super-dynamic.

Effective executive sponsorship is the key to succeed with change.

2

Local Leaders at all levels represent the true keystone of change.

We have change management specialists at headquarters.

3

We need nimble change leadership throughout the organization.

Our change specialists have a big toolbox with lots of templates, checklists, step-by-step instructions and reports.

4

Wearing golf shoes to play basketball doesn't make sense. We need a minimal set of stethoscope-like tools shared by all players.

We struggle with the politics of change. Unfortunately, there is not a lot we can do about it.

5

Transformation is a political game. We succeed by working with & through the politics of change.





Like golfers progressing from hole to hole, we take a phased approach to change management.

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Leading through change is like playing a basketball game: fast-paced, fluid and super-dynamic.





Video credit: [Nialcop](#)



What is the true
keystone
of change?



First, **executive sponsorship**
Second, **executive sponsorship**
Third, **executive sponsorship**

Local Leaders

The true keystone of change (internally, externally)



Transform your business.
Make it nimble.

RESEARCH DATA

Question to employees who went through change:

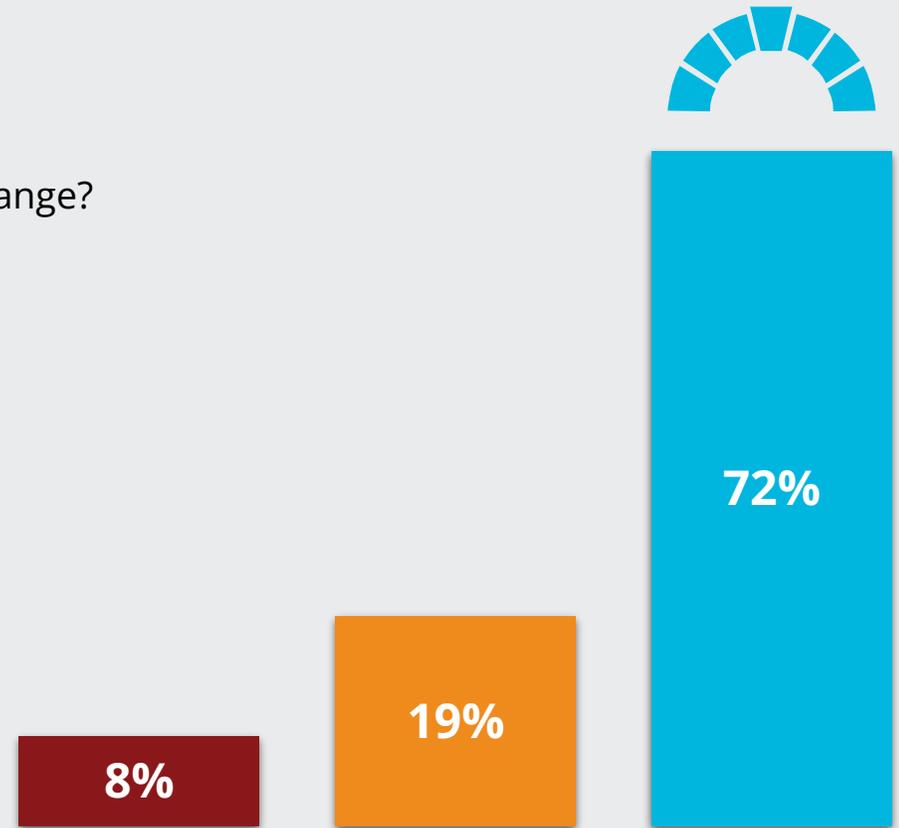
What type of communication was most effective in generating your support for the change?

-  Company's official communications
-  Townhall with senior management
-  My manager explains the change

CHAT



Why LOCAL LEADERS have such a huge influence on their teams (72%) compared to senior management (8-19%)?



Source: Hay Group
(Korn Ferry)

Sluggish change management



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Nimble change leadership





19% influence

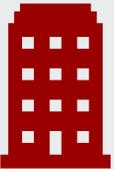
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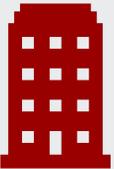


72% influence





19% influence



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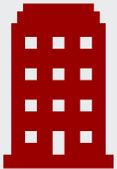


72% influence





19% influence



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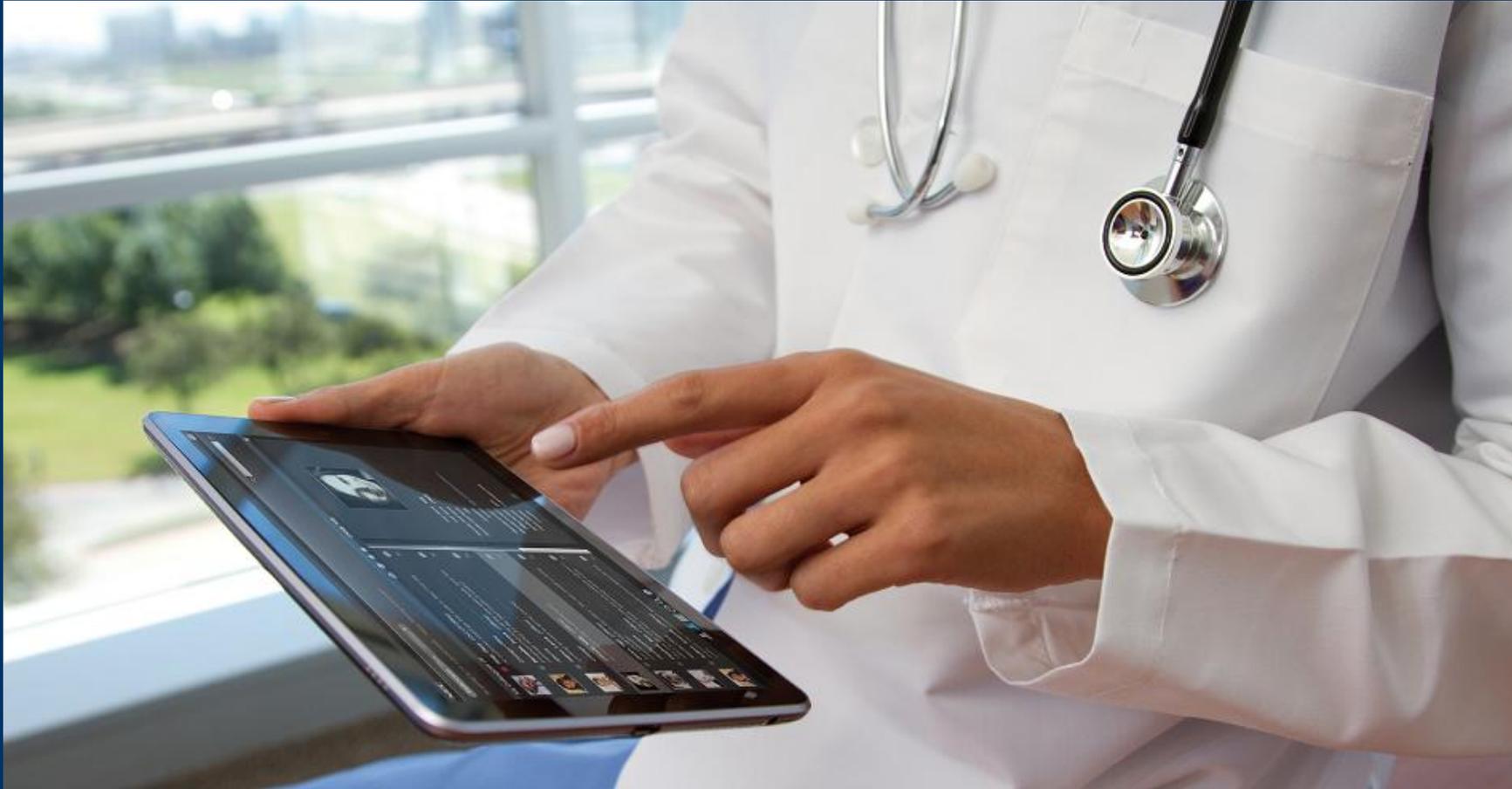
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72% influence



3 reasons ER doctors & nurses still rely on their **stethoscopes**



Since 1816!

1. **Readily available**
2. **Simple yet effective**
3. **Catalyst for action**



E.g. of stethoscope-like tools

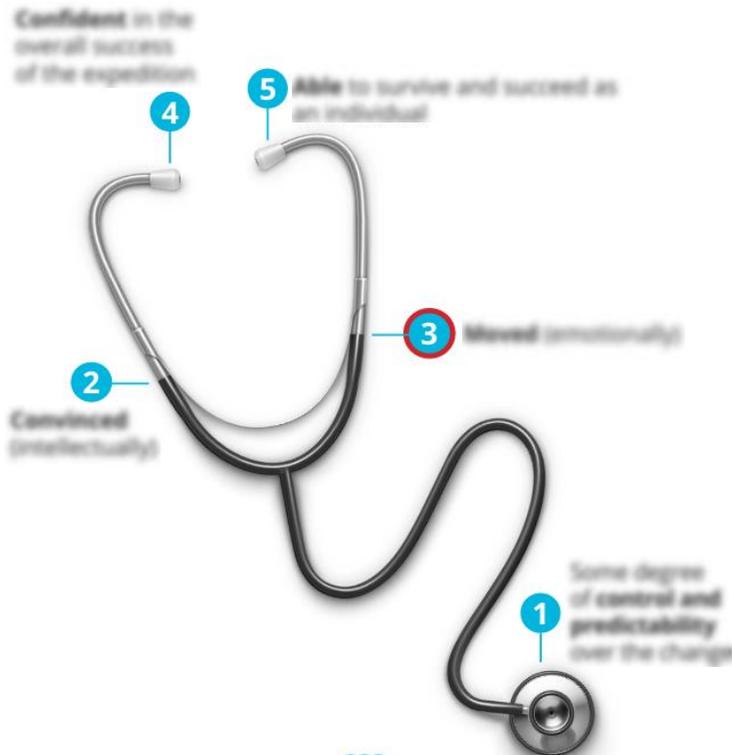
The 2 core tools of the *ORCHANGO Method*™



Transform your business.
Make it nimble.

Change Stethoscope™

Monitoring commitment-resistance on the fly



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The Six Change Personas™

Multiplying our resilience & impact as change makers



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Change Stethoscope™ Worksheet



STEP UP!™ Game Worksheet



The “stinky box”



My shaving dilemma & Didier's moon analogy



Transform your business.
Make it nimble.



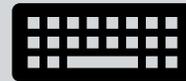
Had Didier been from a younger generation...



Transform your business.
Make it nimble.



CHAT



What reflection has this discussion about politics triggered for you?

Sluggish
change management



Nimble
change leadership

CHANGE LEADERSHIP

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Light-side politics™

- A** Change is a political game (a.k.a. game of influence)
- B** Just like the moon, politics has both a *dark* and a *light* side
 - *Dark-side politics* means using politics for our own personal advantage
 - *Light-side politics*™ means using politics to advance the organization's agenda - **and doing so with integrity**
- C** As a transformation leader, it is critical to engage in *light-side politics*™

Helping change-makers learn *light-side politics*™ is the reason we developed the **STEP UP!™ Game [vivid] simulation** years ago...



BRAGGING RIGHTS CARD
Gold Medal

ORCHANGO
Transform your business.
Make it visible.

This card gives the **Mamma Mia** team the right to brag about their masterful win in **The STEP UP!™ Game** - the simulation for nimble change leadership by ORCHANGO.

This right shall expire automatically after 30 days.

Feb 22, 2024
Date

EH
Edmond Mellina, Owner & Co-founder

HR has a lead role to play in the reinvention!

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MINDSET SHIFTS

LEADERSHIP

CULTURE

CAPABILITY BUILDING

TALENT DEPLOYMENT

PERFORMANCE

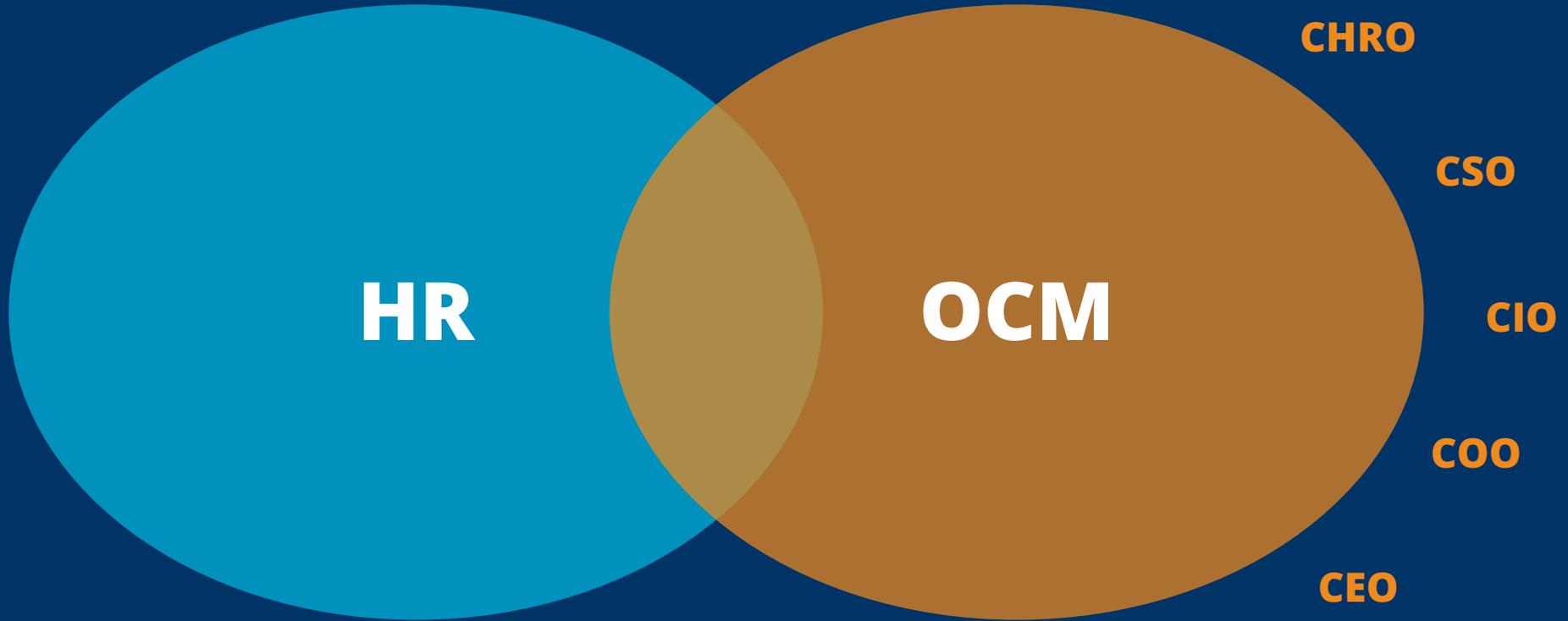
HR PARTNERS FOR CHANGE

ETC.

Expect **politics**... Leverage **existing partnerships**...



CO-DISRUPTION



Quick self-reflection → So what? Now what?



• Self reflection

○ Q1: Where is my organization at?

1 Golf vs. Basketball thinking	2 Executive sponsors vs. Local leaders	3 Central vs. Local capabilities	4 Big toolbox vs. Stethoscope-like set	5 Avoid vs. Leverage politics
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○ Q2: So what? Now what?

↳ **One action you will take over the next few weeks**

• **Share this action @ chat (to inspire others + help you commit)**



CHANGE LEADERSHIP

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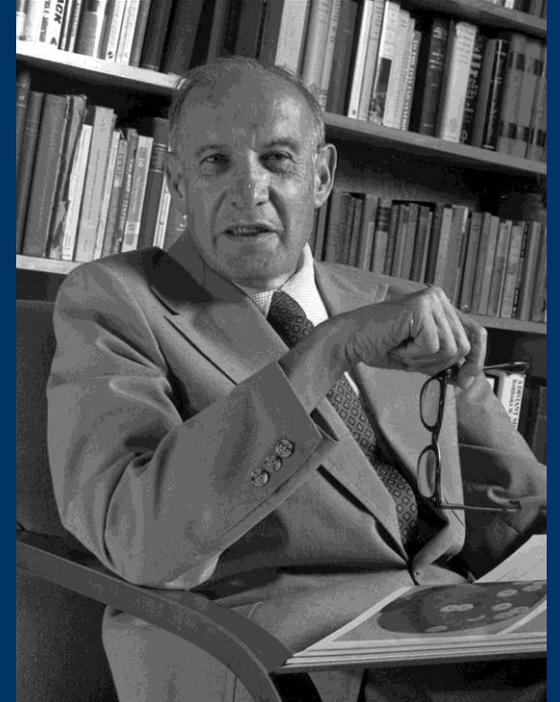
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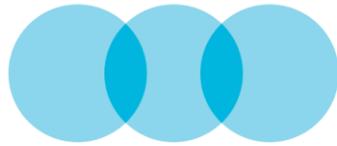
“ The **greatest danger**
in times of turbulence is not
the turbulence – it is
to **act with yesterday's logic** ”

Peter Drucker (1909 – 2005)



Disrupt change management
& **build** change agility –
so that your organization **thrives**
in today's fast-paced world!





ORCHANGO

Transform your business.
Make it nimble.



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