



EMPOWERING AGENTS of CHANGE in TURBULENT TIME

Thursday, June 25, 2020

© **éclat** CONSULTING, 2020. All rights reserved. The documents following this cover page are designed and prepared for the exclusive use by our Webinar Participants only. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording or otherwise — without permission of **éclat** CONSULTING.



éclat
CONSULTING



WHY

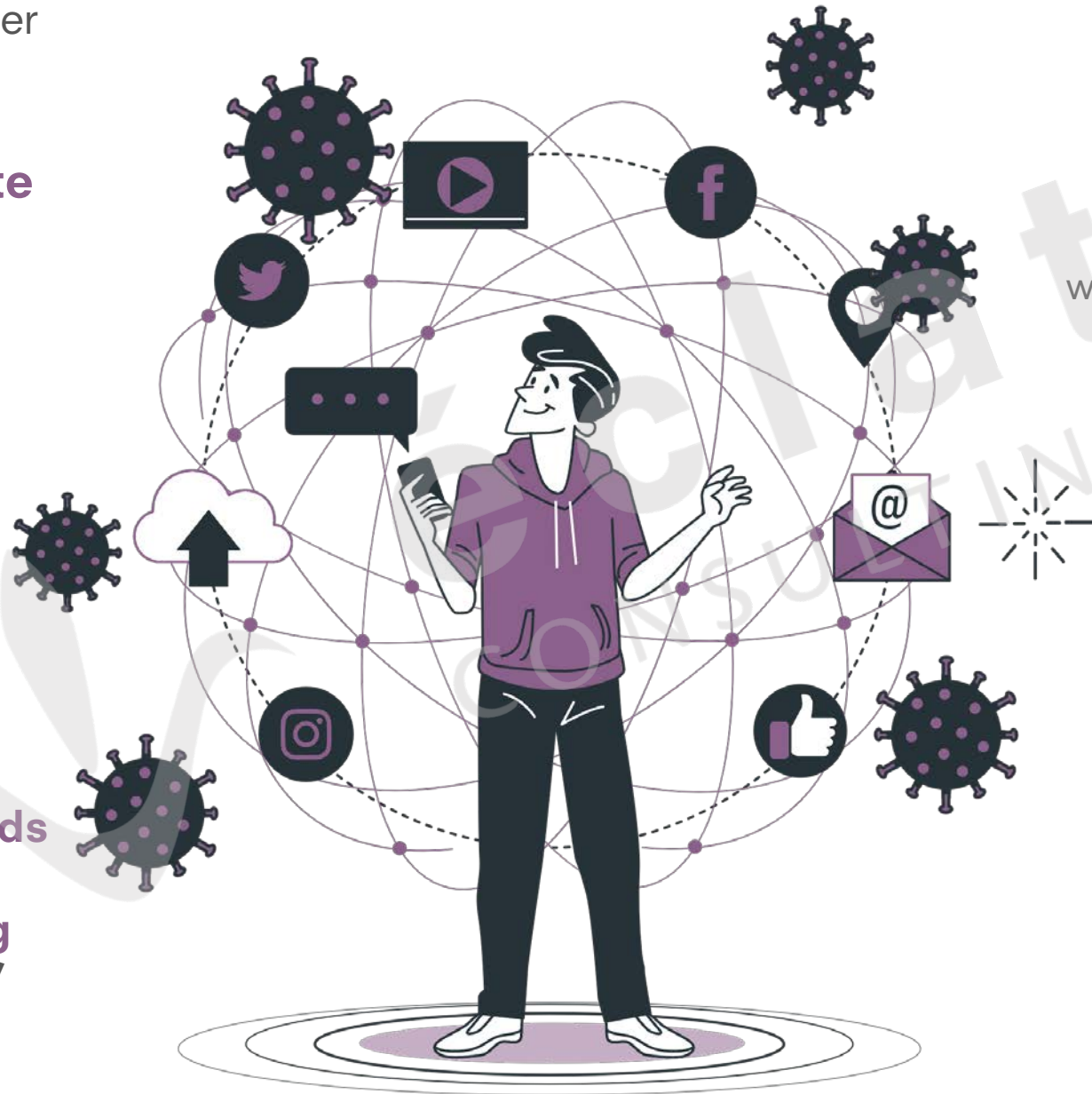
WE NEED TO
EMPOWER AOC
MORE THAN EVER



éclat
CONSULTING

“Change is no longer
an event
that happens,
but a **steady state**
of existence”

*Present Shock:
When Everything
Happens Now*



“**Unlearn** you must,
what **you have learned!**”



“The **pandemic**
will **accelerate trends**
that were
already **reshaping**
global business”

*Economist Magazine,
April 2020.*



éclat
CONSULTING

CHANGE CURVE

+

Impact

-



Stages	1	2	3	4
Status	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shocked, Denial	Angry, Afraid	Accepting	Committing

Source: Mindtools

← Empathy & Transparency Based Dialog →

"People **don't care** how much you know, until they know **how much you care** ... about them."
 -- T. Roosevelt



Southwest Airlines (SA) is the **first low cost carrier** in the world with **50 years** of **experiences**.



Herb Kelleher
CEO Southwest

"If you **create** an **environment** where the people truly participate, you do not need control.

They **know what** needs **to be done** and they do it."

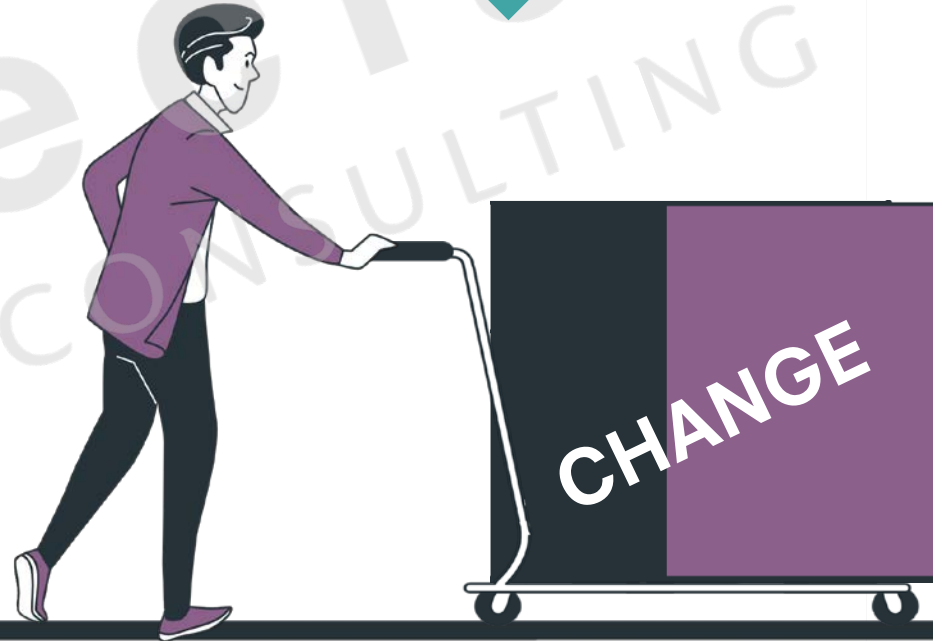


éclat
CONSULTING

INFLUENCING and
ENGAGING others
without **Authority**



EMPOWERED
Agents of Change



éclat
CONSULTING

The ART and TECHNIQUE of PERSUASION

ARISTOTLE's

3 Modes of Persuasion



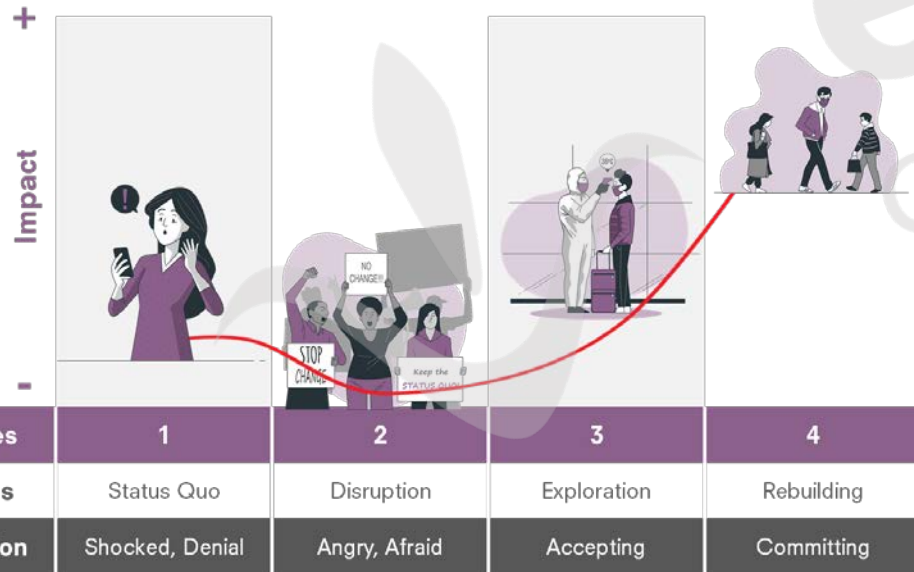


♥ The **change** is here to stay. Organization needs to respond the VUCA world by **unlearning** old ways of **thinking** and **doing**, and **relearning** to **quickly adapt** with the new normal.



Let's
RECAP!

CHANGE CURVE



Source: Mindtools

♥ **Agents of Change** will accelerate the **change curve** to quickly reach the **rebuilding** stage.

WHY

WE NEED TO
EMPOWER AOC
MORE THAN EVER

Empathy & Transparency Based Dialog



éclat
CONSULTING



WHAT

AOC NEEDS
TO ACCELERATE
TRANSFORMATION



éclat
CONSULTING

What is **EMPOWERMENT**?



A leadership practice
to **equip** individuals
in the organization
with the **initiatives**
to execute necessary **actions**
(solve problems, make decisions,
improve service or performance)
to getting things done.



éclat
CONSULTING

AGENTS of CHANGE is...

Individuals chosen to **promote changes** and at the same time become **examples** and **role models** of **behaviors** that reflect **integrity** and **high-performance** in the organization.

Source: *Permenpan no 27 tahun 2014*



éclat
CONSULTING

Leader's BEST FRIEND

Mobilize the
right resources
to **drive change!**



éclat
CONSULTING



“It is **not** the mountain we conquer **but** ourselves.

People **do not** decide to become extraordinary. They decide to **accomplish extraordinary things.**”

Sir Edmund P. Hillary
1919 – 2008
the Conqueror of
Mount Everest 8.850m,
on May 29, 1953



éclat
CONSULTING

© éclat CONSULTING, 2020. All rights reserved.



Colour by
neitshade

“To become the **first climber**
to **reach** the top
of **Mount Everest**
is **not** my **dream**.”

My dream is to **guide**
Edmund Hillary
complete his **conquest**.”

Tenzing Norgay

1914 – 1986

A Sherpa Mountaineer,
an Elite Guide of
Mount Everest



éclat
CONSULTING

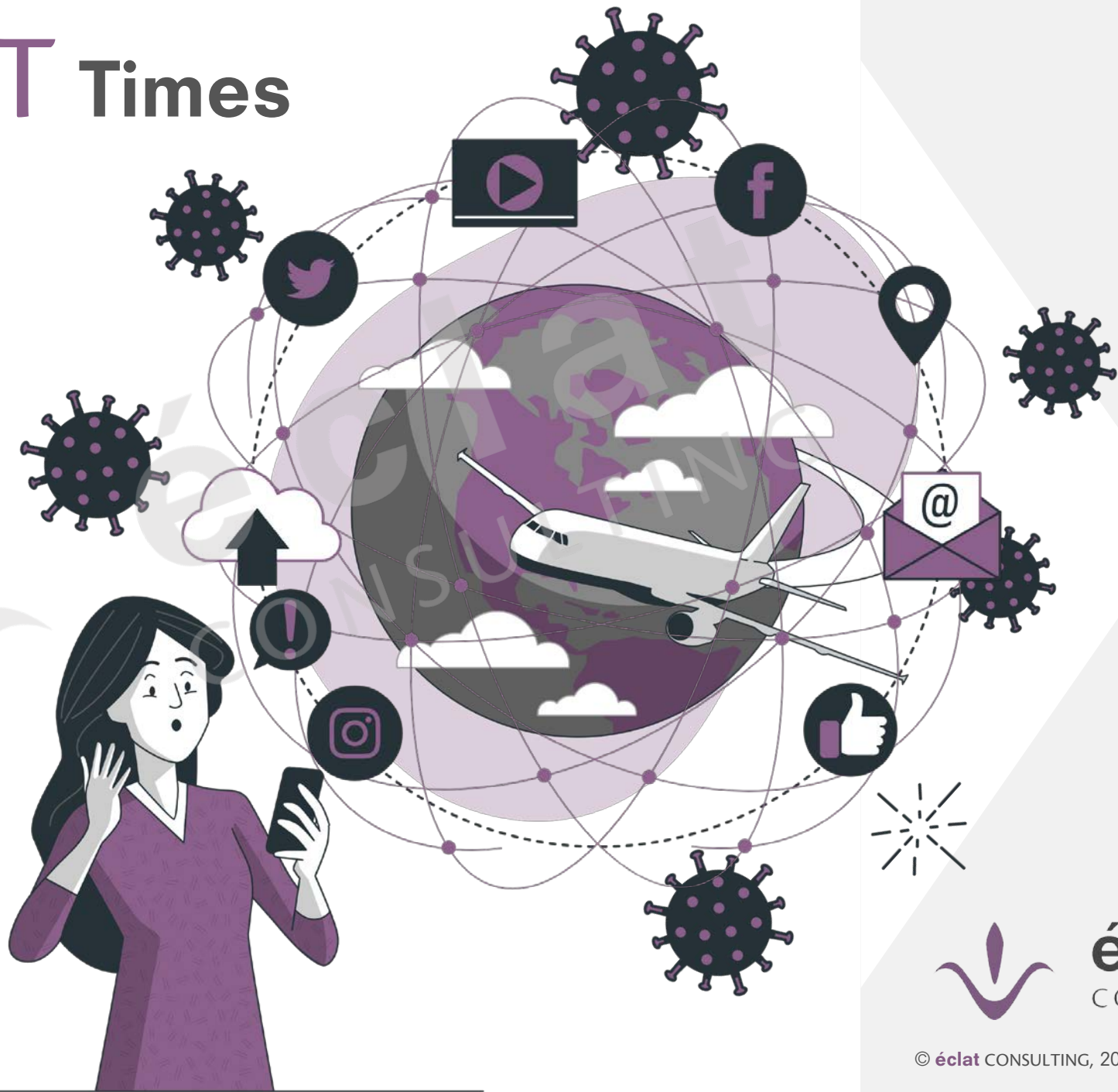
TURBULENT Times

VOLATILE

UNCERTAIN

COMPLEX

AMBIGUOUS



éclat
CONSULTING

If the **rate of change outside**
exceeds the rate of change inside, ...
the **end is in sight.**

-- Jack Welch





- ♥ **Empowered Agents of Change** are equipped to **exercise** the **Art & Technique of Persuasion** (**Ethos, Pathos, & Logos**);
- ♥ **Successful Agents of Change** shall become the **Leaders' best friend** to help them **reach** organization **goals**.



Let's
RECAP!



- ♥ **Empowered Agents of Change** are **well aware** of their roles in **accelerating** the **rate of change within** the organization **to withstand** the **rate of change outside** the organization

WHAT

AOC NEEDS
TO ACCELERATE
TRANSFORMATION



éclat
CONSULTING



HOW

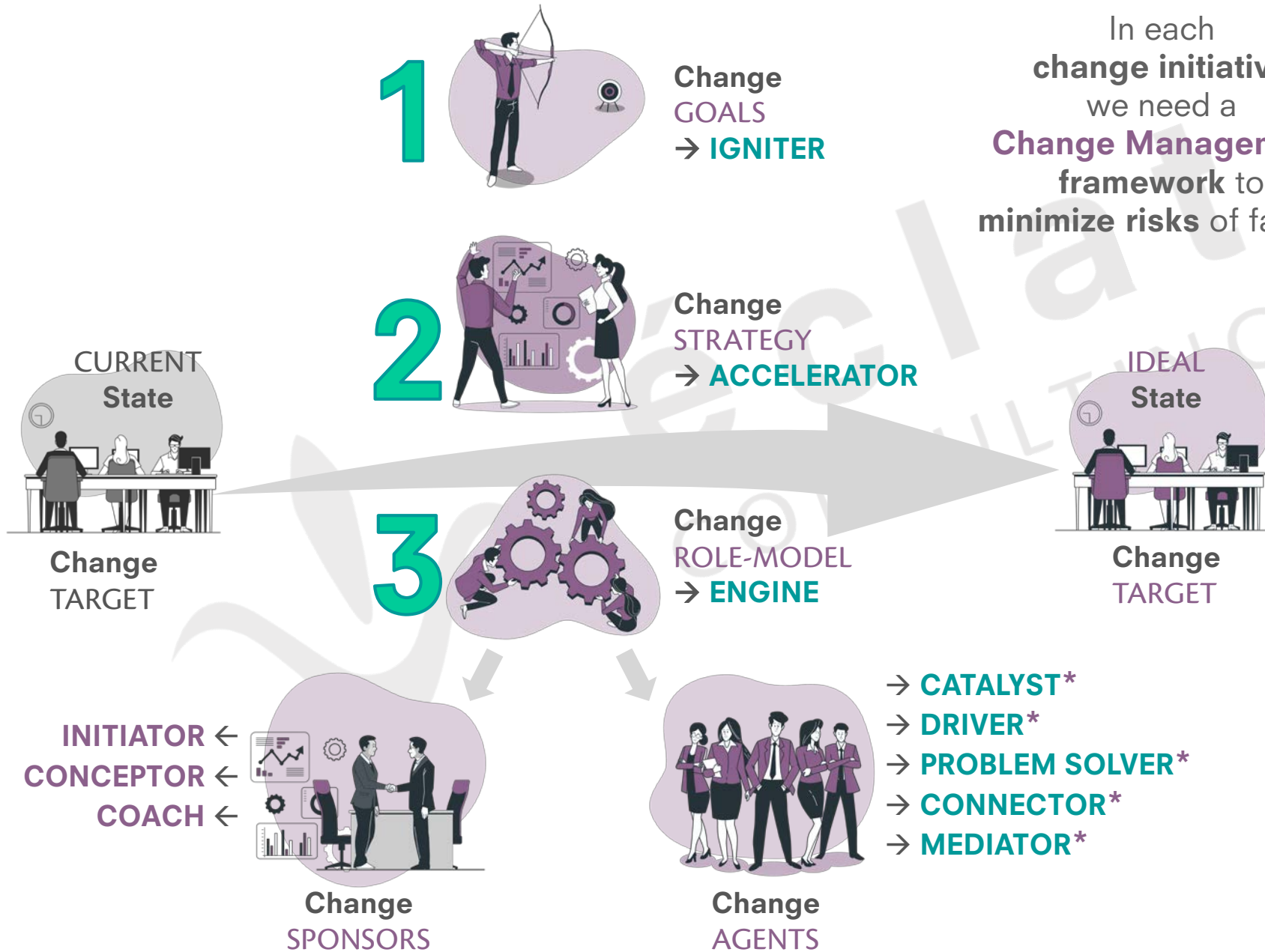
WE CAN
EQUIP & BUILD
AOC CAPABILITIES



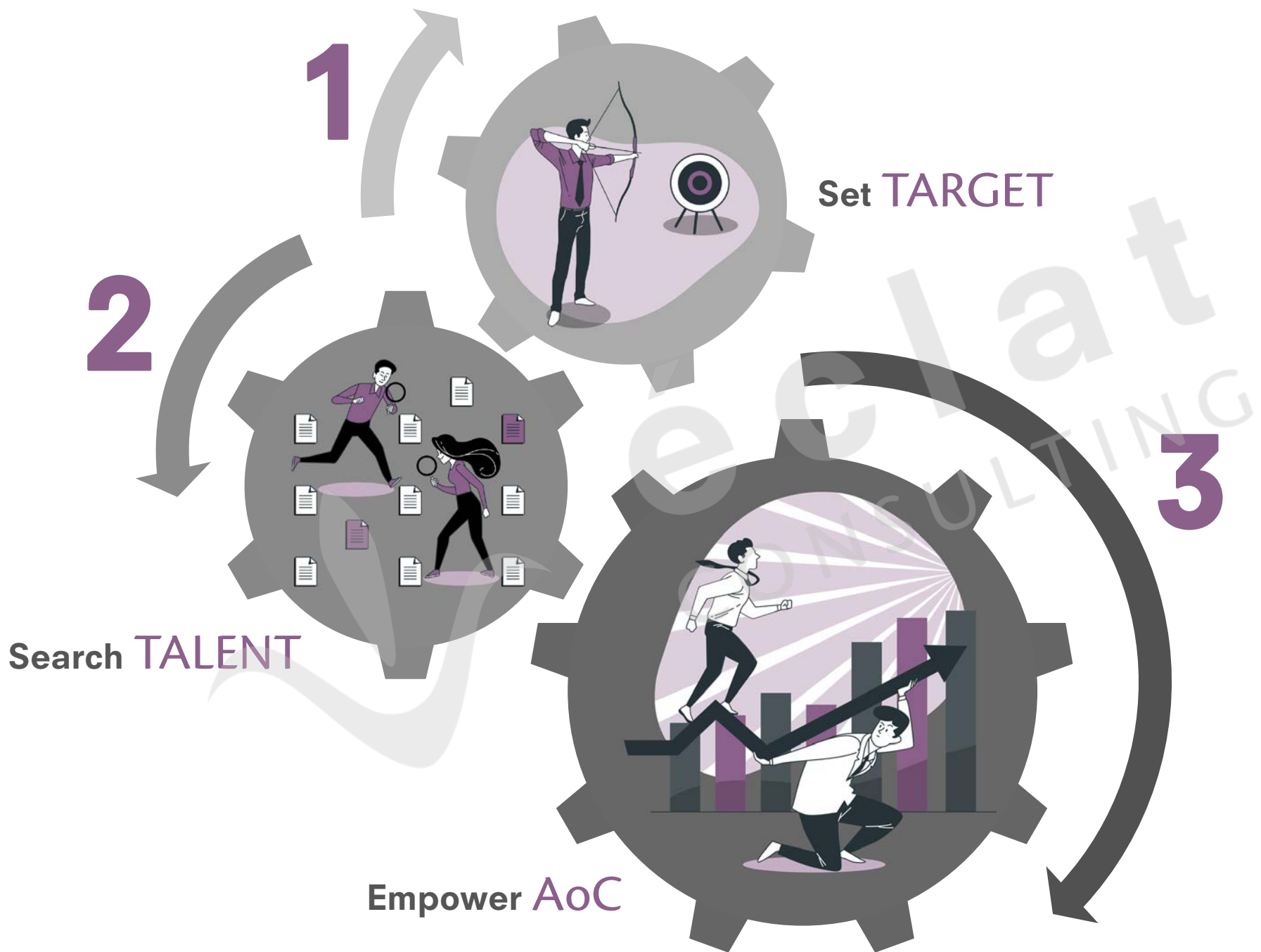
éclat
CONSULTING

CHANGE MANAGEMENT Framework

In each change initiative we need a **Change Management framework** to minimize risks of failure.

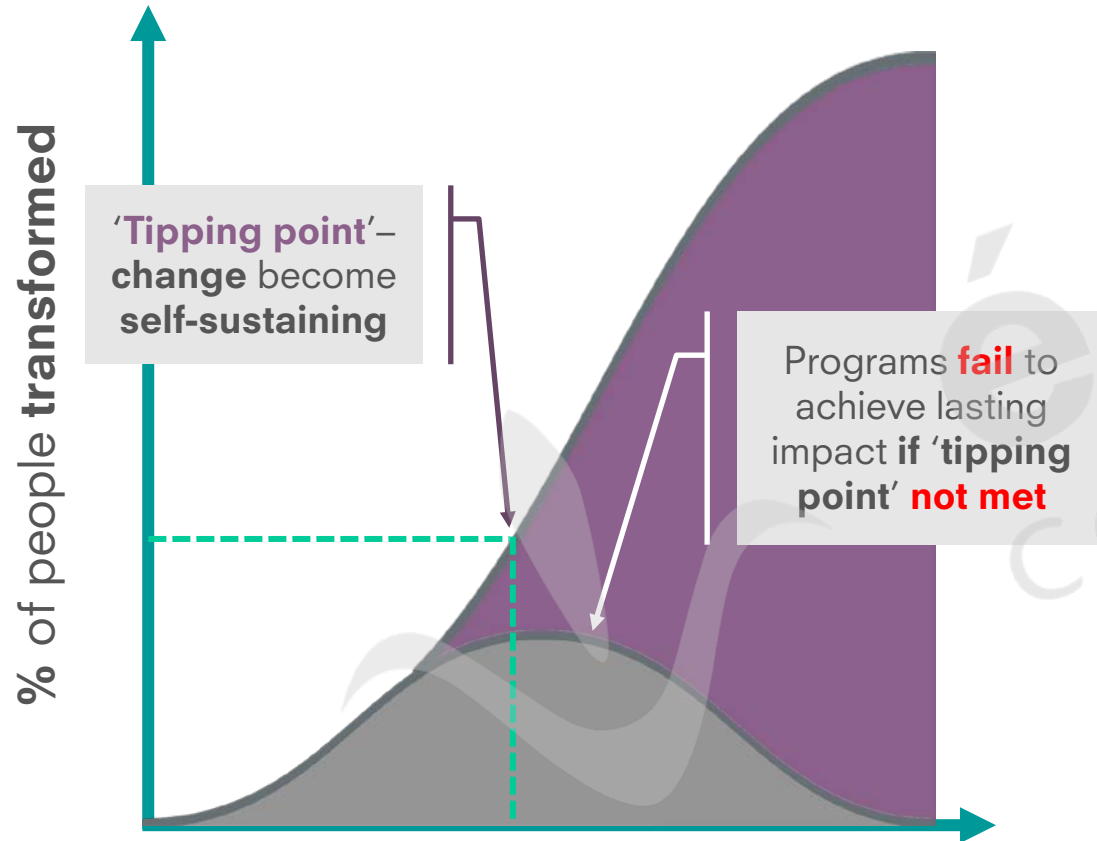


* Source: **Permenpan No. 27 Tahun 2014: Role of AoC**



1. Set TARGET

How many **Agents of Change** do **organizations** need?

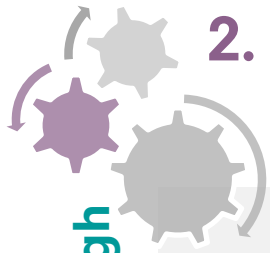


Why 30%:

- the **30% transformed** can **influence** the remaining 70% (effective **snow-ball effect**);
- Change Agents Network (**CAN**) is **well-established**
- **Behaviors** and **new mindset** have **become observable** and **gained tractions**;
- **Change** is **felt** and **inevitable**.



Source: <http://thelimegroup.com/wordpress/wp-content/uploads/2018/02/Critical-mass-and-tipping-point-in-change-efforts.pdf>



2. Search TALENT

Know Your **ROLE**, Know Your **PEOPLE**

High
↑
WILLINGNESS
↓
Low

TEACH



COACH



NO GO



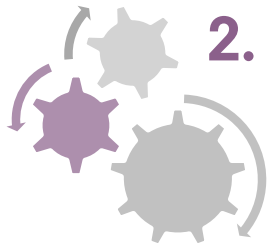
MOTIVATE



Low ← **CAPABILITY** → High

Agent of Change
is **not**
for everyone!



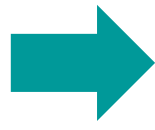


2. Search TALENT

TALENTS
Pool



AoC
JOB DESCRIPTION



Information about the **person**
vs. information about the **job**
MUST Match!

CATALYST



Assure all staffs in work unit about the **important of change** towards a better direction.

DRIVER



Drive and **move** staffs to **participate in change** towards a better work unit.

PROBLEM SOLVER



Suggest alternative **solutions** to those **facing issues** in the change process towards a better work unit

2. Search TALENT

Agents of Change ROLES

CONNECTOR



Facilitate 2-way communication between the staffs in the work unit with **decision makers**.

MEDIATOR

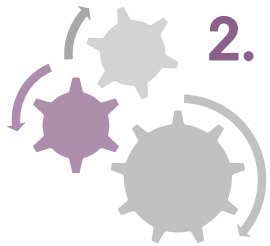


Accelerate change process, especially in **mediating conflicts** or **nurturing relationship** amongst parties within/outside work unit.

Source:
Permenpan No. 27
Tahun 2014:
Role of AoC



éclat
CONSULTING



2. Search TALENT

Traits of AoC

- Abstract Reasoning
- Accommodation
- Aggressiveness
- Assertiveness
- Ego Drive
- Empathy
- Energy
- Flexibility
- Gregariousness
- Idea Orientation
- Openness
- Risk Taking
- Self Structure
- Sociability
- Thoroughness
- Urgency
- Flexibility
- Urgency



Roles of AoC

- Catalyst
- Driver
- Problem Solver
- Connector
- Mediator

Which **traits** are mandatory to become an **Agent of Change**?





2. Search TALENT

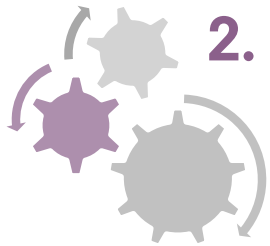


AoC needs to develop these competencies:

1. Initiating Action
2. Planning & Priority Setting
3. Collaboration & Teamwork
4. Organizational Savvy
5. Learning Agility
6. Driving Results
7. Creative & Innovation
8. Influence & Persuasion



éclat
CONSULTING

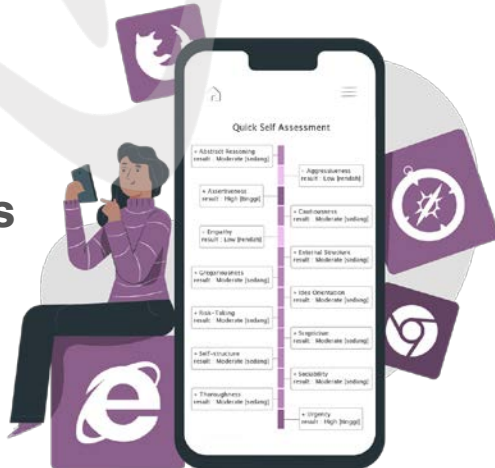


2. Search TALENT

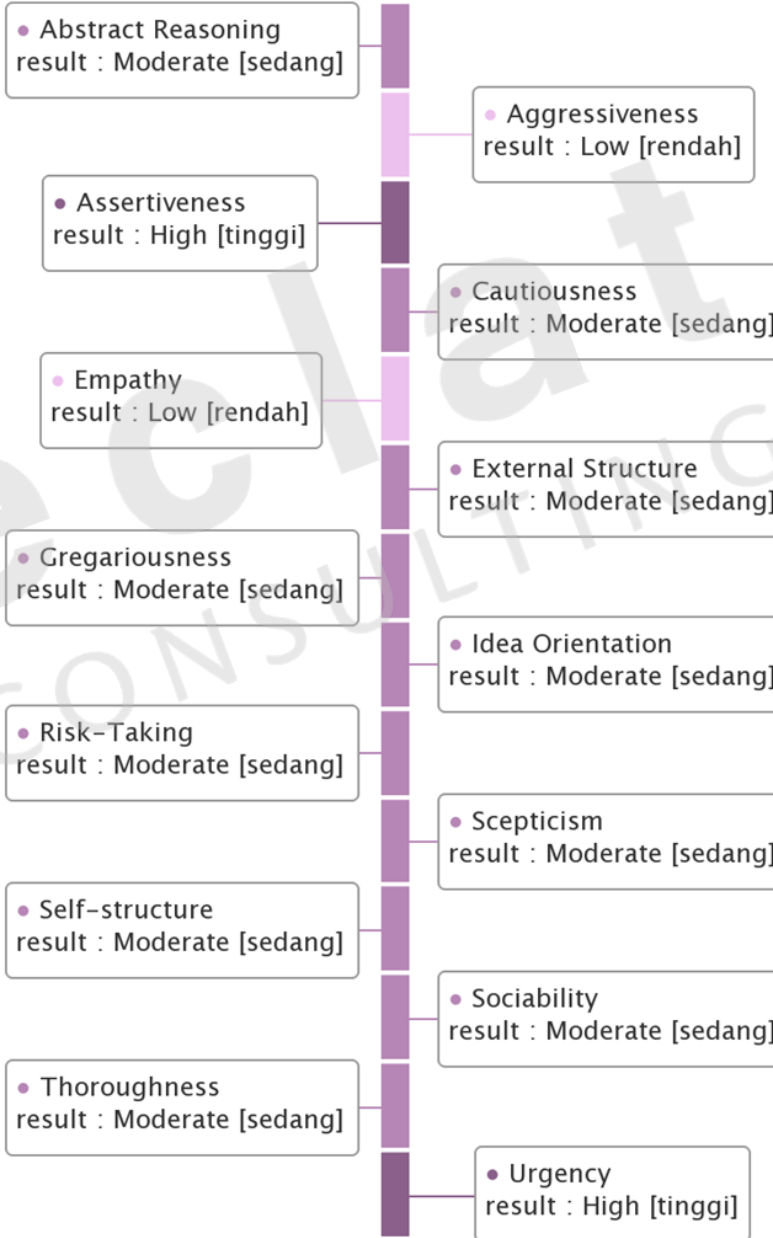


Go to: <http://avis.eclat-consulting.com/index/begin/session/318/uid/703179>

See booklet for instructions on how to conduct quick self-assessment.



Quick Self Assessment



Tips:
Save **username & password** to **download** your traits!



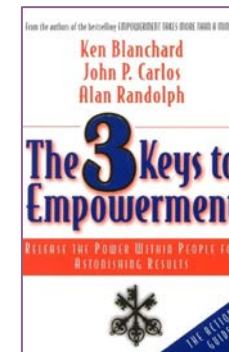
3. EMPOWER AoC



How to EMPOWER in **turbulent** times?

1. Share **information**
2. Create **autonomy** through **boundaries**
3. Replace the **old hierarchy** with **self-directed** individuals and teams

Ken Blanchard:
"3 Keys to EMPOWERMENT"



éclat
CONSULTING

3. EMPOWER AoC



Types of INFORMATION

Private & Confidential

(limited target/internal) Information

- **Need-to-know** basis only
- How to **monitor/control**?
- What is **at risk** if it leaks **externally**?

Give clear picture
& promote synergy



Sensitive (personal) Information

- Usually delivered in **one-on-one** mode
- Who is **responsible**?
- Where is it **stored**?
- How is it **secured**?

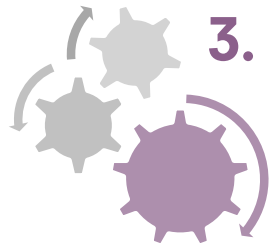


Share INFORMATION

Public Information

- How **soon** it **reaches** the recipients?
- How can recipients **access** it?
- How to ensure **accuracy** of **interpretation**?





3. EMPOWER AoC

Key Practices GUIDELINE AGENTS of CHANGE

Ensure standard process
& quality results



PLAN



DO



STUDY



ADJUST

Menganalisa kebutuhan perbaikan kinerja

Mensosialisasikan Action Plan kepada karyawan unit kerja

Memonitor pelaksanaan Action Plan

Menganalisa prioritas perbaikan Action Plan

Melakukan koordinasi persiapan perumusan Action Plan

Menggerakkan karyawan unit kerja terlibat pelaksanaan Action Plan

Mengumpulkan bukti-bukti pelaksanaan Action Plan

Memberikan feedback (saran dan masukan) perbaikan Action Plan

Memfasilitasi perumusan Action Plan

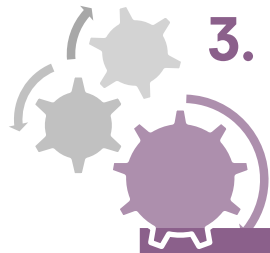
Memfasilitasi pimpinan memberi dukungan pelaksanaan Action Plan

Menyusun Laporan Kemajuan Action Plan

Memfasilitasi perbaikan Action Plan



éclat
CONSULTING



3. EMPOWER AoC

You are **NOT** ready, yet!



How much **autonomy** to implement ?

I feel ready!



éclat
CONSULTING



1. Tell



2. Sell



3. Consult



4. Agree



6. Inquire

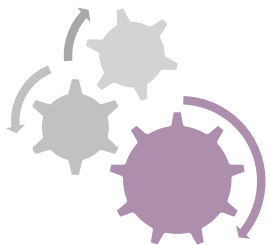


7. Delegate



5. Advise

How much **autonomy** to implement ?



3. EMPOWER
AoC



éclat
CONSULTING

3 Types of MEETING

Review meeting
(progress monitoring,
decision-making)



Working meeting
(problem-solving)



Celebration meeting
(kindling team spirits)



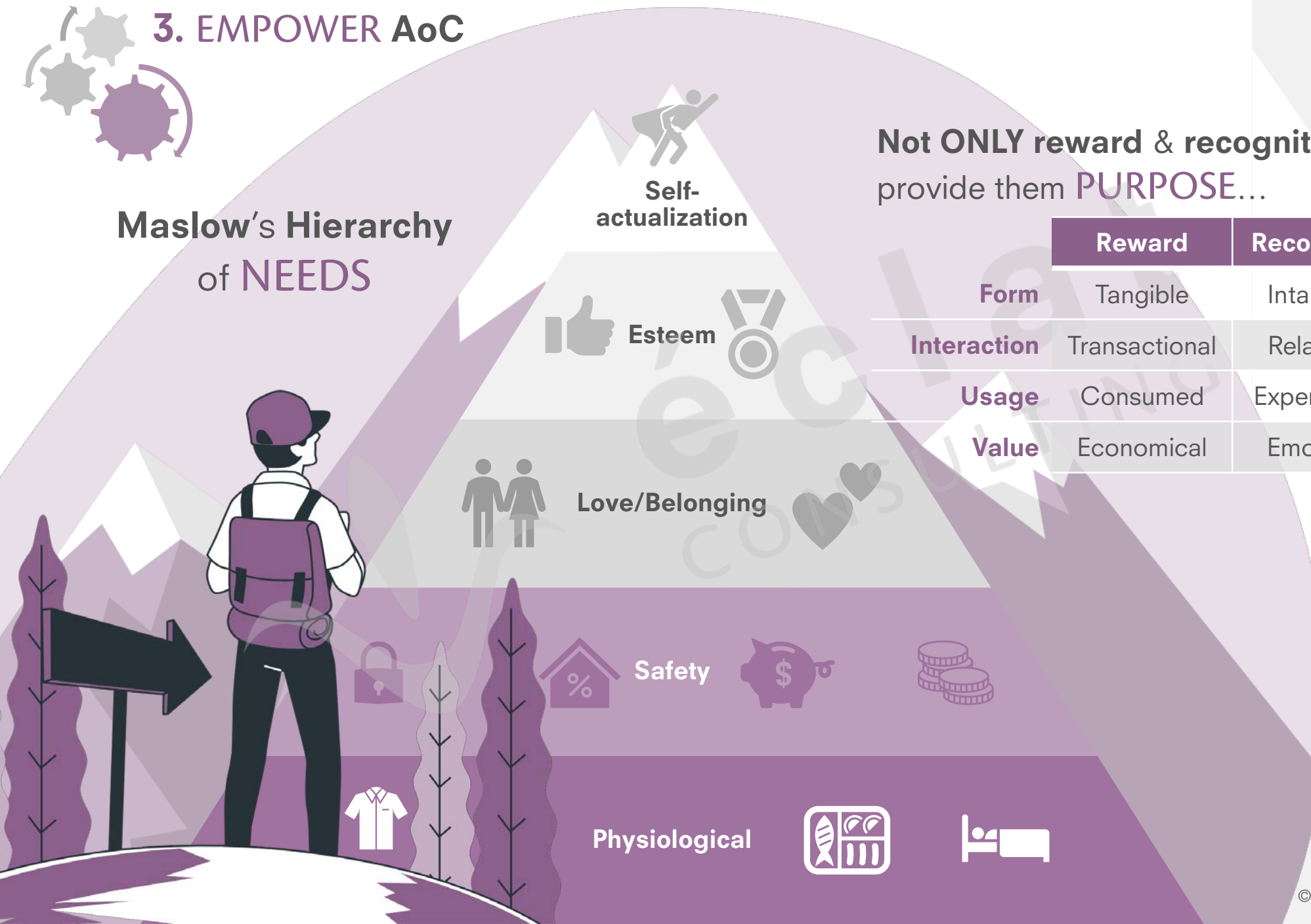
Replace the **old hierarchy**
with **SELF-DIRECTED**
individuals and teams

Build **mutual respect**
& **mutual trust**

3. EMPOWER
AoC

3. EMPOWER AoC

Maslow's Hierarchy of NEEDS



Not **ONLY** reward & recognition, provide them **PURPOSE...**

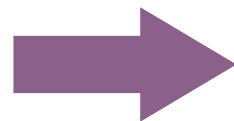
	Reward	Recognition
Form	Tangible	Intangible
Interaction	Transactional	Relational
Usage	Consumed	Experienced
Value	Economical	Emotional

AoC Values Proposition



PAST
Values Proposition

**“Work harder,
earn the same, &
miss all pre-existing
own targets”**



NEW
Values Proposition

**“To be the
FUTURE LEADERS
of the organization”**

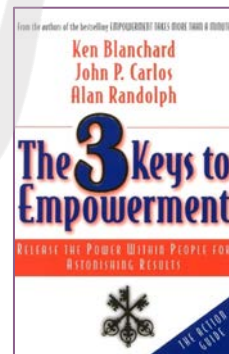


éclat
CONSULTING

Match Talent with Role



Let's
RECAP!



1. Share **information**
2. Create **autonomy** through **boundaries**
3. Replace the **old hierarchy** with **self-directed** individuals and teams

HOW

WE CAN
EQUIP & BUILD
AOC CAPABILITIES



éclat
CONSULTING



www.eclat-consulting.com

JAKARTA
5th Floor, Graha Tunas Muda, Unit E
Jl. Warung Jati Barat No. 63
Jakarta Selatan 12740, INDONESIA
P +62 21 5700 878



éclat
CONSULTING

SINGAPORE
950 Dunearn Road
Gardenvista #10-05
Singapore 589474, SINGAPORE
P +65 9631 0719