AIR FORCE

Being different
The Imperatives for Change

• Technology
  – Moores law has been left behind
  – Connectivity and communication revolution
  – 24/7 global

• Demographics
  – Aging workforce integration
  – Diminishing pool 17-21
  – Competition for skills

• Societal Expectation
  – Workplace safety and well being (inappropriate behaviour)
  – Expectations of self empowerment and choice

• Globalisation of work
• Migration of labour
• Automation
• Economic Volatility
The future of organisations (and therefore work) will be based on agility – the capacity to be adaptive to context and innovate.
Agility is more than shaping behaviour through culture
Organisational Agility Fundamentals

• **Know yourself as organisation**
  – Do you know where you have come from?
  – Research matters
  – What is valued and how is it expressed? Policy and Practice
  – How does your organisation express itself in a behavioural sense?

• **Know yourself as a collective leadership**
  – How does it function as decision making collective?
  – Diversity?
  – Build a shared vision
  – Method as Model

• **Know yourself as a leader**
  – Biases, assumptions, beliefs and STYLE
    Method as Model
THE CHANGES YOU SEEK MUST BE LINKED INEXTRICABLY TO THE MEANING AND PURPOSE OF YOUR ORGANISATION OR THEY WILL NOT BE SUSTAINED
UNDERSTAND YOUR IMPERATIVES FOR CHANGE IN THE CONTEXT OF YOUR BUSINESS/ORGANISATION

BUILD THE BURNING PLATFORM
SOME LESSONS FROM THE AIR FORCE EXPERIENCE OF CHANGE
INVEST IN THE LEADERSHIP
The AF Adaptive Culture Experience

- Shared awareness leads to shared purpose
- Bring in the voices that are missing
- Establish and formalise the required behaviours necessary to lead and enable the change
- Hold each other to account.
- Be visible
- Be collectively and individually consistent, be the change that you want.
FOR SUSTAINED CHANGE
ADDRESS THE HEART AND THE HEAD

- Many organisations focus on cultural change as a fundamentally collaborative education program supported by statements of intent and symbolic actions around the behaviours sought.

- Don’t forget the formal systems that define the organisation.
  - Redesign the work
  - Redefine the workforce structure
  - Purposively review and reshape organisational policy and process
    - Career management/appraisal
    - Personnel policies
    - Build personnel and L&D structures that are accessible to flexible employees
COLLABORATIVE VS DIRECTED VS BLENDED

A discussion that should be had within the leadership!
LEADERS MAKING CHANGE WORK

- If there is no discomfort or tension then there is no imperative to change
LEADERS MAKING CHANGE WORK

- Identify and engage the key influencers and stakeholders in your organisation
LEADERS MAKING CHANGE WORK

- Encourage those most affected by the change to take ‘ownership’ of the change
LEADERS MAKING CHANGE WORK

– Don’t Scrimp – apply the resources necessary for success
LEADERS MAKING CHANGE WORK

- Reward success and make the change part of everything you do – as a leader and as an organisation.
LEADERS MAKING CHANGE WORK

• It won't always stick the first time – persistence and consistency matter.
LEADERS MAKING CHANGE WORK

• THE FUTURE BACKWARD – how does it look?
IS YOUR ORGANISATION AGILE ..... ARE YOU?