

MASTER CLASS

MANAGING PEOPLE THROUGH CHANGE

OBJECTIVES

- To appreciate the significance of “People Management” as a missing link
- To share success stories and challenging experiences about managing people
- To deepen insights and learn new tools for managing people through change

“PEOPLE”: THE MISSING LINK IN REFORMS

- People Management is the critical missing link in most reform processes that fail
 - Managing People is about identifying and managing three features:
 - Cultures and Traditions: the way things are done
 - Attitudes and Behaviors: what drives people
 - Relationship Dynamics: human connections
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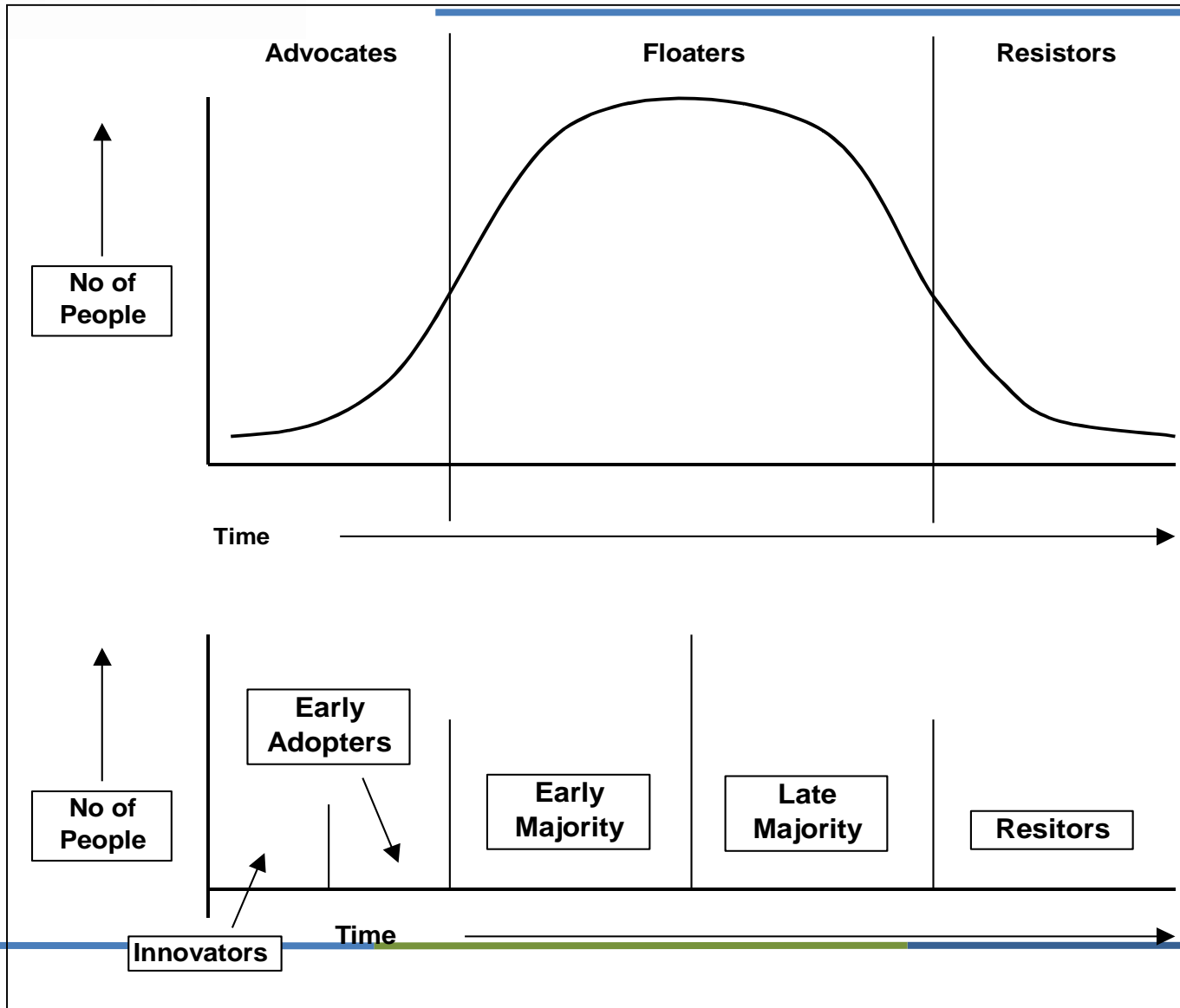
NARRATIVES FROM EXPERIENCE

- Let us take turns to share our experiences with people management aspects of the reforms we are leading or have become part of in our countries
- We want to share cultural, attitudinal or relational features in our Ministries or countries that are:
 - **Limiting/Challenging our success in the reforms**
 - **Promoting the reforms**

THE “PEOPLE” FACTOR

- Technical expertise and analytical ability are not what distinguish the highly successful change agent/leader from the average one.
 - Effective change leadership is an ability to understand the diverse followers, what they need, and to react at the appropriate emotional level to leverage technical and behavioral change.
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“PEOPLE” AND CHANGE



VISION / MISSION



LEVERAGING STRATEGIC RESULTS THROUGH RELATIONSHIP MANAGEMENT

1/8

- GOALS, RESULTS
- STRATEGIC ASPECTS

- EFFICIENT BUDGET
- BETTER EXPENDITURE CONTROL
- MINIMIZING CORRUPTION
- HIGHER PROFIT/RESERVES
- CAPITAL ACCUMULATION
- IMPROVED HR CAPACITY

- TECHNICAL / HARD ASPECTS OF CHANGE

SUPPORT SYSTEMS & PROCEDURES

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CULTURE

.Traditions, Work Culture, Taboos,
Beliefs and Aspirations

ATTITUDES AND CORE VALUES

- Motivation, Drive, Commitment

RELATIONSHIPS

.Degree of Resonance and Sense of
Positivity; Support For Creativity and
Innovative Thinking; Team Learning
Processes, Trust

7/8

- PEOPLE MANAGEMENT
- INTIMATE ASPECTS

- BEHAVIORAL ,
RELATIONAL, SOFT
ASPECTS

Exercise

TOOLS FOR PEOPLE MANAGEMENT

- In small groups, let us select a cultural, attitudinal/behavioral or relational feature in our experience with reforms and work out how to address it.
- Each group will work on one of these three thematic areas and come up with workable/pragmatic ways or tools for addressing the challenges it poses, and utilizing the potentials it offers (30 Minutes)
- ~~Share your tools or approaches in Plenary (5 minutes)~~

GENERIC TOOLS FOR PEOPLE MANAGEMENT

1. Acknowledge the Culture, Attitude or Relational Dynamics and **your contribution** to it
1. Be open to **dialogue** – be willing to change your views, position, or reaction
1. Focus on the **theme or phenomena**; but honor the people
1. **Institutionalize** the gains in the business processes

INSTITUTIONALIZING THE CHANGE

- Align/Synchronize the strategic aspects with the procedures/processes and cultural aspects
- Ensure that changes in the core business processes are reinforced by changes in leadership and management style, and performance management (rewards and sanctions) systems

ANCHORING OUR LEARNING

- Let us share 1-2 insights and tools we are taking away, which we can apply in managing people
- Let us also share 1-2 changes in our business processes and support systems that will help to institutionalize the changes we intend to bring about

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