



International Management Institute
Kolkata

Managing Strategic Change

Agenda

1. Introduction
2. Organizational Change
3. Implementing Change

An electricity utility – lets have a look

- ▶ <https://www.directenergy.com>

Electricity: The changing scenario

*“The battleground over the next five years in electricity will be at the house. When we think of who our competitors or partners will be, it will be the **Googles, Comcasts, AT&Ts** who are already inside the meter.”*

David Crane, CEO of NRG Energy, Bloomberg Businessweek

Google holds a wholesale power license in the U.S. and purchased smart-thermostat maker Nest Labs.

<https://qz.com/125407/google-is-on-the-way-to-quietly-becoming-an-electric-utility/>



Elements driving change

- ▶ Falling costs of renewables
- ▶ Improved energy storage
- ▶ Energy-efficient technologies
- ▶ Distributed generation
- ▶ Smart grids and metering
- ▶ Big data and Internet-based applications



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The roadmap for managing change

1. **Diagnosis:** Why change?
2. **Design:** What sort of change?
3. **Delivery:** Implementing change. People affected?
What skills and support do leaders need?
4. **Evaluation:** How can the impact of the change be assessed and measured?

Vision

Aspirations and Future Directions

- ▶ *What we want to be ?*
- ▶ *Where do we want to reach ?*

Does It ?

Convey a picture of what the future will look like?	✓
Appeal to the long term interests of stakeholders?	✓
Is realistic and attainable?	✓
Is it clear enough to provide guidance?	✓
Is it general enough to allow initiatives and alternatives in changing conditions?	✓
Is it easy to communicate; can be successful explained in 5 minutes?	✓
Is it ambitious enough to force you out of comfortable routines?	✓

* John P Kotter 'Leading Change' Harvard Business School Press 1996

Mission

Purpose

- ▶ *Why we exist ?*
- ▶ *What we have to offer to the world ?*

Whose Mission is it ?

- ▶ *To organize the world's information and make it universally acceptable and useful*

Values

An Internal Compass

- ▶ Defining the internal compass that will guide your actions
- ▶ Drives attitude, behaviour and character

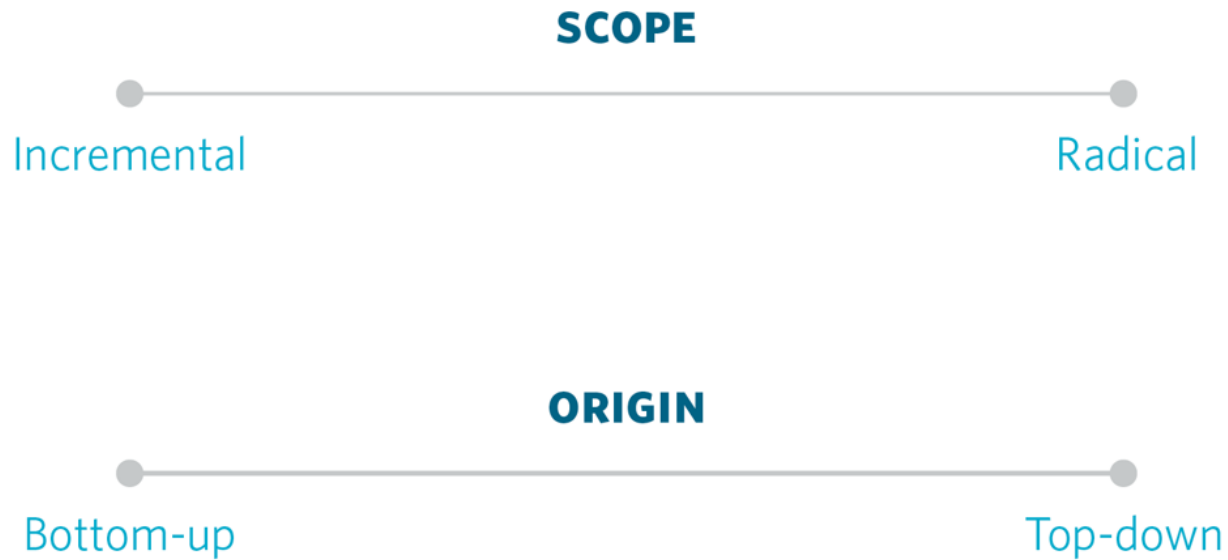
Examples of Values

- ▶ *Respecting the individual*
- ▶ *Quality related*
- ▶ *Ethical values*

Designing the Change Process

- ▶ What **sort** of change is called for?
- ▶ **S**cope
- ▶ **O**rigin
- ▶ **R**ollout
- ▶ **T**iming

Design Decisions: Scope and Origin



Delivering Change

Choosing the Best Approach to Implementation



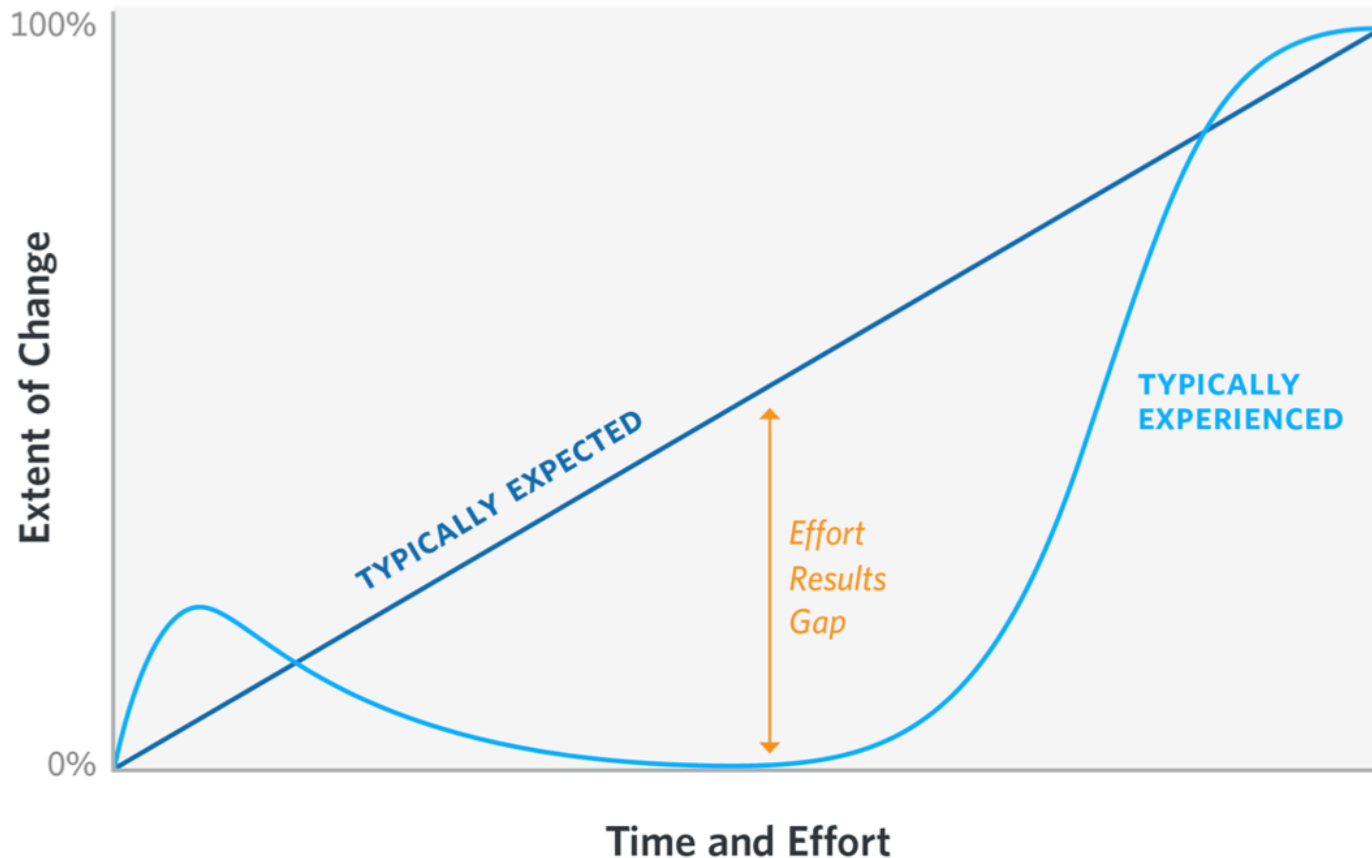
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Kotter Change Model



Evaluating and Assessing Change: Change Adoption Lags Effort



Thank You

