the Art of Leading a Change Management Experience
CHAPTER 1: CHANGE

MANAGEMENT

vs

LEADERSHIP
CHARTING THE CHANGE JOURNEY

PROFESSIONAL

(assignments at work)

complex

simple

manager  leader
THE WORKPLACE: BEFORE
AFTER = LIFE

OPEN WORKPLACE

SOCIAL HUBS

CHICAGO EVENTS
TOP BUSINESS DRIVERS

Aligning the Workplace to Business Strategy

1. Invest in the future
   – the people, in the right place, to invent great products

2. Retention of core talent & teams
   – “Re-launching the company”

3. Employee engagement
   – Create momentum for culture shift
In the business world, the rearview mirror is always clearer than the windshield.”

- Warren Buffett
A CONSTANT STATE OF RESTRUCTURING

Moto split
22,000
Google
20,300
Arris
16,300
Flextronics
15,100
Lenovo
10,000

4,000
TOP EMPLOYEE CONCERNS
COMMUTING: A BIG CHANGE

50% drove 30 minutes or less

65% commute 1:40 minutes or more
Corporate Real Estate

CRE: advocate transparent inspire Vision engage
USER EXPERIENCE: battle of specs or experiences

**Mobile Phones**

<table>
<thead>
<tr>
<th>Model</th>
<th>Price</th>
<th>Color</th>
<th>Storage</th>
<th>Camera</th>
<th>Battery</th>
</tr>
</thead>
<tbody>
<tr>
<td>iPhone 5 (GSM)</td>
<td>$649</td>
<td>White</td>
<td>16 GB</td>
<td>8 MP</td>
<td>1,200 mAh</td>
</tr>
<tr>
<td>Moto X</td>
<td>$499</td>
<td>Red</td>
<td>32 GB</td>
<td>12 MP</td>
<td>2,300 mAh</td>
</tr>
<tr>
<td>Galaxy S4</td>
<td>$599</td>
<td>Blue</td>
<td>64 GB</td>
<td>16 MP</td>
<td>2,600 mAh</td>
</tr>
</tbody>
</table>

**Commercial Real Estate**

- Location: [Map](#)
- Property type: Office, Retail, Residential
- Price range: $1M - $10M
focused on
EXPERIENCES
(people / activities / context)

Meaningful
has personal significance

joyful
memorable experience worth sharing

Convenient
easy to use / works as I think

Usable
used without difficulty

Reliable
available as programmed

Functional (useful)
works as programmed

focused on
TASKS
(products / features)

UX Hierarchy of Needs
by Stephen P. Johnson, 2007
“Creating Pleasurable Interfaces”
focused on
EXPERIENCES
(people / activities / context)

Meaningful
has personal significance

Joyful
memorable experience worth sharing

Convenient
easy to use / works as I think

Remember!
make it personal
advocate

someone that represents & supports a particular cause, in order to ensure their rights are upheld

supporter   campaigner   champion

spokesperson   hero   crusader
Only if we understand, we can care. Only if we care, we will help. Only if we help, we shall save.”

- Jane Goodall
MY WIFE’S SUCCESSFUL BATTLE WITH CANCER

Advocate - my new role
Transparent - comfortable being vulnerable
Inspire - encourage a broader audience
Vision - new lease on life & being purposeful
Engaged - appreciated meaningful experiences
PERSONAL LIFE COMPLEXITY

PROFESSIONAL
(assignments at work)

PERSONAL
(family life / career)

complex

simple

manager leader

manager leader
advocate

Meaningful
has personal significance

1:1 with every employee

- do more than listen
- we must care; empathy
- see it from their point of view

survey
focus groups
steering committee
cross-functional team

TASKS
transparency

allowing light to pass through so that objects can be distinctly seen; easy to perceive or detect

clarity  undisguised

truth

total exposure

naked  vulnerable
Tasks:
- Leadership videos
- Town halls
- Online Q&A
- Internal website: Launchpad

Meaningful
(has personal significance)

- have a 2-way conversation
- admit if don’t have all answers
- fosters trust
- draws people into the process

Shared Scorecard

Transparent
2-WAY COMMUNICATIONS

Launchpad

Moving Begins
0 Days
0 Hours
0 Minutes
0 Seconds

LAUNCH
CITY OF CHICAGO
MERCHANDISE MART
OUR NEW HOME
CONSTRUCTION
MOVE PLANNING
DIALOGUE

Click to view a video of our latest Motorola Town Hall

Move Planning Schedule

What happens when?

Progress Photos

Click for a sneak peek

Employee Relocation Program
Get your move on
Deadline: June 1st, 2014
11:59 PM
Questions? Send here

Townhall Update
25 July 2013

Libertyville Metra Permit
We were asked the Libertyville with Metra, we we already knew permits sell out downtown Liben. They then said, 1st applicants, which would be a lot of us, should try the Prairie Crossing lot.
...see more here.
THE SCORECARD

Family Support
- Chicago Move Relo program
- ZipCars available for emergency trips home
- Child care discounts with multiple vendors
- Lifestyle & Safety education

Transportation
- Shuttle Bus to/from train stations
- IRS commuter tax benefit
- Discounted parking rates
- Transportation stipend
- Taxi service when working late

Work Environment & Services
- Hip, comfortable open office environment
- Micro-kitchens with free snacks & beverages
- Online meal ordering and delivery
- Quality on-site health club

Productivity
- Manager 1:1 toolkit
- Wifi hotspots available for train commuters
- Tips and best practices for working in an open environment
inspire

to fill someone with the urge or ability to do (or feel) something; i.e., to give an idea about what to create

motivate
encourage
influence
ergamize
to spur on

call to action
Intrinsic Motivation: the solution is not to do more of the wrong things, to entice people with a sweeter carrot or threaten them with a sharper stick... we need a new approach... [people] do things because they matter ...

- Dan Pink

quoted from TedGlobal, July 2009 “The Puzzle of Motivation”
inspire

Meaningful
has personal significance

- be a storyteller
- add people of influence
- look forward (beyond “me”)
- capture the audience

branded campaign
renderings
new benefits
Transportation Expo

TASKS

immersive mock-up
SHIFT FOCUS TO THE BIGGER PICTURE

- Connect: Close door. Open mouth. Get together and make it happen.
- Invent: Launching the next wave of innovation starts here.
- Mind-Mapping: Get it out of your head and onto the wall.
- Chillax: Get up. Change your scenery and get comfortable.
- Refuel: Good eats. Hot drinks... and free treats!
- Playground: Get inspired. Come together... Right now.

You Are Here
WORKPLACE MOCK-UP: immersive storytelling
vision

the ability to see; something you imagine

foresight
observation
perspective
view
to dream
line of sight
LEADERSHIP VISION: empowering others
I have found that the tighter you plan, the more likely you are to run into *something unpredictable*.

- MacGyver

*quoted from TV Show*
vision

Meaningful
has personal significance

- find others who share passion
- change direction if needed
- press toward the goal
- be willing to fail

training videos
move coordinators

HR Team partnership

TASKS
PARTNERSHIPS: Common Goal is employee value
**engage**

attract or involve someone's interest or attention

take part in  arrest, grab

gross

join to draw close

captivate
engagemeaningful
has personal significance

- don’t go through the motions
- they appreciate the extra effort
- doesn’t end when you move in
- the evidence of a unique culture
ENGAGEMENT CAMPAIGN: day one banners
POST MOVE SURVEY

How excited are you to be here?

Unhappy | Super pumped
---|---
5% | 8%
21% | 32%
34% |
NEW CULTURE INITIATIVES

the best damn newsletter this side of the chicago river
How do we deliver a meaningful CRE:ative Experience?

Search for personal significance

Co-create value with the end-user

Remove hierarchy in the conversation

Find a compelling story worth caring about

build upon workplace fundamentals
PERSONAL WOW MOMENTS:
We can create them in the workplace too
CHARTING CHANGE UPDATE

PROFESSIONAL
(assignments at work)

PERSONAL
(family life / career)

complex

simple

manager leader

manager leader
CHAPTER 2: ENGAGEMENT

ONE TIME EVENT

vs

A NEW LENS
A little *nonsense* now and then is relished by the wisest of men.

- Willy Wonka

quoted from movie
ENGAGEMENT CAN CHANGE A CULTURE

1. Unification through social settings
2. Authentic user experiences makes it tangible
3. Branded campaigns are memorable
4. Extra effort is appreciated & valued
5. A bit of fun reduces anxiety and fear
TEAM INTEGRATION & IDENTITY

DAY ONE:
OPERATIONAL EXCELLENCE

DAY TWO:
TEAMWORK

DAY THREE:
CUSTOMER SERVICE

DAY FOUR:
CONNECT WITH COMMUNITY
WELCOME BASKET IN HOTEL ROOM
CORENET MONTHLY LUNCHEON

You’re invited to an insider’s experience

DJ Rock City (Mohawk Included.) + Comfy Chairs + New Lunch Menu = Tech Talk Townhall
time to mix it up!

Special Guest: DJ Rock City
AUTHENTIC EXPERIENCES
A NEW SETTING: delivering a unique experience

WORKPLACE AS FUEL FOR INNOVATION

Bandimere Speedway

Workplace Evolutionaries
BUILDING A COMMUNITY: offsite workshop
KEY TAKEAWAYS

1. People are thirsty for meaningful experiences

2. Find a way to connect with all groups of people
   - Introverts & extroverts
   - people learn differently
   - different types of Love Languages

3. There is power in community

4. Close your eyes and ask, “WHAT IF?”
CHAPTER 3: CAREER CHANGE

SELF EXAMINATION ON LEADERSHIP
CHARTING CHANGE: Decision to launch firm

PROFESSIONAL
(assignments at work)

PERSONAL
(family life / career)
We are living during a time when people want and expect their leaders to be more human, less perfect and at times a bit vulnerable - regardless of hierarchy or rank.”

- Glen Liopis

quoted from Forbes.com, 9/10/2012 “5 Powerful Things Happen when a Leader is Transparent”
<table>
<thead>
<tr>
<th>CRE:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>advocate</td>
<td>Ready to leverage the fundamentals</td>
</tr>
<tr>
<td>transparent</td>
<td>Hired a career coach</td>
</tr>
<tr>
<td>inspire</td>
<td>Told my boss - established timeline</td>
</tr>
<tr>
<td>vision</td>
<td>Defined my story - call to action</td>
</tr>
<tr>
<td>engage</td>
<td>Clear understanding of future state</td>
</tr>
<tr>
<td></td>
<td>Went into action - shared plan</td>
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</tbody>
</table>
MONACO & COMPANY CORE PHILOSOPHY

We strive to support organizational challenges with the heart of a servant leader, the experience of a tested competitor and by leveraging the wisdom of our collective viewpoints.

A *domestique* is a professional cyclist who works for the benefit of the team leader; a pacesetter who takes the lead for critical periods of time. These servant leaders must possess strength and experience to navigate the course challenges and threats from competitors. This key position is both strategic and tactical with the goal of getting the leader in the right position to be successful.
CHAPTER 4: INFLUENCE

INTERNAL TEAM MEMBER

vs

EXTERNAL ADVISOR
1. It requires an investment in relationships
2. Appreciated more when you don’t have it
3. Emotional Intelligence is essential
EMOTIONAL IQ - EYE TEST

http://socialintelligence.labinthewild.org/mite/
REVERSE HEADLINE EXPERIENCE
DAY ONE: LEADERSHIP & APPRECIATION

RED CARPET WELCOME FOR EVERY EMPLOYEE

PHOTO OP

VP DOOR GREET

FREE LUNCH & CEO KEYNOTE
KEY TAKEAWAYS

1. Gauge the risk tolerance of key stakeholders
2. Find the trusted advisors
3. Learn their internal language - Quickly
4. Challenge their resistance - 2x then stop
ARE YOU A NATURAL CHANGE LEADER, IF…

YOU ENJOY PEOPLE
INFLUENCE AN OUTCOME
ENJOY STRATEGIC PLANNING
THICK SKIN
HAVE A PASSION FOR MAKING LIFE BETTER FOR OTHERS
CHARTING CHANGE: where are you headed?

PROFESSIONAL
(assignments at work)

PERSONAL
(family life / career)
CRE:ative

the Art of Leading a Change Management Experience

advocate
transparent
inspire
Vision
engage
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