

Brisbane



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The Rules for Change “They” Won’t Tell You



For Whom Are You Managing Change?



Bill Jensen, CEO • The Jensen Group
1 Franklin Place, Morristown, NJ 07960 USA
1 (973) 539-5070
bill@simplerwork.com
www.simplerwork.com

OMG! The Sky is Falling!



Top Five Priorities: Best-in-Class CRE Organizations

- Manage costs aggressively
- Reduce waste and drive efficiency across businesses
- Support rapid growth and high-margin business and markets
- Increase global presence
- Drive customer and employee satisfaction

THE KEY IS NOT COST-CUTTING... IT'S...

Adding Value

“Most pressing challenge...

Keep the company growing in the
midst of a contracting economy.”

New Wal-Mart CEO Mike Duke

Wall Street Journal, February 2, 2009

“Transactional activities

continue to be outsourced...

Emphasis is on greater strategic
value...”

CoreNet's The Leader

September/October 2008



**Core
strategies
don't change
dramatically
during a
downturn**

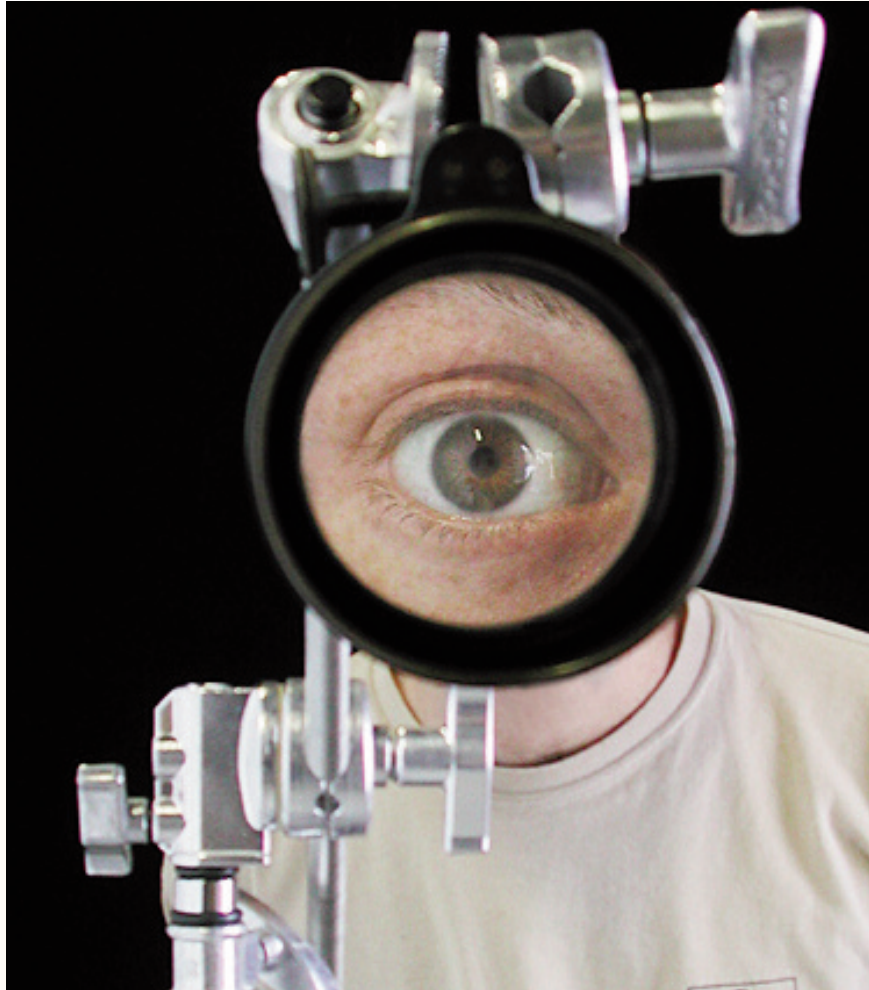
CoreNet / Robert Osgood White Paper

March 3, 2009

<http://www2.corenetglobal.org/dotCMS/kcoAsset?assetInode=4882374>

Unwritten Rules

for Adding Value and Driving Change



MOST CRITICAL TIME FOR
Introspection



HIDE
Strategic Value
and Next Steps

INSIDE MOREBETTERFASTER
COST-CUTTING TO DOs

THE TOUGHEST WORK DURING TOUGH TIMES BEGINS BY LOOKING INWARD

力所能及

“Knowing others is intelligence,
Knowing yourself is true wisdom.
Mastering others is strength,
Mastering yourself is true power.”

Laozi, Tao Te Ching

2 THREADS IN FROM A LIFETIME OF STUDY



① DOWN TO BASICS: SEEK FEEDBACK!

Four Biggest Ways Leaders Derail Their Growth As Leaders

1. They ignore or are “blind” to a notable flaw
2. They have obvious untested areas — challenges they have never faced
3. They are lazy learners, relying on trial-and-error learning
4. They maintain a narrow perspective. (Mostly/only functional and technical knowledge)

Smarter-Not-Harder Leaders

1. Stay focused on the Critical Few things
2. Seek honest feedback constantly...every single day is filled with 360° feedback
3. Know where they're untested and seek new roles and new experiences
4. Learn something new every day...Insatiable curiosity, insatiable learners
5. Do a yearly personal review: “What are the top three things I need to do differently this year?”

See the Connection?

- **Feedback, feedback, feedback!**



② DOWN TO BASICS: CLEAR COMMUNICATION!

Top Requirements for Productive Global Teamwork

1. Common understanding of the task
2. Clarify roles and responsibilities
3. Set firm ground rules
4. Get to know other teammates
5. Communicate often

Wall Street Journal research

24-Hour Workplace

- Requires clear accountabilities, clear handoffs, clear communication

Wall Street Journal research

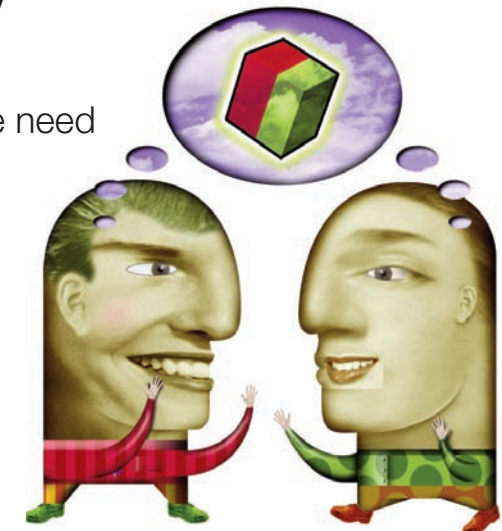
Top Three Sources of Work Complexity

- All relate to unclear, unfocused, not useful communication
- 60% to 80% of us can't quickly find, translate, or make sense of what we need

Jensen Group research

See the Connection?

- **Clear, value-add communication!**



DOWN TO BASICS: JENSEN COMMUNICATION TOOL

Stop Focusing on What to Say

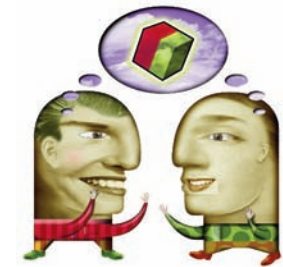
LESS CLUTTER
IN



MORE CLARITY
OUT

SPEED-FREAK CLARITY

It's all about how people
listen



PREPARING TO COMMUNICATE WITH ANYONE, ABOUT ANYTHING

Know, Feel, Do

- 1 ONE SENTENCE:** What do I want people to know, understand, learn or question?
- 2 ONE SENTENCE:** How do I want people to feel?
(They own their feelings: So...Why should they believe or care about this? Have I shown that I care about them?)
- 3 ONE SENTENCE:** What do I want people to do as a direct result of my communication?

THE SECRET TO...

Adding



Value

TROJAN HORSE

EVERY TO DO

Hide strategic next steps
**within every
transactional,
get-it-done now
activity**

THE SECRET TO...

Adding



Value

TROJAN HORSE

EVERY TO DO

Tactical Cost-Saving Examples

- Consolidate contract services where possible
- Explore the possibility of national or regional contracts or piggy-backing with other contracts across the portfolio
- Establish on-call agreements with major service providers for a guaranteed reduced rate for given work
Aggressively bid all purchases in excess of a threshold amount
- Utilize inventory control programs to minimize costly inventory
- Consider lower cost material substitutions where appropriate

Source: Jones Lang LaSalle White Paper, November 2008: 135 Cost Savings Ideas

THE SECRET TO...

Adding Value

TROJAN HORSE EVERY TO DO



Strategic Next Step Examples

PORTFOLIO MANAGEMENT

- Align CRE with HR, IT, finance and procurement to drive operational excellence and optimize costs
- Maintain comprehensive, accurate and timely real estate information that enables fact-based decision making
- Develop a workplace strategy that creates engaging, efficient, flexible and productive work environments

INTEGRATED FACILITY MANAGEMENT

- Provide ongoing employee training to maximize the skills of the in-house team

Source: Jones Lang LaSalle White Paper, November 2008: 135 Cost Savings Ideas

BUILDING YOUR OWN...

Trojan Horse



As You Deliver Your Tactical To Do...

“These steps will reduce inventory by 23%!

(TACTICAL TO DO)

But to implement it, we'll need to coordinate with HR,
IT and Procurement.

(STRATEGIC NEXT STEP)

Here's how I'd like to set up that meeting...

And here's a list of people I think should attend...

And here's a possible agenda..”

(YOUR TROJAN HORSE)

BUILDING YOUR OWN...

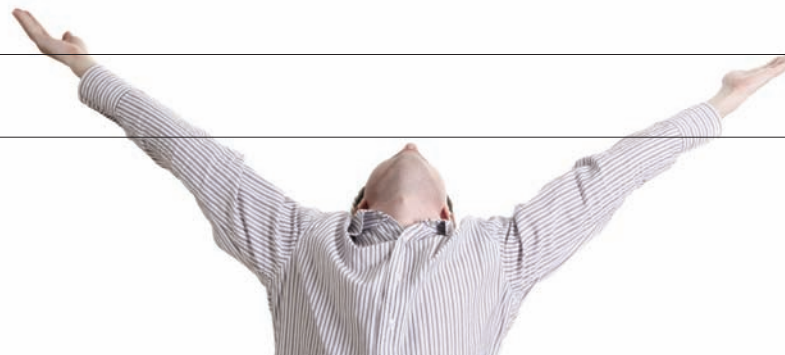
Trojan Horse



- 1 What are the most urgent, most critical, **tactical to do's** that you **have to** focus on, especially due to the economic downturn? **BE SPECIFIC!**

- 2 What are the biggest **strategic initiatives** that you **want to** focus on, the ones that would deliver the most value to the organization? **BE SPECIFIC!**

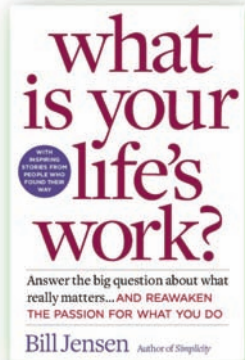
- 3 How will you build a **Trojan Horse** to get involved in those strategic initiatives? **BE SPECIFIC!**



MAPPING YOUR JOURNEY FOR MORE



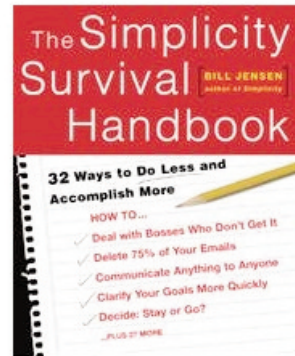
Personal Legacy



1

Discovering, and staying focused on, what really matters

Work Smarter How To's



1

Practical tips for working smarter; doing less to accomplish more; managing your day and your career in a world of MoreBetterFaster



2

Big Changes



1

GenY's impact on the New War for Talent

simpler**work**

2

Lots More How To's, New Tools,

simpler**work**

Podcasts, New Ideas



THE ONE-PAGE SUMMARY

Unwritten Rules for Change



FOCUS ON
Adding Value



GET LOTS MORE
Feedback



MORE VALUE IN YOUR
Communication



BUILD-IN YOUR NEXT STEPS
Trojan Horse

ABOUT

Mr. Simplicity



THE CV OF A SIMPLETON

Harvard Business Review, CNBC and *Fast Company* have called **Bill Jensen**

today's foremost expert on work complexity and cutting through clutter to what really matters.

He has spent the past two decades studying how work gets done. (Much of what he's found horrifies him.)

He is an internationally-acclaimed author and speaker who is known for provocative ideas, extremely useful content, and his passion for making it easier for everyone to work smarter.

- His first book, *Simplicity*, was the Number 5 Leadership/Management book on Amazon in 2000.
- His latest best-seller is *Simplicity Survival Handbook: 32 Ways to Do Less and Accomplish More*.
- His upcoming book, *Hacking Work: Saving Business From Itself, One Bad Act at a Time* reveals an underground army of benevolent hackers — breaking all sorts of rules so everyone can do great work.

Bill is CEO of The Jensen Group, whose mission is: To make it easier to get stuff done.

Among the Jensen Group's clients are GE, Bank of America, the government of Ontario,

Walt Disney World, The World Bank, the US Navy SEALs, British Petroleum, Pfizer, NASA,

Singapore Institute of Mgmt, Guangzhou China Development District, and the Hong Kong Post Office.

Bill's personal life fantasy is to bicycle around the globe via breweries.



Some people see things that are and ask, Why?

Some people dream of things that never were and ask, Why not?

Some people have to go to work and don't have time for all that...

George Carlin

QUOTES THAT WILL

Change Your Life ...IF YOU LET THEM

We are what we think. With our thoughts we make the world. — **The Buddha**

The ability to simplify
means to
eliminate the
unnecessary
so that the necessary
may speak.
— **Hans Hoffman**

Sometimes I've believed as many as six impossible things before breakfast. — **The Red Queen**

Beside the noble art of getting things done,
there is the noble art of leaving things undone.

**Never take life seriously.
Nobody gets out alive anyway.** — **Viral Email**

The wisdom of life consists in the the elimination of non-essentials. — **Lin Yutang**

Don't fight forces, use them.

— **Buckminster Fuller**

Sometimes you're the bug.

Sometimes you're the windshield. — **Anon.**

Always remember
that you're unique.
Just like
everyone else.
— **Viral Email**

There is no secret ingredient.
There is only you.
— **Kung Fu Panda**

Do or do not, there is no try. — Yoda

Perpetual optimism is a force multiplier. — **Colin Powell**

Procrastination is the art of keeping up with yesterday.
— **George Carlin**

Mistakes are the portals of discovery! — **James Joyce**

Very early,
I knew that the only
object in life
was to grow.
— **Margaret Fuller**

Everything you do uses a portion of someone else's life. — **Bill Jensen**

Realizing one's own real essence is the ultimate expression of enlightenment. — **Hui-Neng**

We don't see things as they are, we see them as we are. — **Anais Nin**

The only true wisdom is knowing you know nothing. — **Socrates**

42.7% of all statistics
are made up on the spot.
— **Viral Email**

Remember: Half the people
you know are below average.
— **Viral Email**