



THE MANAGEMENT SHIFT

Engage › Evolve › Exceed

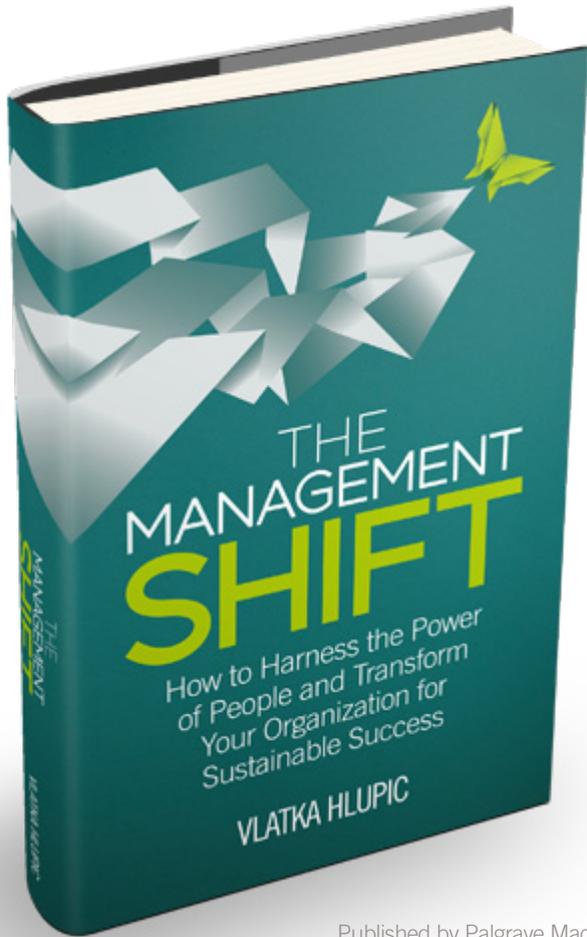


Helping organisations diagnose and improve their leadership and management capabilities. Shifting organisational cultures to reach new thinking and improved performance levels

What is The Management Shift?

It is increasingly clear that business as usual is not fit for purpose. Corporate life expectancy and performance have plummeted 75% in the past 50 years. Furthermore, in the face of technological revolutions and globalisation, organisations need to be both nimble and innovative. **But how?**

Evidence is emerging of a new way to operate. This is demonstrated in a proven approach known as **The Management Shift**, developed by Professor Vlatka Hlupic and used by many international organisations. This approach is articulated in Professor Hlupic's new book of the same name. It shows busy executives the **Why**, the **What** and the **How** of superior business management.



Published by Palgrave Macmillan,
November 2014.

The Management Shift

Does it work in practice?

The evidence for **The Management Shift** stretches back over many years. There's no secret; we know the core principles business leaders need to apply to become more resilient, more innovative and to generate better returns.

It can be represented on a simple Five-Level Grid, as shown in the diagram below. A particularly significant shift occurs when moving from Level 3 to Level 4. This is a sea-change point where the skills, ingenuity and teamwork of the organisation's people begin to be unleashed.

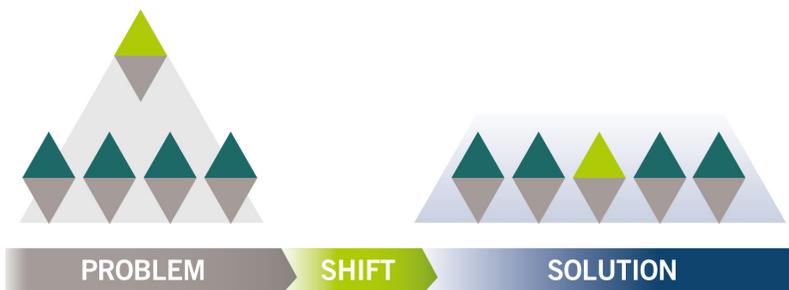
EMERGENT LEADERSHIP MODEL



The Management Shift is a transition

- 1 From a controlling mindset to an empowering one
- 2 From setting rules to establishing principles
- 3 From issuing instructions to creating teams
- 4 From overseeing transactions to building alliances
- 5 From a focus on short-term profits to serving all stakeholders

It means a 'shift' both for individual executives, and for the wider organisation. We call it a shift rather than a transformation or change programme because it involves changes in behaviour that lead to changes in practice rather than a wholesale break with the past. The extent of the shift needed varies according to context, but it is always conscious, deliberate and measurable.



The Individual Shift

Managers often claim that ‘people hate change’. But perhaps it is the executives themselves who are most in need of change. Perhaps they need to move from a dictating to an empowering way of leading. This implies a shift in values and conduct as well as strategy and tactics, especially when moving from Level 3 to Level 4 (from controlled to enthusiastic mindset).

If they are able to do this many benefits may be experienced:

- Improved mindset and actions
- More passion for work
- Improved intrinsic motivation
- More creativity and initiative
- Better engagement and productivity
- Reduced stress and absenteeism
- Improved energy levels

5 LEVELS OF THE EMERGENT LEADERSHIP MODEL



Level 1
Traditional

Level 2
Traditional

Level 3
Traditional

Level 4
Emergent

Level 5
Emergent

Lifeless mindset
Apathetic culture
Fear based culture
Isolated / disengaged employees
leaders

Reluctant mindset
Stagnating culture
Blame culture
Disengagement
Autocratic leadership
Overwhelmed employees

Controlled mindset
Orderly culture
Vertical leadership
Micromanaging
Self-centered relationships

Enthusiastic mindset
Team ethos
Collaborative culture
Inspirational leaders
Horizontal leadership
Passion for work

Unlimited mindset
Strong team cohesion
Unbounded culture
Inspirational leaders
Strong sense of purpose
Passion for work

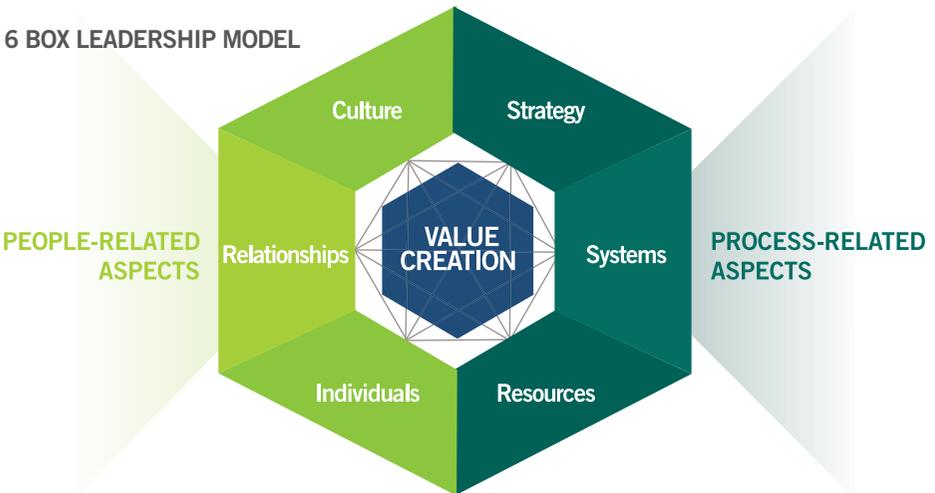
For more details on how to implement the Individual Shift, go to www.themanagementshift.com

The Organisational Shift

A complete **Management Shift** towards sustained higher performance is best supported when all elements of an organisational system are aligned. This cannot be done solely through a restructure, which is often only superficial. Neither can it be done with individual change alone, which can lead to enthusiastic but misdirected initiatives. What is most effective is change at an individual level that is then amplified at a strategic level and supported by appropriate resourcing and excellence in processes.

The most lasting and dynamic change occurs in six dimensions, often simultaneously. Professor Hlupic has termed this **The 6 Box Leadership Model**, and it has been successfully applied at over 20 organisations.

Three of the six dimensions relate to people and their experience: Culture, Relationships and Individuals. Three are related to processes and materials: Strategy, Systems and Resources.



For more details on how to implement the Organisational Shift, go to www.themanagementshift.com

Results of making The Management Shift

The 6 Box Leadership Model has been successfully applied at 20 organisations, of all sizes, public and private, often accompanied by dramatic improvements in performance, engagement and innovation.



Business returns

Here are some examples of the impact on business performance:

Management Consultancy

Within 18 months after the 6 Box Leadership project was completed, the revenue grew 500% and company doubled in size from 9 to 18 consultants.

IT Consultancy

During a six-month period after introduction of the 6 Box Leadership approach, all available consultants had been hired 100% of their time and the division achieved around 20-25% surplus revenue per month. By contrast, when not using the 6 Box Leadership approach, the division had three consultants unengaged for months, and there was no surplus in expected revenue.

FTSE 100 Company

The firm used the 6 Box Leadership Model to facilitate a company-wide performance improvement initiative. The survey revealed key areas that the firm needed to address to improve engagement and innovation. These results informed the next stages of the initiative. Since the project was completed, there was a 33% increase in revenue and an increase in net profit of 213%.

For full case studies, go to
www.themanagementshift.com

What clients say after adopting The Management Shift

'Customers themselves just buy the job that we have done. Things just happen. You don't have to aggressively sell yourself when you have happier people'

'Confirming what was working well for us and discovering what was really driving our success has proven to be very enlightening'

'We had a greater level of flexibility and also created a greater level of trust to our customers, because when you make better decisions and make better decisions for your customers, you create better results for your customers, and that also creates better partnerships'

'6 Box Leadership integrates the systems/process, strategy and resources (the hard side of culture) much more directly and efficiently'

'The staff retention rate improved, people become more loyal to the organisation as they appreciated the caring culture and would not go to work elsewhere even for a higher salary'.

'Acting upon 6 Box Leadership diagnostics has been very important at our consulting firm. We enhanced our social collaboration capabilities, updated our internal HR personal assessment process, and increased our personal accountability. Going well beyond greater self-awareness, 6 Box Leadership helped us reinvent ourselves as individuals and as a company'

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The Management Shift book has leading management thinkers talking...



'The most articulate, fully researched and inspiring managerial manifesto for the 21st Century corporation yet written'

Jules Goddard | Fellow - London Business School

'Outstanding, unique work from one of today's most important management consultants'

Marshall Goldsmith | Winner of Thinkers50 Leadership Award

'Vlatka Hlupic makes the case for fundamental change in management theory. This is a book that shows the way, not just to better economic results, but to a better society'

Arie de Geus | Former Corporate Planning Director at the Shell Group and author of The Living Company

'This is an inspiring book. Dr Hlupic makes a compelling case for radical changes in how large companies work and charts a very clear course for a new type of leadership'

Julian Birkinshaw | Professor of Strategy and Entrepreneurship, London Business School

For more information
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