



# ACCELERATING CHANGE IN TURBULENT TIMES

HOW LEADERS TURN VOLATILITY INTO MOMENTUM

**Ahmed Abdessalem**

**Kotter Certified Instructor**

**PfMP | PgMP | RMP | ACP | PBA | PMOCP | P3GP | MCMP | Prosci**



90%



# MORE COMPLEXITY, UNCERTAINTY AND *speed of change*

COVID-19 has created a spike in uncertainty...

But the trend suggests it is *not* an anomaly.

## WORLD UNCERTAINTY INDEX

DRINA

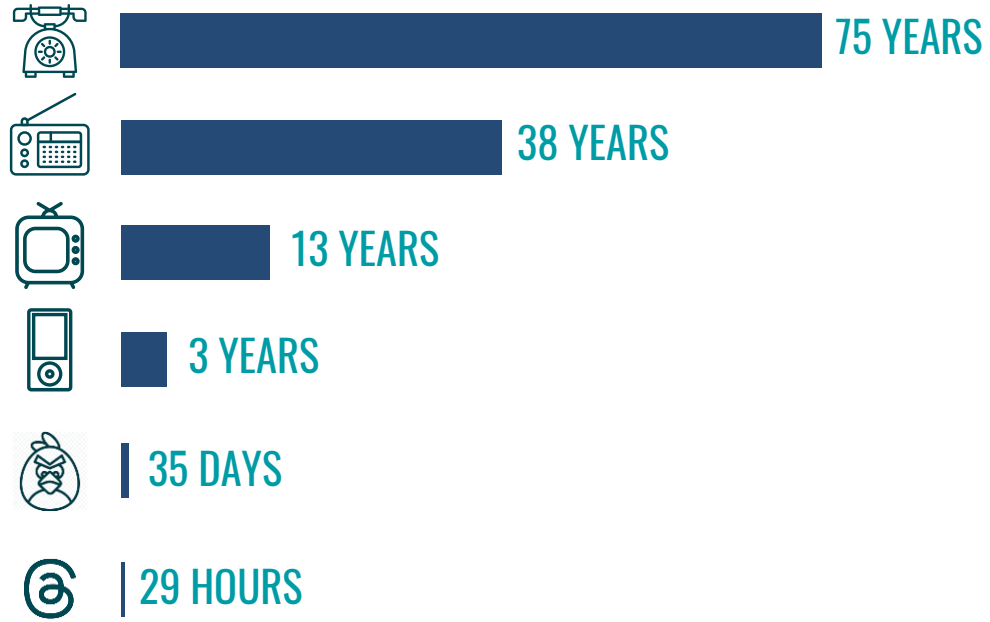


Adapted from Ahir, H, N Bloom, and D Furceri (2018), "World Uncertainty Index", Stanford mimeo. The WUI is computed by counting the percent of word "uncertain" (or its variant) in the Economist Intelligence Unit country reports.

## TIME TO REACH 50 MILLION USERS

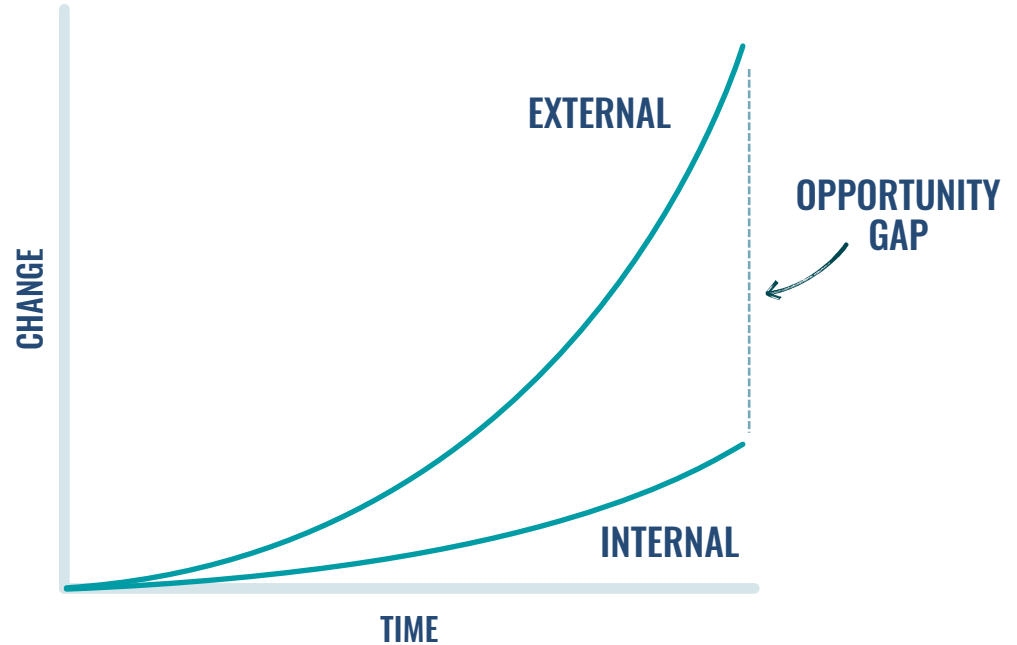
# AND IT'S NOT JUST UNCERTAINTY.

Change is coming at us faster than ever before.

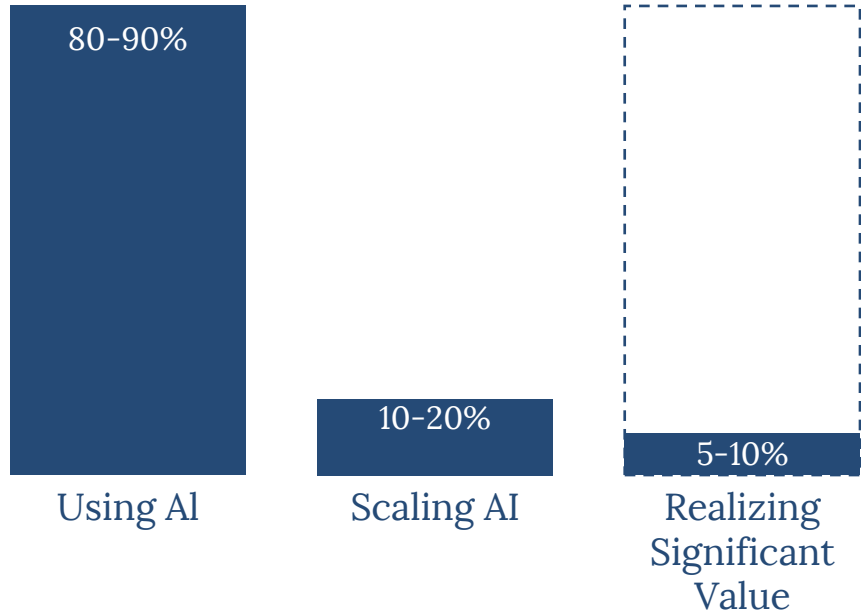


# ...RESULTING IN A PROBLEM AND AN OPPORTUNITY

- External change is outpacing our ability to drive internal change
- What is needed are new and better ways to adapt to change
- And we know what these better ways are



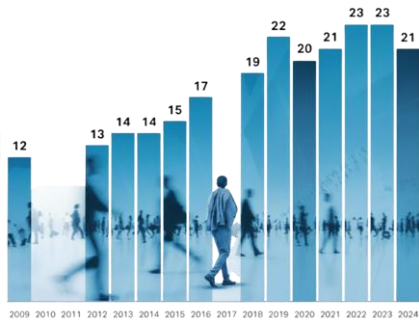
# THE CURRENT ADOPTION - IMPACT GAP



# CURRENT REALITY - THE HUMAN SIDE

"When the volume of disruption outpaces clarity, managers retreat into operational survival mode and teams follow."

Jim Harter, Gallup's Chief Scientist



Global employee engagement fell two points to **21%** last year



Manager engagement fell from **30%** to **27%** in 2024.



**33%** of the world's employees say they are thriving in their lives overall



“ STRATEGY IS A PHILOSOPHY  
OF BECOMING ”

SETH GODIN

# THE SCIENCE OF CHANGE

## THE HARDWIRED HUMAN RESPONSE TO CHANGE



**SURVIVE**

THREAT-SEEKING



BRAIN + BODY  
+ EMOTIONS



BEHAVIOR

**THRIVE**

OPPORTUNITY-SEEKING

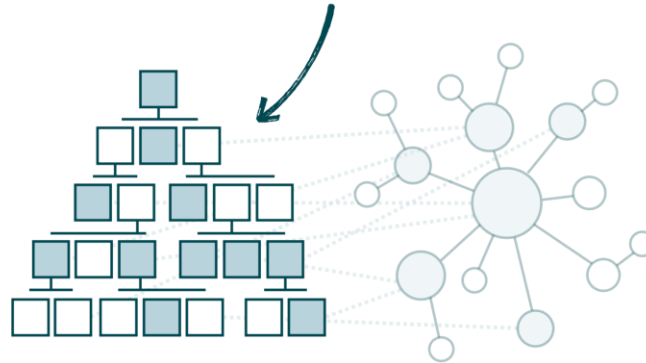


BRAIN + BODY  
+ EMOTIONS



BEHAVIOR

## LIMITATIONS OF THE MODERN ORGANIZATIONAL STRUCTURE



**HIERARCHY**

Reliability  
Repeatability  
Control

**NETWORK**

Agility  
Adaptability  
Speed

## KOTTER'S RESEARCH ON LEADING CHANGE



**8 ACCELERATORS  
FOR LEADING CHANGE**



**4 CHANGE  
LEADERSHIP PRINCIPLES**

# THE HARDWIRED HUMAN RESPONSE TO CHANGE

# HUMAN NATURE + CHANGE

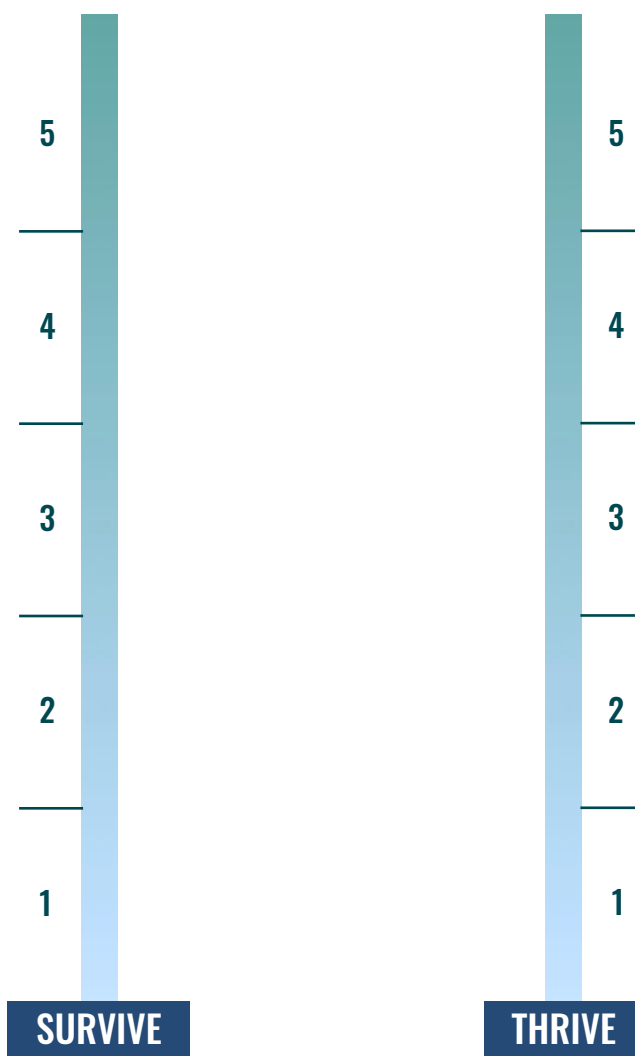
We are  
hardwired to  
**FEAR**  
some kinds  
of change

And to  
**EMBRACE**  
other kinds  
of change

# SCENARIO

You are a PMO Director.  
The Group SVP arrives  
in 20 minutes.

Your CEO calls you:  
"The Strategy Director  
just cancelled. Present  
the transformation  
roadmap to the SVP. You  
have 20 minutes."





# 5 TACTICS TO CALM OVERHEATED SURVIVE + ACTIVATE DORMANT THRIVE

1. Take Stock
2. Activate Thrive + Mitigate Survive for Yourself
3. Activate Thrive + Modulate Survive for Your Team/Organization
4. Reduce Survive-Inducing Noise
5. Fuel Thrive by Celebrating Progress



# THE MODERN ORGANIZATION



# THE MODERN ORGANIZATION

1

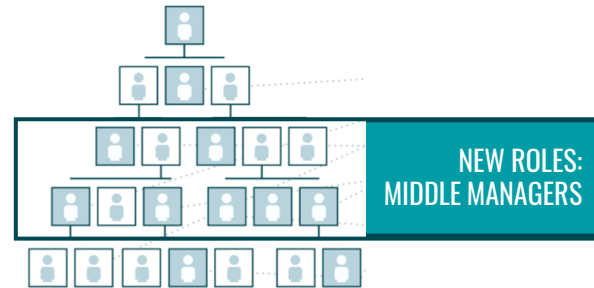


2

Managing the complexity needed for new ways of operating

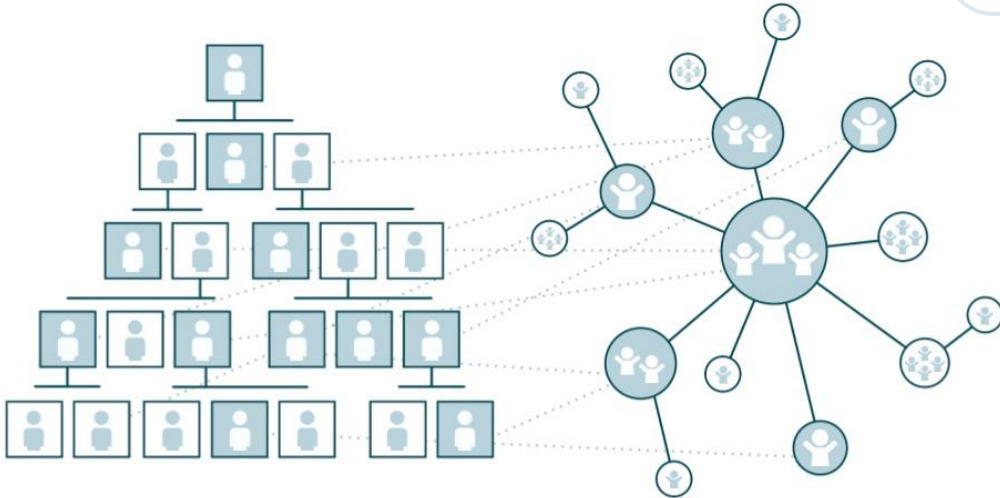
3

- Reporting structures
- Job descriptions
- Measurement and metrics
- Processes and policies
- Formal systems



# WHAT'S NEEDED TODAY

A dual-operating system



## HIERARCHY

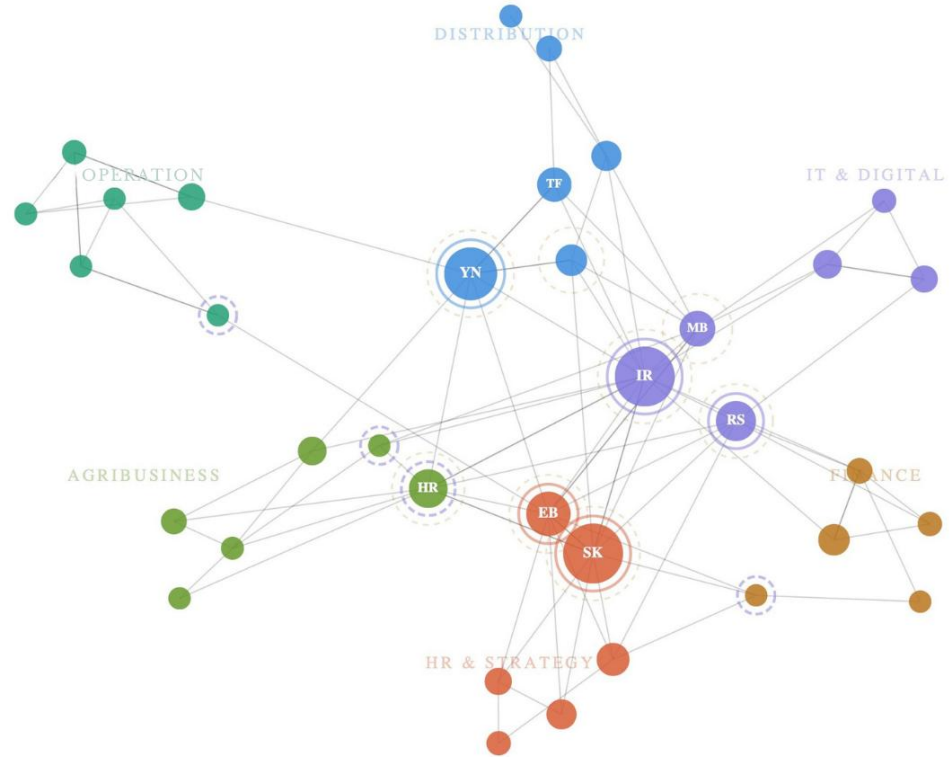
- Reliability
- Repeatability
- Control

## NETWORK

- Agility
- Adaptability
- Speed

# ORGANIZATIONAL NETWORK ANALYSIS

The map your org chart will never show you



Size = betweenness  
 Solid ring = broker  
 Dashed ring = hidden asset  
 Gold dashes = coalition



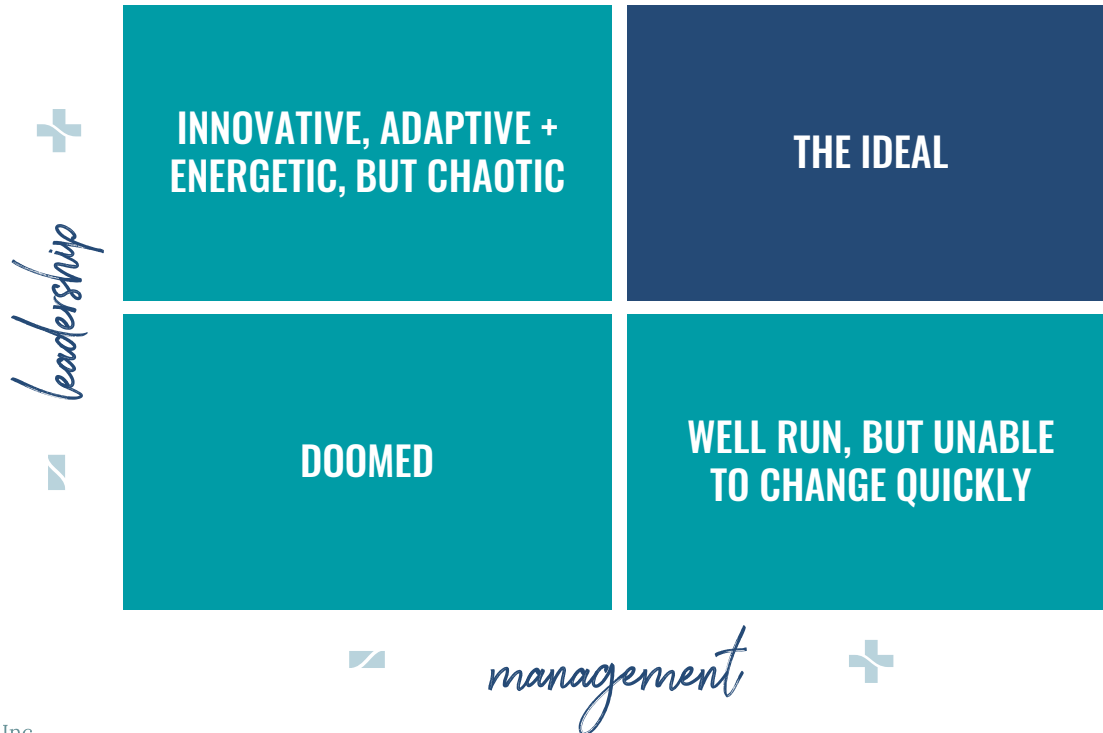
# LEADING CHANGE RESEARCH



# LEADING CHANGE RESEARCH



# MANAGEMENT + LEADERSHIP





# ACKNOWLEDGE THE THREAT, AND REFRAME THE *opportunity*



# BUILD IT *together* OR WATCH IT FAIL

## “THE EFFECT”





CELEBRATE

*progress*

ALONG THE WAY





5X



# START BUILDING ADAPTABILITY – NOW!



## EMBRACE

change-friendly  
management  
approaches



## CULTIVATE

an **adaptive culture**



## INVEST

in increasing  
**change** capabilities  
across the  
workforce



# THANK YOU

[www.drinac.com](http://www.drinac.com)  
[contact@drinac.com](mailto:contact@drinac.com)