



Reinventing²⁰²²

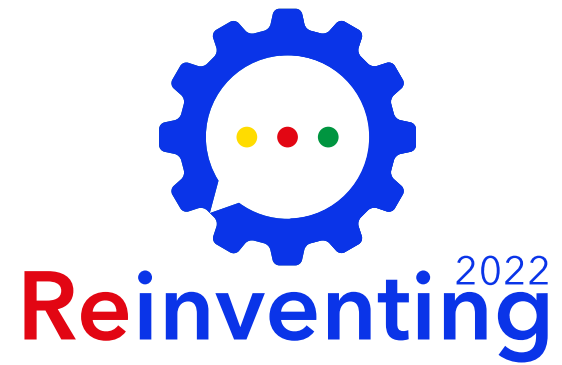
Leadership per il cambiamento

Laura Zanfrini
Ceo ZaLa Consulting

AGENDA

- **Cosa sta veramente cambiando?**
- **Leadership per il cambiamento:** affrontare continuità e discontinuità tra mindset di sempre e mindset mai visti
- **Re-immaginare il possibile:** connessioni potenti, sperimentazioni agili, apprendimento aumentato
- **Ripensare il proprio impatto:** come fare la differenza con un passato di valore, obiettivi sfidanti, con nuove regole nel cambiamento permanente





COSA STA VERAMENTE CAMBIANDO?



COSA INTENDIAMO PER...



CAMBIAMENTO



TRASFORMAZIONE



EVOLUZIONE



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L'ACCELERAZIONE CAMBIA TUTTO

“Ogni volta che un oggetto, servizio o un business, entra in contatto con la tecnologia digitale, comincia a seguire la Legge di Moore”.

<http://www.youtube.com/watch?v=E9wFXHYJgdo>



Peter Diamandis

MA CHE MONDO È?



Turbulence
Unpredictable uncertainty
Novelty
Ambiguity



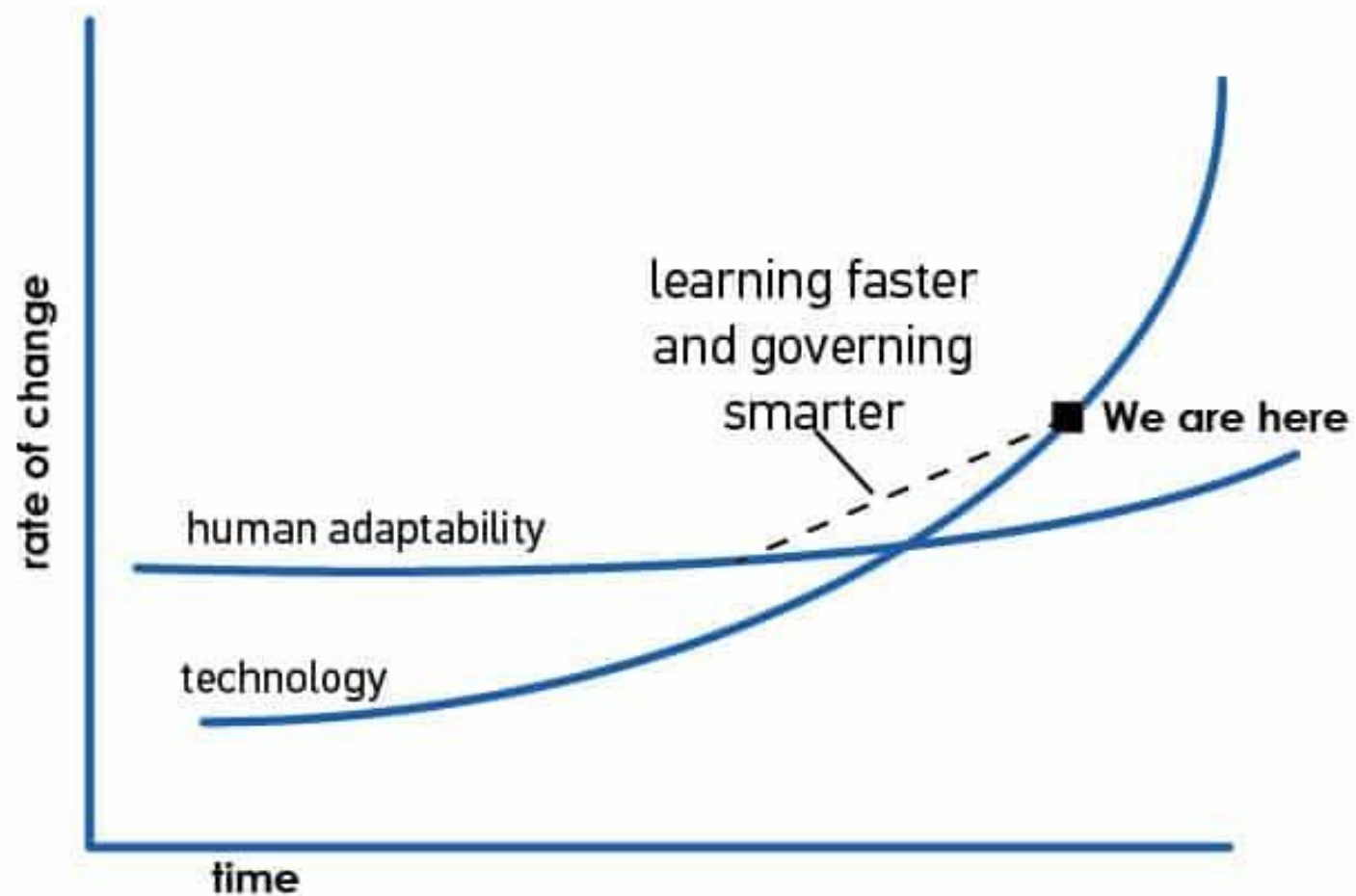
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Oxford Futures Forum - 2017

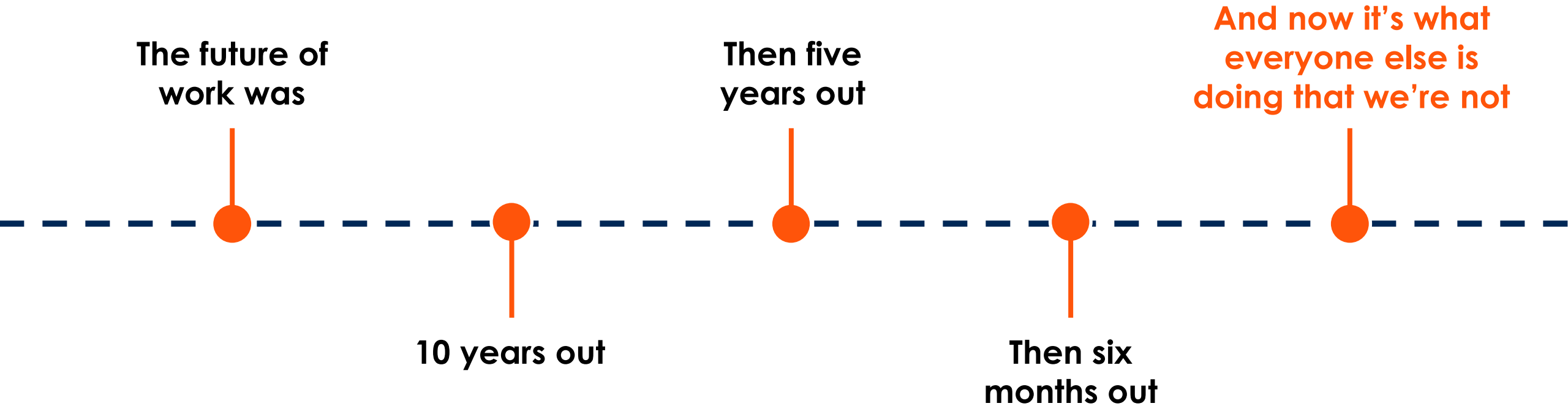


Nel 2005 la scuola di guerra degli Stati Uniti (US army war College) coniò l'espressione V.U.C.A.

COME POSSIAMO CAMBIARE NOI?



CONTROL THE TIME HORIZON FOR THE FUTURE



CHALLENGES FACED BY NPOs

during the year 2021

40% ↓

**Financial
decrease**

53% ↑

**Increase in
demands**

60% ↓

**Lack of staff
retention**

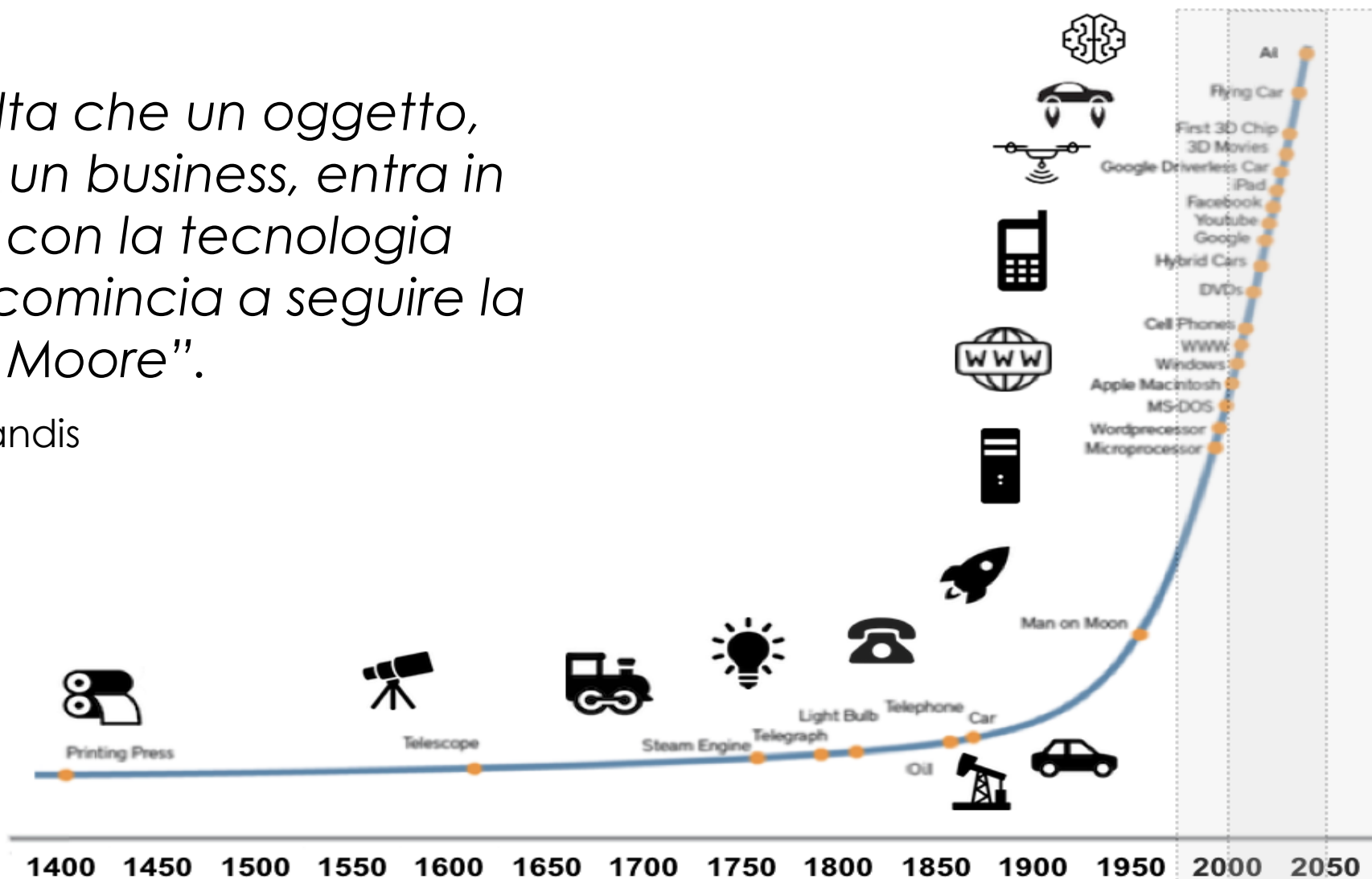
Grassi 2021 survey



L'ACCELERAZIONE CAMBIA TUTTO

“Ogni volta che un oggetto, servizio o un business, entra in contatto con la tecnologia digitale, comincia a seguire la Legge di Moore”.

Peter Diamandis

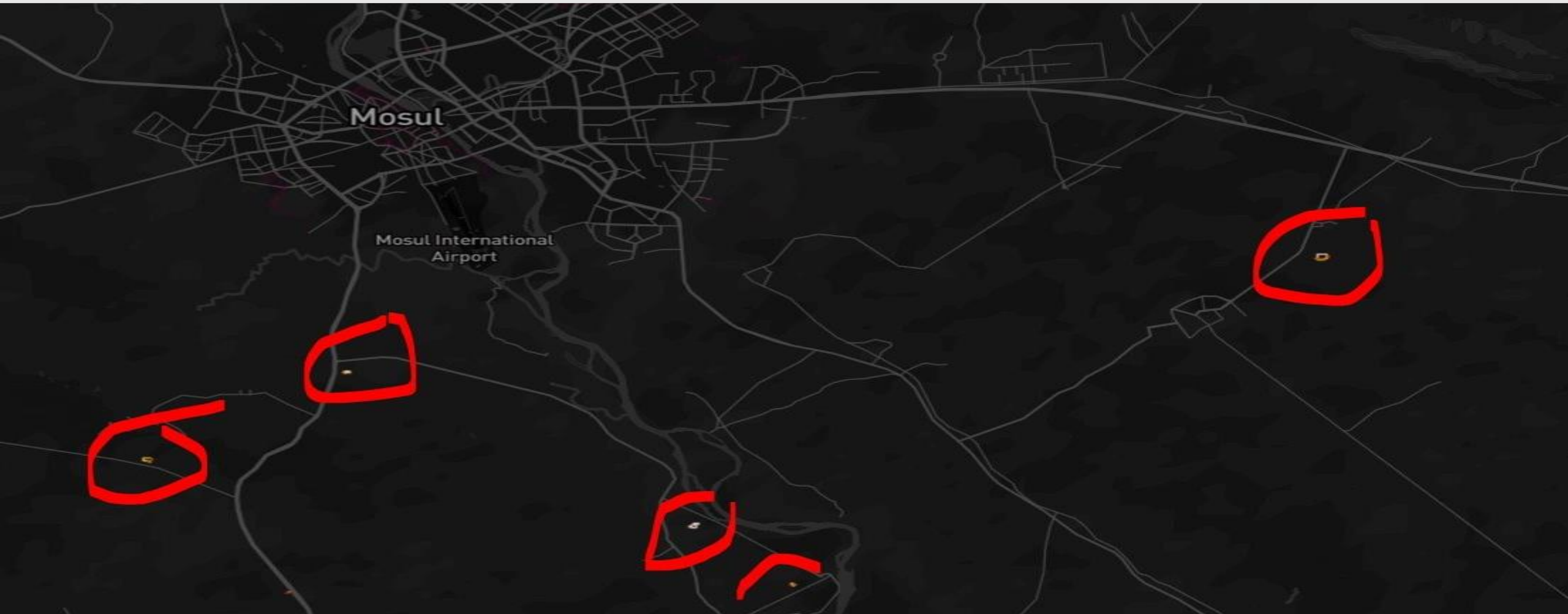


Video: What will the future of jobs be like?

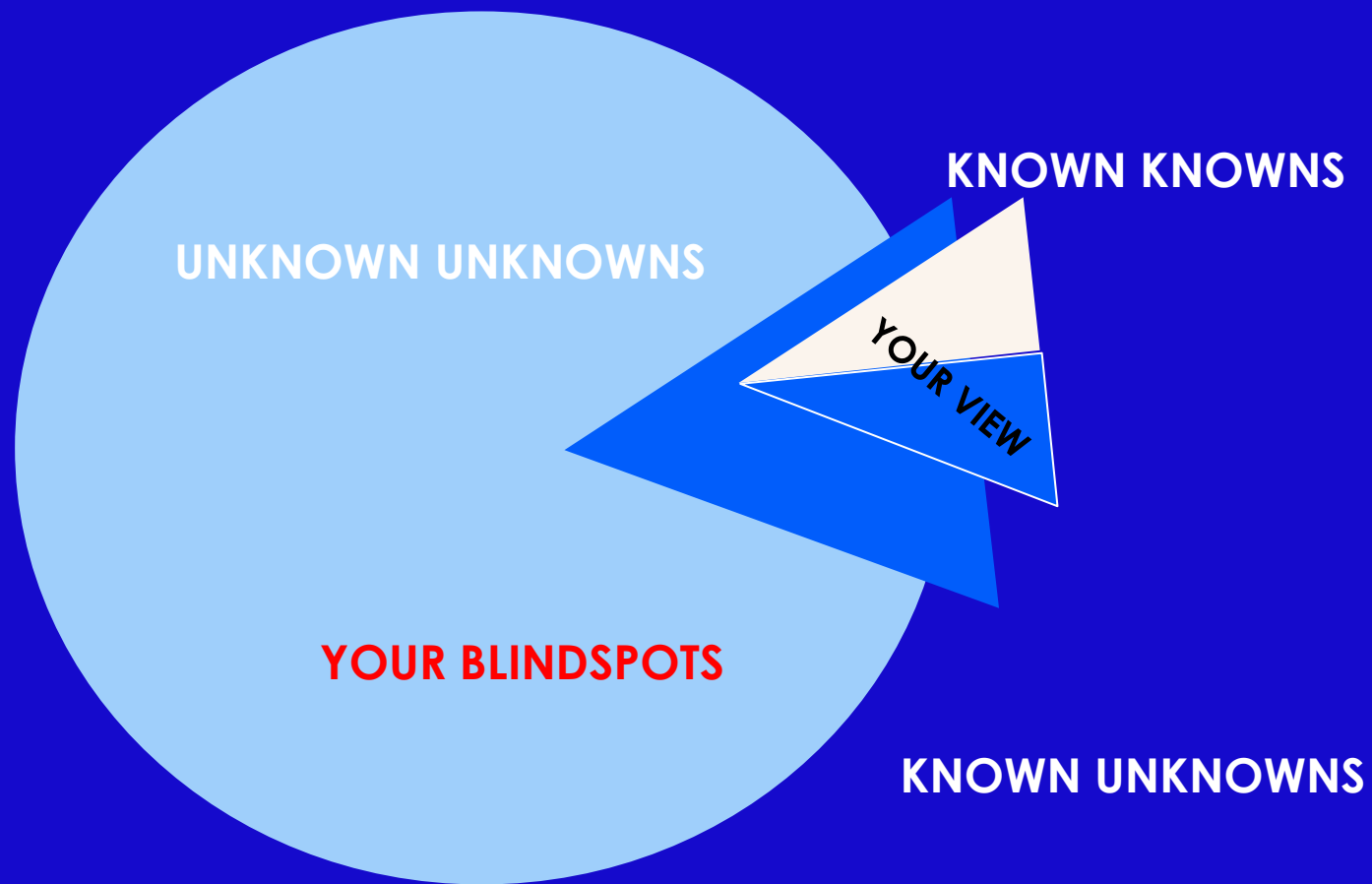


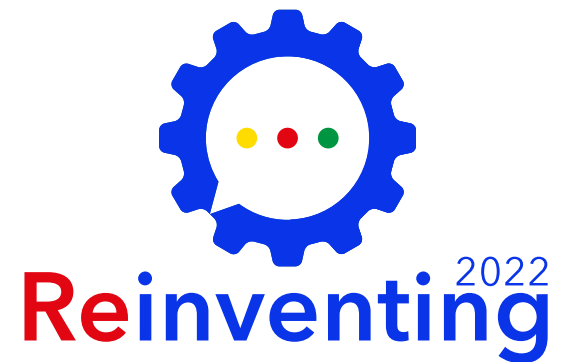


RESISTENZA AL CAMBIAMENTO O AWARENESS?



IL VALORE DEGLI UNKNOWNNS NELL'INNOVAZIONE





LEADERSHIP PER IL CAMBIAMENTO



LEADERSHIP: DALLA STRATEGIA... AI RISULTATI. L'ARTE DI FAR ACCADERE LE COSE



Competenze X Relazioni X Motivazione

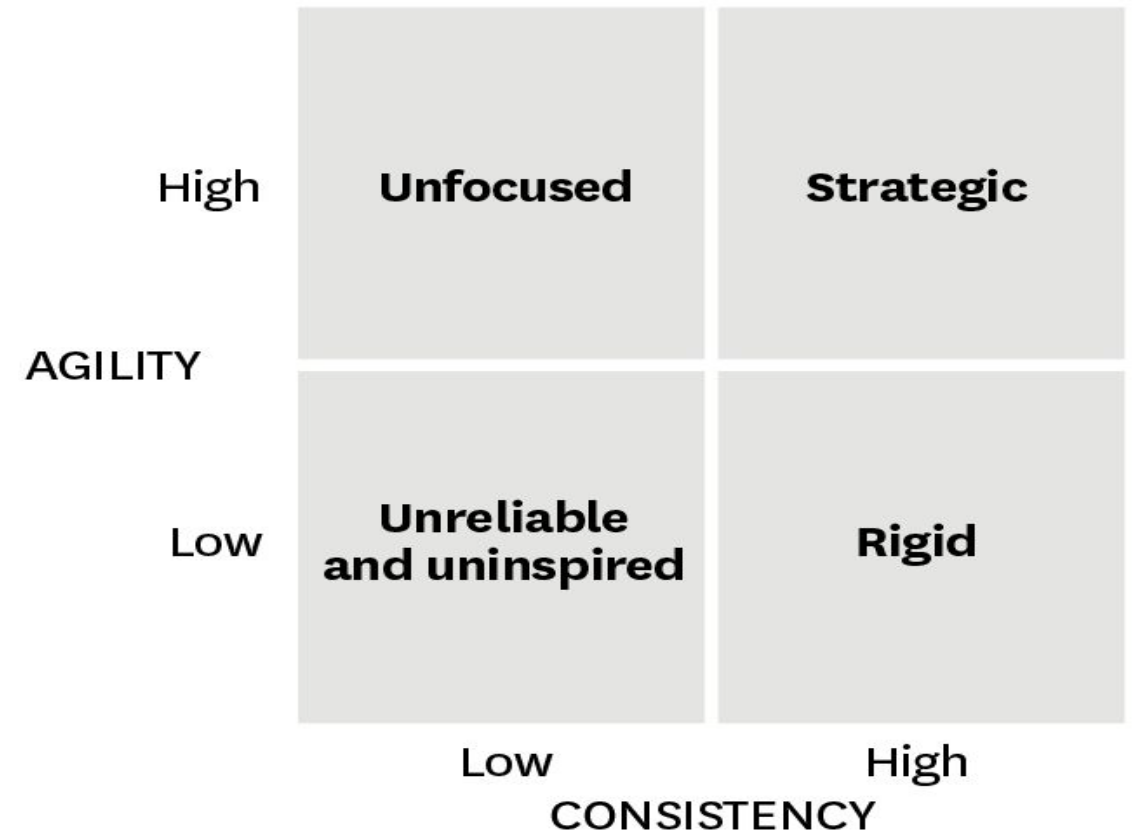


LEADERSHIP IN DISRUPTION TIMES



HBR – January 04, 2017

Strategic Leaders Must Be Agile and Consistent at the Same Time

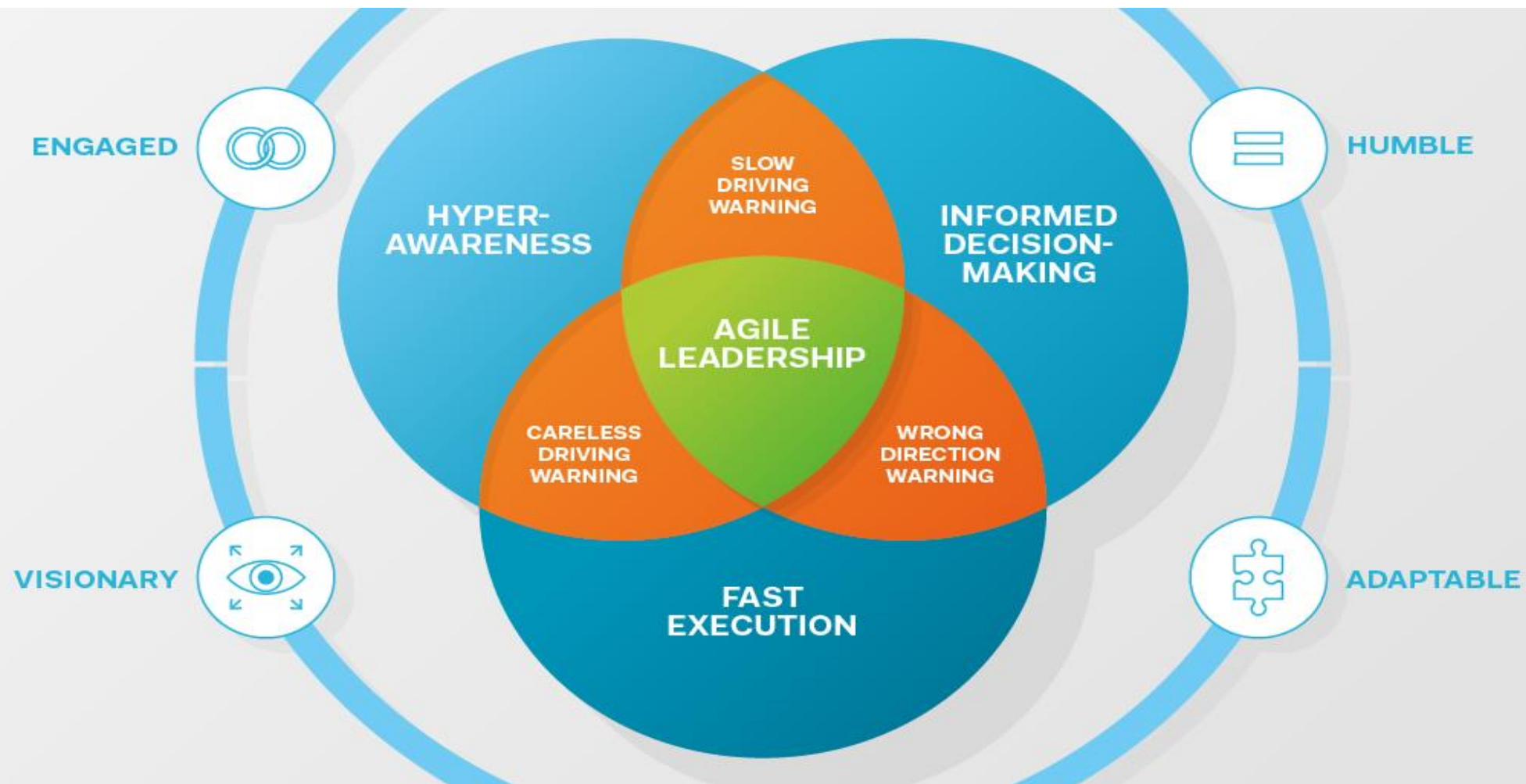


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SOURCE JOHN COLEMAN

© HBR.ORG

LE COMPETENZE DELL'INNOVAZIONE CONTINUA



LEADER AGILI PER L'INNOVAZIONE CONTINUA

Humble: They are able to accept feedback and acknowledge that others know more than they do.

Adaptable: They accept that change is constant and that changing their minds based on new information is a strength rather than a weakness.

Visionary: They have a clear sense of long-term direction, even in the face of short-term uncertainty.

Engaged: They have a willingness to listen, interact, and communicate with internal and external stakeholders combined with a strong sense of interest and curiosity in emerging.

HUMBLE

ADAPTABLE

VISIONARY

ENGAGED



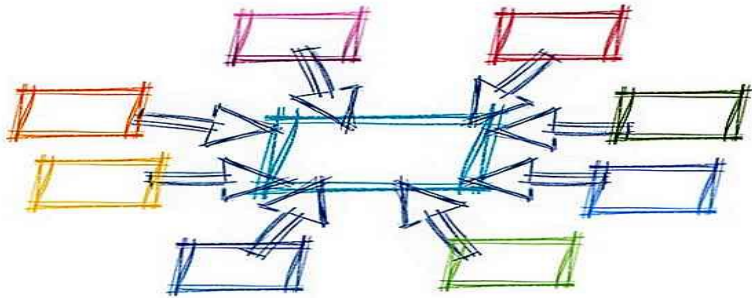
TRAPPOLE PER LEADER IN PERIODI «COMPLICATI»



Si guarda troppo vicino.



Si diventa troppo operativi.

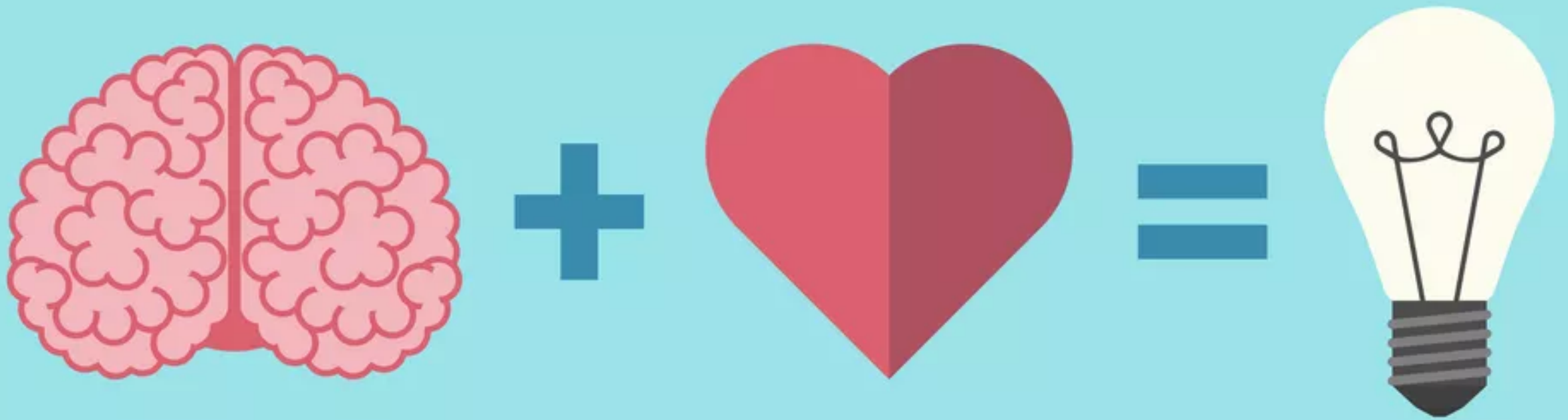


Si controlla tutto, si delega meno.



Ci si dimentica dell'aspetto umano.



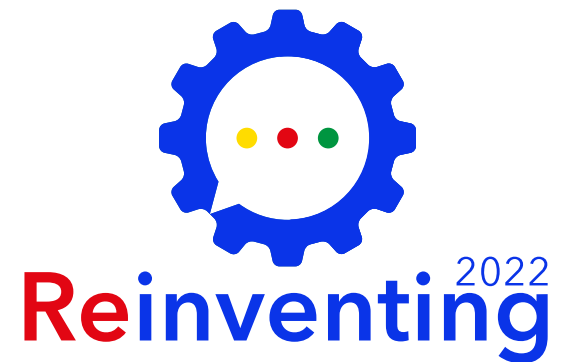


Alleniamo l'agilità umana!

Innovation is not
about solo genius.

It's about collective genius.

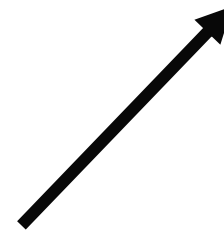




RE-IMMAGINARE IL POSSIBILE



COME IMMAGINIAMO IL PERCORSO DEL CAMBIAMENTO?

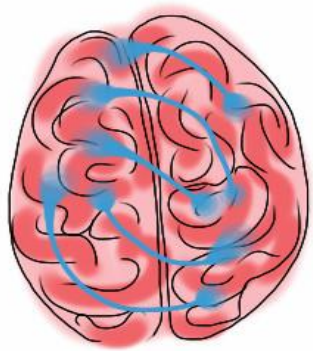


COME PREPARARSI?

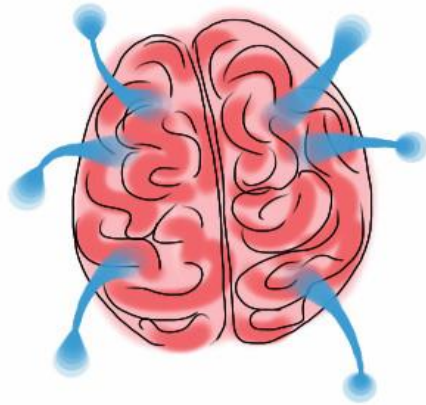


UN MINDSET AGILE

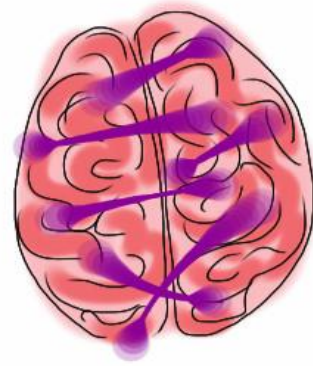
#change11 facilitated by @cavasa



Learn



Unlearn



Relearn

- Toffler
as cited in
"NOW YOU SEE IT"
by @CathyNDavidson

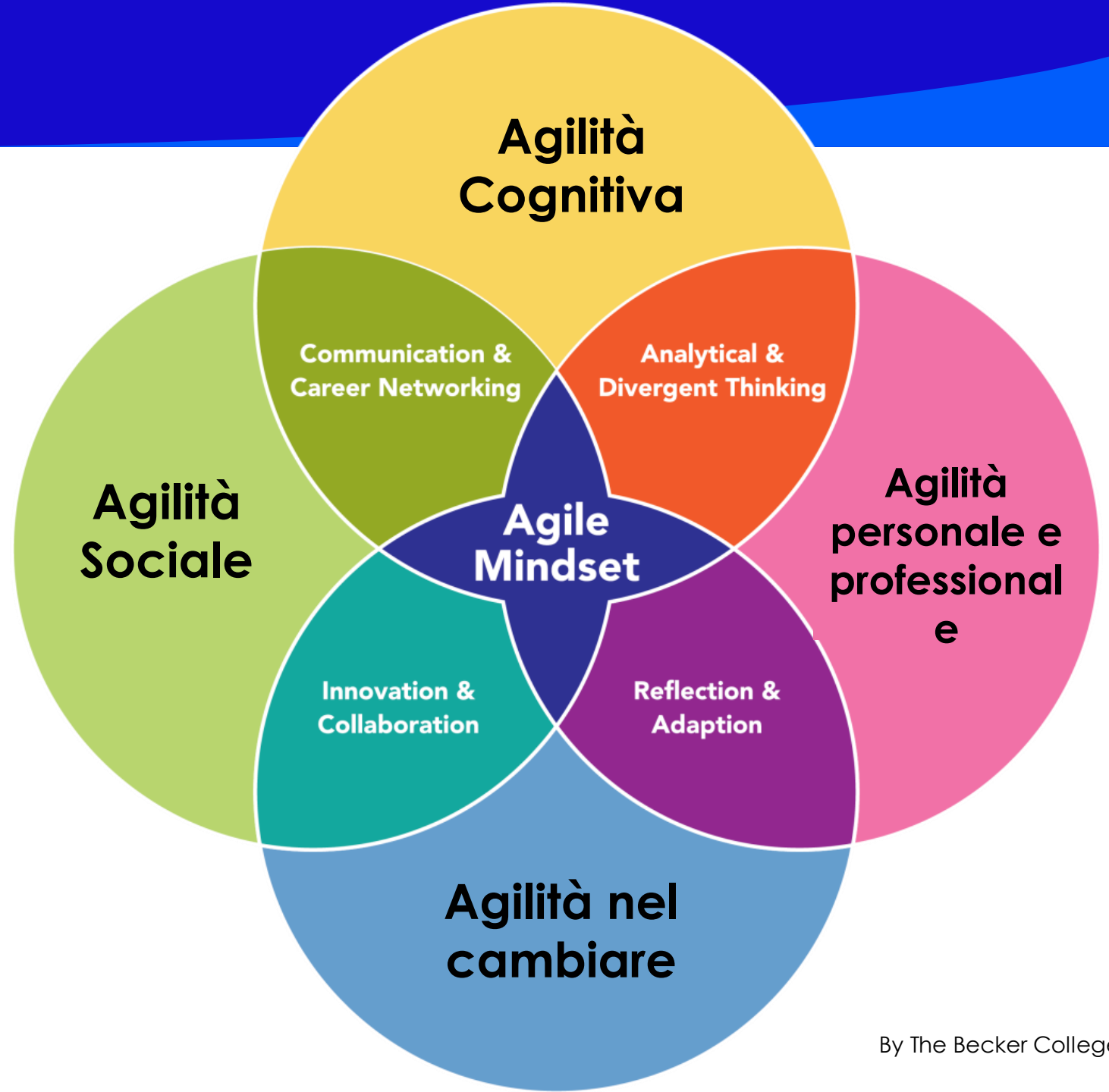
Imparare
Fare cose nuove

Disimparare
Smettere di fare

Re-imparare
Fare diversamente

UN NUOVO MINDSET!

+ Agilità emotiva



AGILITÀ EMOTIVA

E' la capacità di stare con i propri pensieri, emozioni e storie, anche se problematici o generatori di ansia.

Riconoscere le proprie emozioni.

Dare un nome (e un senso) alle proprie emozioni.

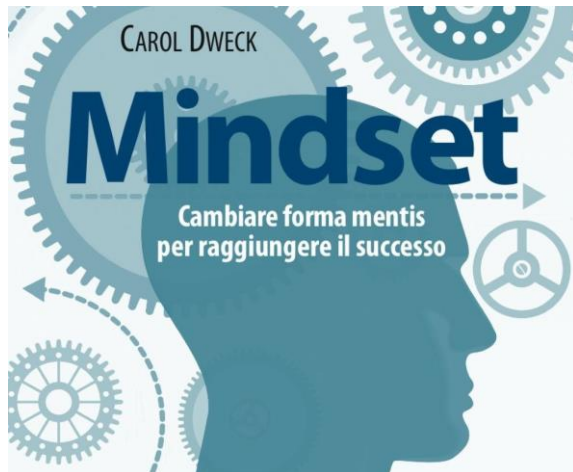
In short: slow down, stop multitasking, take time to recognize what you are feeling and consider how those emotions are affecting your own work and the people around you.



**NEW MINDSET
NEW RESULTS**

dreamstime.

MINDSET AGILE - PERSONE



MINDSET AGILE – ORGANIZZAZIONI



CULTURA

Risultato
Responsabilità
Fiducia
Errore



ORGANIZZAZIONE

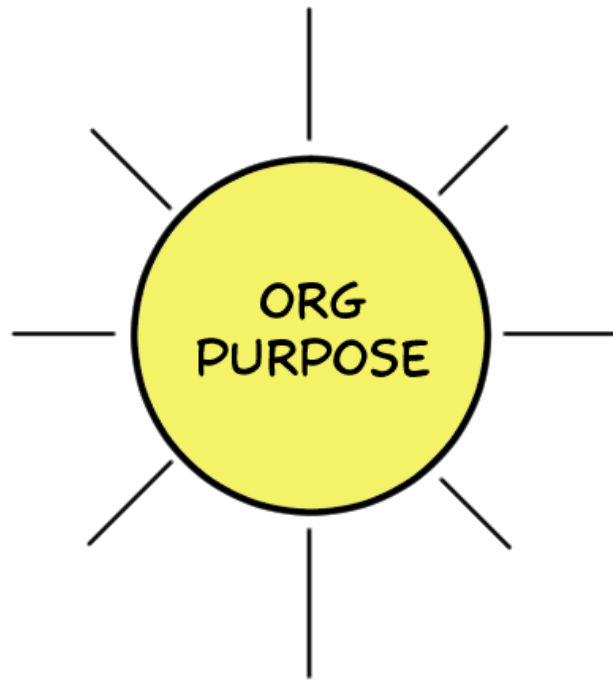
Strumenti
Formazione
Flusso del lavoro
Obiettivi e risultati
Motivazione e premi



COMPETENZE

Intelligenza sociale
Competenze digitali
Collaborazione virtuale





I WANT TO BUILD
A GREAT ORG.
BUT I RELY ON MY
MANAGER TO GET
THE WORK DONE



CEO

I WANT TO
CONTRIBUTE,
BUT I FEEL
PULLED BETWEEN
THE CEO AND
THE WORKER



MANAGER

I HAVE LOTS OF
IDEAS, BUT MY
MANAGER DOESN'T
SUPPORT ME



WORKER



PURPOSE GETTING DILUTED



LA NOVITÀ DI QUESTA CRISI



CEOs are Dealing With Two Mental Health Crises: Their Employees' and Their Own

How to lead when the world is in perpetual chaos—and you're struggling too

INGAGGIATI?

Europe

EMPLOYEE ENGAGEMENT

Gallup Q¹² items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change*	% Engaged	Rank	Country	Change*	% Engaged
1	Romania	+3	33	21	Germany	+1	16
2	Estonia	+1	25	22	Slovenia	0	16
3	North Macedonia	+5	25	23	Slovakia	+3	16
4	Iceland	+2	24	24	Czech Republic	0	16
5	Kosovo	-3	24	25	Poland	+2	14
6	Lithuania	+9	24	26	Finland	+4	13
7	Albania	0	23	27	Netherlands	0	12
8	Denmark	+2	22	28	Greece	+3	11
9	Montenegro	+3	21	29	Switzerland	-1	11
10	Latvia	+5	21	30	Belgium	-1	11
11	Bulgaria	+4	21	31	Ireland	-1	11
12	Malta	0	21	32	Northern Cyprus (Territory of Republic of Cyprus)	+1	10
13	Hungary	+1	21	33	United Kingdom	-2	9
14	Sweden	+2	21	34	Austria	-1	9
15	Bosnia and Herzegovina	+4	20	35	Spain	+1	9
16	Cyprus	0	20	36	Luxembourg	0	8
17	Norway	+2	19	37	France	-1	6
18	Portugal	+1	19	38	Italy	0	4
19	Serbia	+1	17				
20	Croatia	+5	17				

Change indicates the difference in percentage points when comparing the average from 2018, 2019 and 2020 with the average from 2019, 2020 and 2021.



21%

of employees
are engaged at work.



33%

of employees are thriving
in their overall wellbeing.

State of the global workplace – Gallup - 2022

<https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx?thank-you-report-form=1>

The Three Types of Employees

1

ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2

NOT-ENGAGED employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3

ACTIVELY DISENGAGED employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

INGAGGIATI?

- 50% delle persone non si sente valorizzato
- 2/3 dei/delle manager è disingaggiato/a o attivamente disingaggiato/a



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It matters to
9 out of 10
people to feel worthy



But,
5 out of 10
people struggle to feel worthy



AGILE AS A PHILOSOPHY

Agile is really a *philosophy*:

- one of making decisions at the level of expertise
- empowering people to learn
- and experimenting with solutions that are co-developed with customers.



AGILE MINDSET VS. MINDSET BUROCRATICO

	Mindset Agile	Mindset burocratico
Obiettivo	La <i>legge del consumatore</i> – la preoccupazione costante è di dare più valore ai clienti	La <i>legge dell'azionista</i> – obiettivo primario è fare soldi per l'azienda e massimizzare il valore degli azionisti
Processo di lavoro	La <i>legge del piccolo team</i> – tutto il lavoro viene eseguito da gruppi auto-organizzati, in processi brevi, concentrati a dare valore ai clienti	La <i>legge del burocrate</i> – gli individui rendono conto ai capi, che definiscono i ruoli e le regole di lavoro e i criteri di performance.
Struttura organizzativa	La <i>legge del network</i> – l'azienda opera come una rete interattiva di gruppi	La <i>legge della gerarchia</i> – l'organizzazione opera come una gerarchia top-down, con molteplici livelli e settori.

Stephen Denning (2019) - The Agile mindset vs. the bureaucratic mindset



3 LEGGI DELLE ORGANIZZAZIONI AGILI

La legge del cliente.

La legge dei piccoli
team.

La legge del network.

Organic living network of high-
performance teams.



UN ALTRO TIPO DI TEAM LEADER

- Da **controllore** ➡ ad **abilitante**
- Aiuta ad **identificare le priorità**
- **Rimuove ostacoli**
- Assicura che il team affronti le dipendenze con gli altri team
- **Gerarchia di competenze**, non di autorità
- Non dice al team cosa deve fare



AGILE CHANGE MANAGEMENT: LA FILOSOFIA



Causes & Purpose

We believe aligning people towards a cause & purpose is more effective than instilling urgency on people.



Meaningful Dialogue

We believe meaningful dialogue is more effective than broadcasting information at people.



Experimentation

We believe that well-timed experiments are more effective than executing change tasks.



Co-Creation

We believe co-creating change is more effective than selling change to get buy-in.

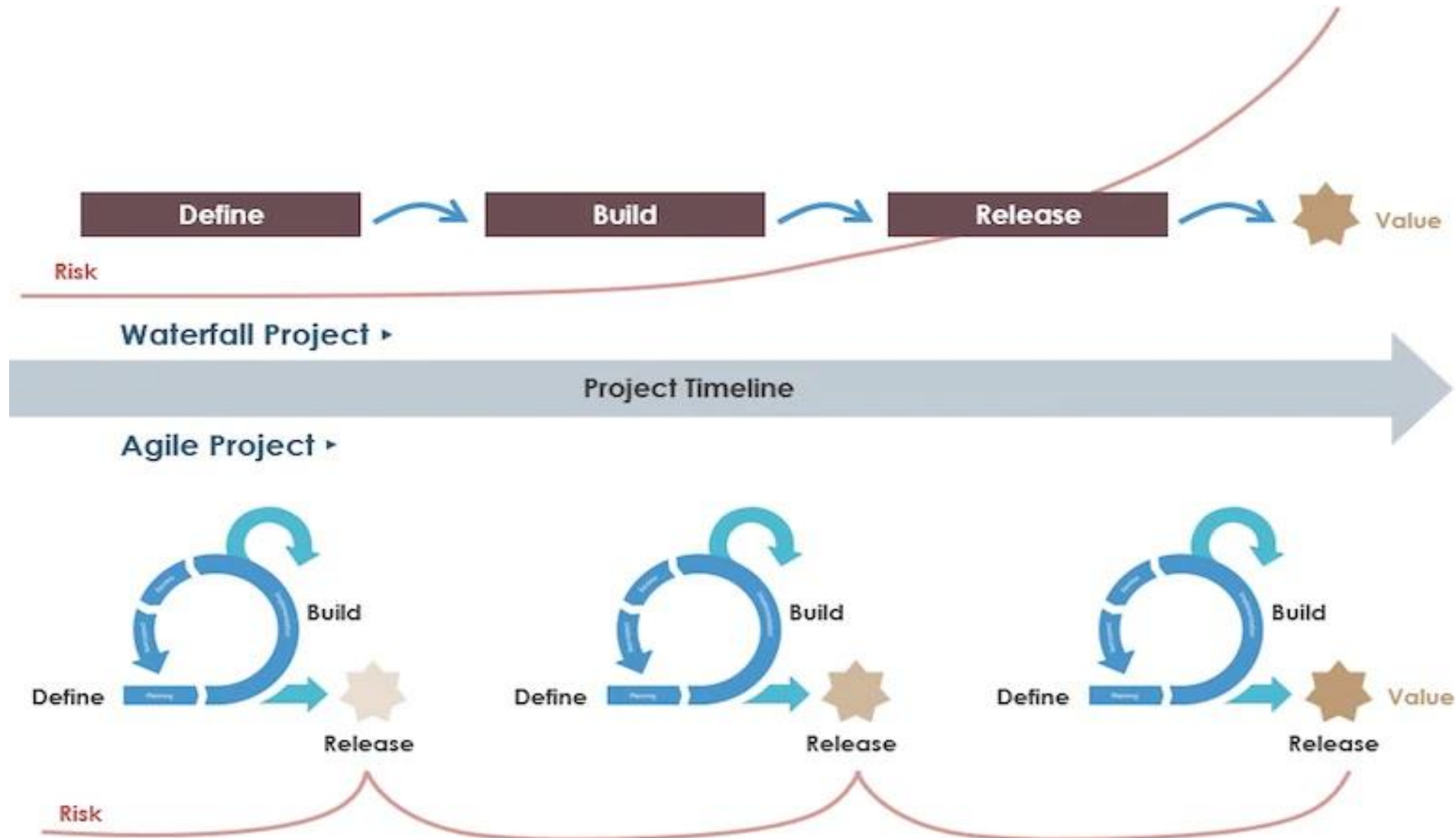


Response to Change

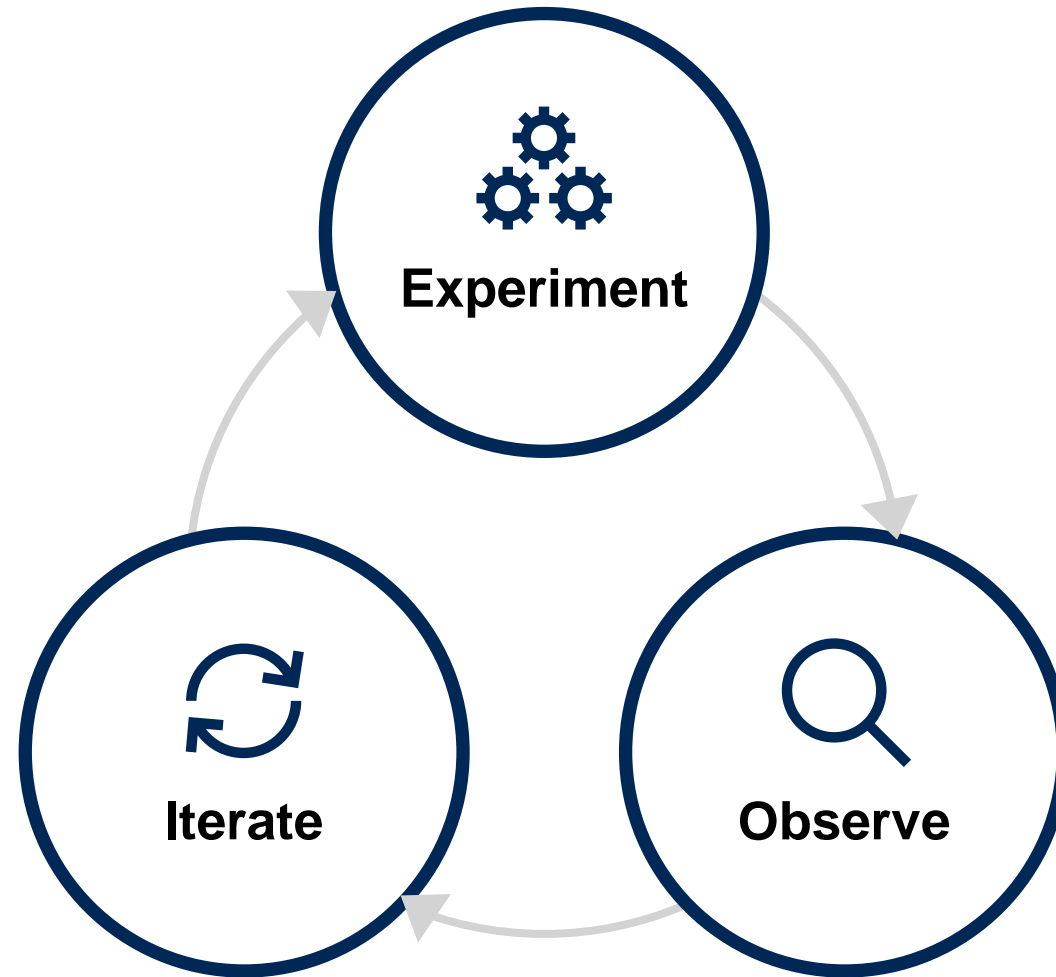
We believe the response to change is valuable information, not resistance.



FAST PROTOTYPING TEST&LEARN APPROACH



SUCCESSFUL EXPERIMENTS BUILD INFLUENCE



DIVERSITY DRIVES INNOVATION



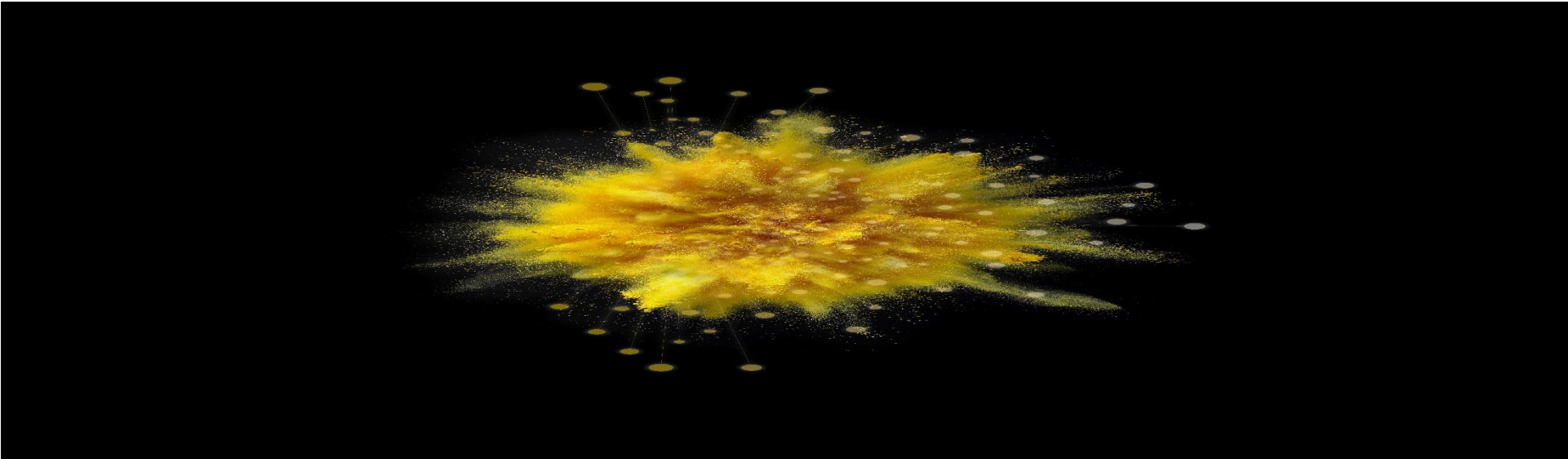
DIVERSITÀ E CHANGE



Diversità di Mindset, Genere, Generazioni



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DEVELOPING EMPLOYEES

Make Sure Everyone on Your Team Sees Learning as Part of Their Job

by Kristi Hedges

SEPTEMBER 12, 2018



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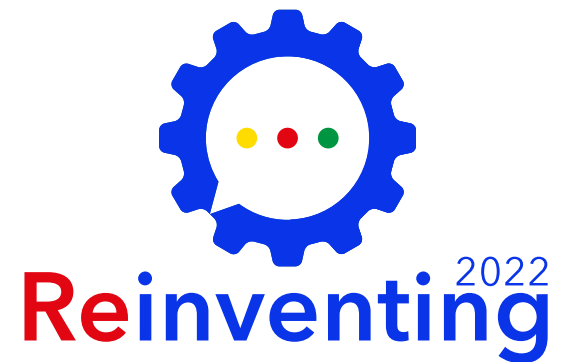
CAMBIARE... DIVERTENDOSI

**Can we get more people to choose
the stairs by making it fun to do?**

Inspiring People to Change Their Behavior through FUN



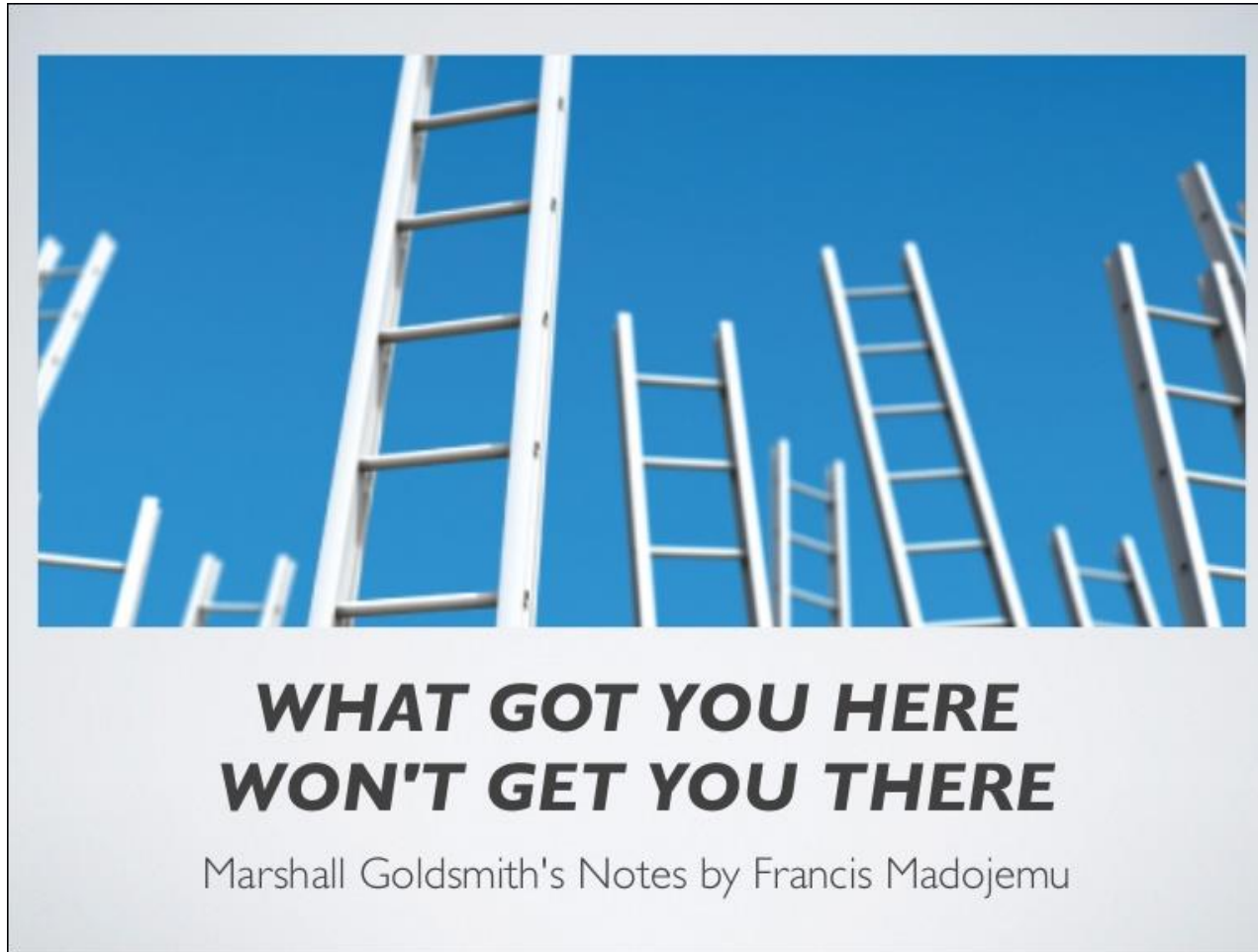
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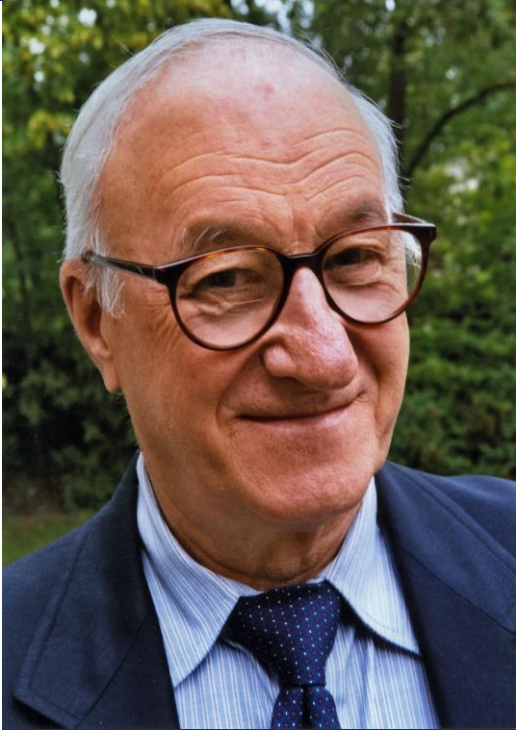
RIPENSARE IL PROPRIO IMPATTO



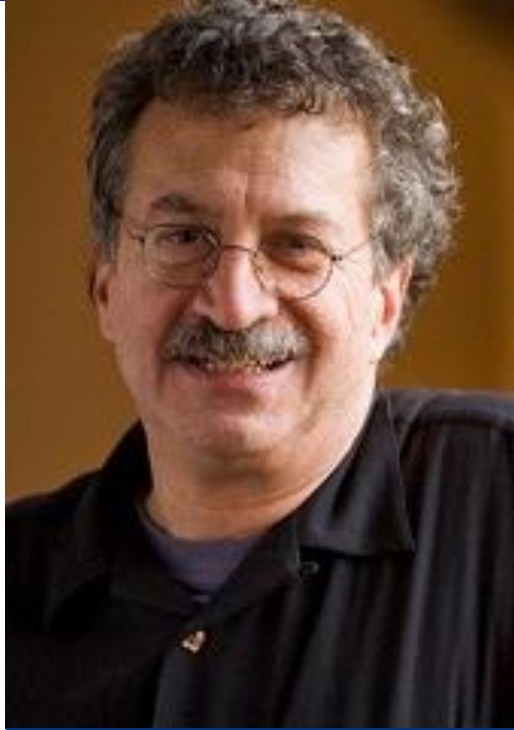
NEW MINDSET AND WAY OF WORKING FOR A NEW WORKING WORLD



COME TENERSI ALLENATI



Albert Bandura
**Modello di Self
Efficacy**



Robert Kegan
**Immunity to
Change**



Herminia Ibarra
**Act as a leader,
think as a leader**



McKinsey Quarterly

The most fundamental skill: Intentional learning and the career advantage

August 7, 2020 | Article

Growth mindset

Curiosità

Pratica

<https://www.mckinsey.com/featured-insights/future-of-work/the-most-fundamental-skill-intentional-learning-and-the-career-advantage>



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FIT & TUNED



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<https://www.youtube.com/watch?v=wx9B2xn3Rc>

AUTENTICITÀ E SELF-CARE

Un nuovo impatto

INIZIA CON IL SELF-CARE

- Non puoi **condividere risorse che non hai**
- Attenzione alla **salute mentale e psicofisica**
- TimeBoxing **strategico**
- Spazi di **detox e vuoti**

PHYGITAL PERSONAL BRAND

- Cosa «vedono» di me gli altri?
- L'immagine di me che **voglio comunicare**
- Essere d'esempio

BECOMING

- **Aumenta** la tua umanità
- **Design** your life
- **Inquiring** vs **Advocating**
- **Learning agility**

Pensare alla prossima versione (migliore) di sé



The background is a solid blue color. It features several decorative elements: a large white circle on the left side, a thick dark blue arc surrounding its top and right edges, a medium-sized blue circle in the upper right, a smaller dark blue circle overlapping its bottom-left, and two small circles (one dark blue in the top left, one medium blue in the bottom center) scattered elsewhere.

Grazie!