

Our program:

- The quickening pace of change
- Models of adaptation
- On renewing an organisation
- ➔ ● The infrastructure of renewal
 - Insight
 - Values
 - Narrative
 - Options
 - Machinery
- Managing for renewal

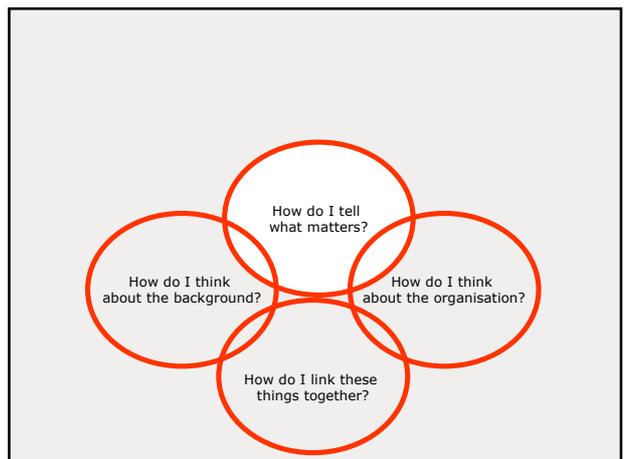
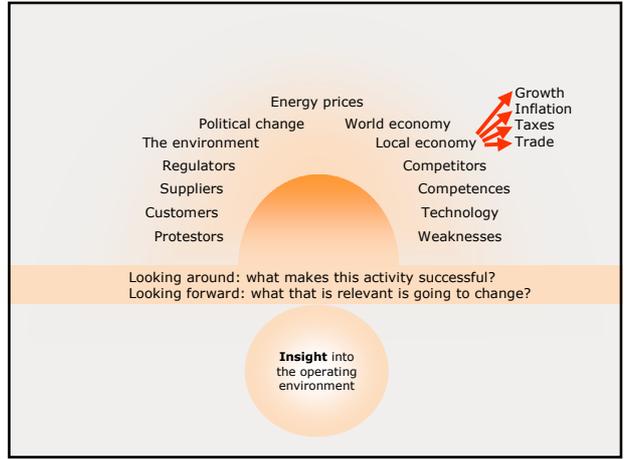
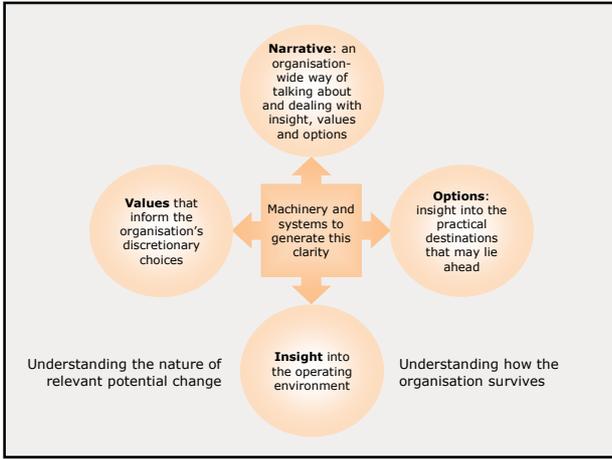


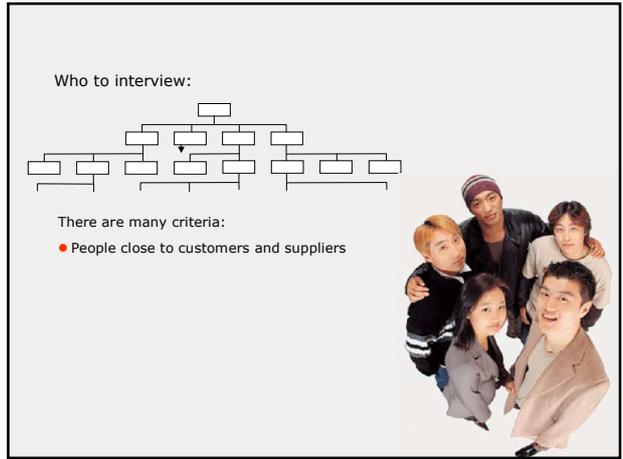
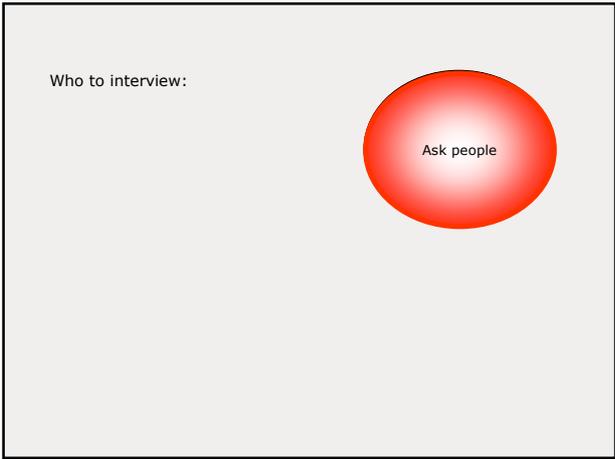
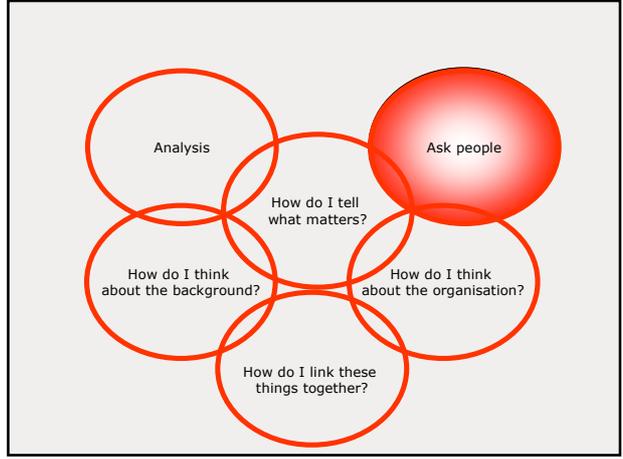
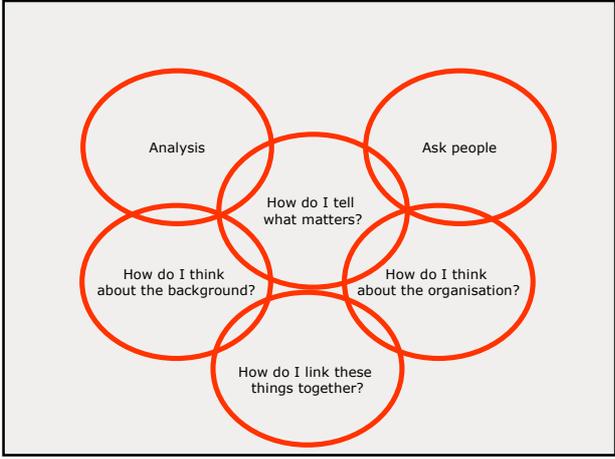
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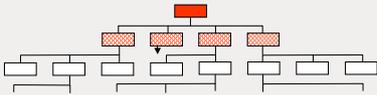
Understanding the nature of relevant potential change

Understanding how the organisation survives





Who to interview:



There are many criteria:

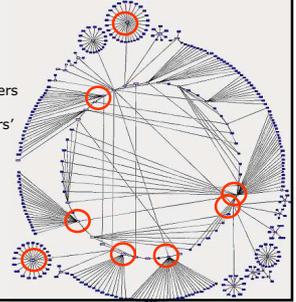
- People close to customers and suppliers
- Powerful, busy people



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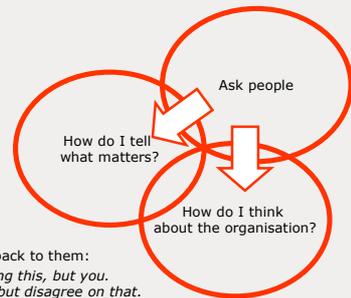
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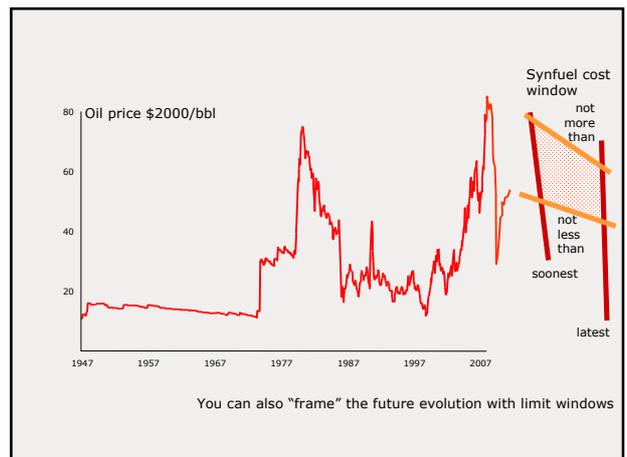
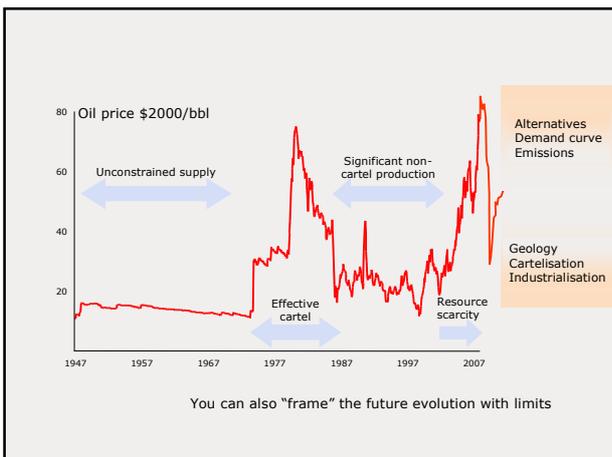
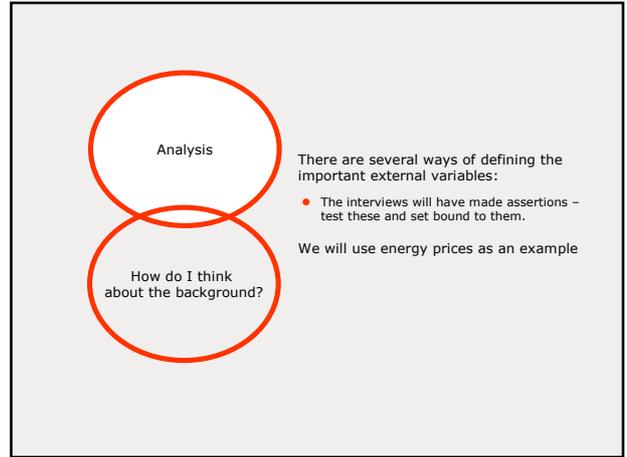
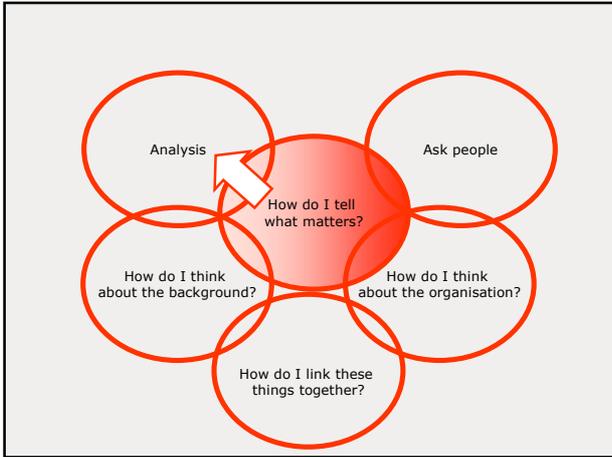
- People close to customers and suppliers
- Powerful, busy people
- The well-connected: 'domain-spanners'
- People who have specialist knowledge

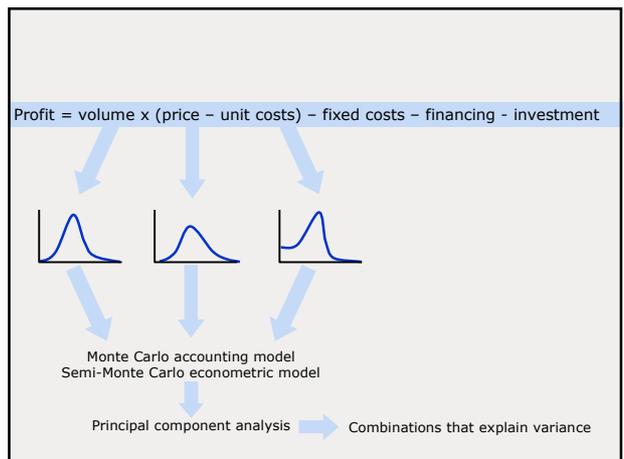
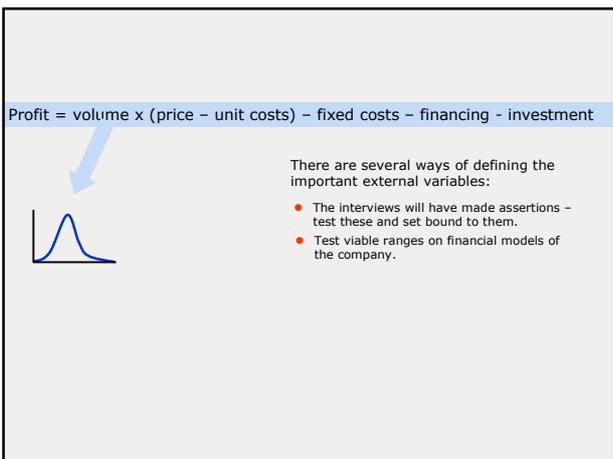
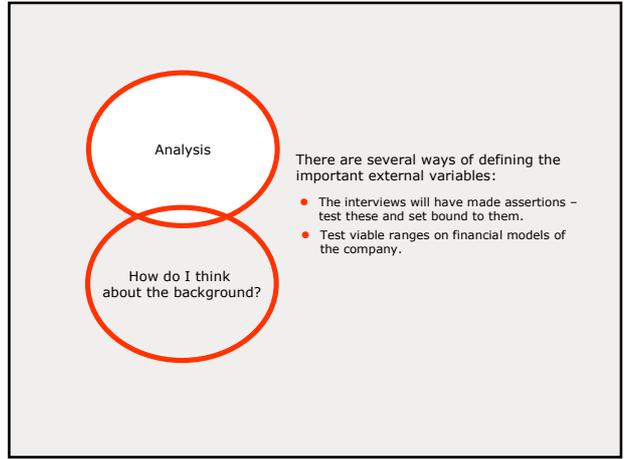
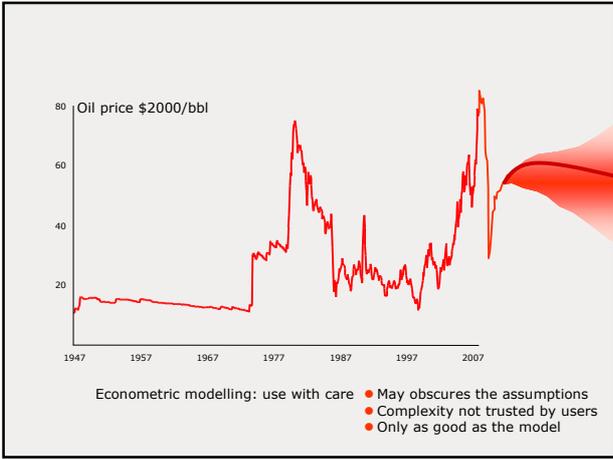


Present this material back to them:

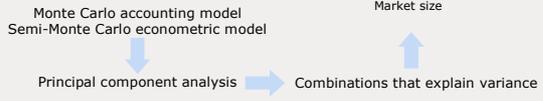
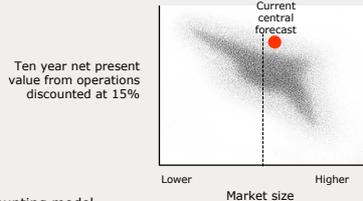
- *This is not me saying this, but you.*
- *You agree on this, but disagree on that.*
- *The balance of uncertainty seems to be here.*

Senior staff can now agree that this, that or the other factor is a priority.

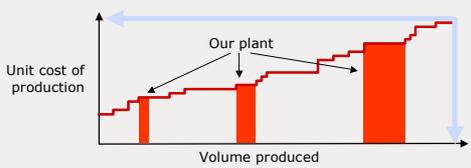




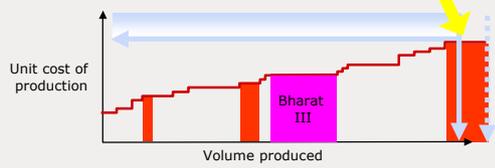
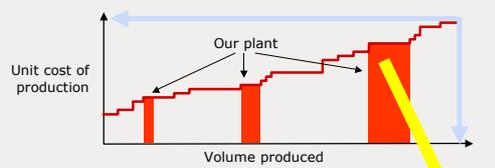
$$\text{Profit} = \text{volume} \times (\text{price} - \text{unit costs}) - \text{fixed costs} - \text{financing} - \text{investment}$$

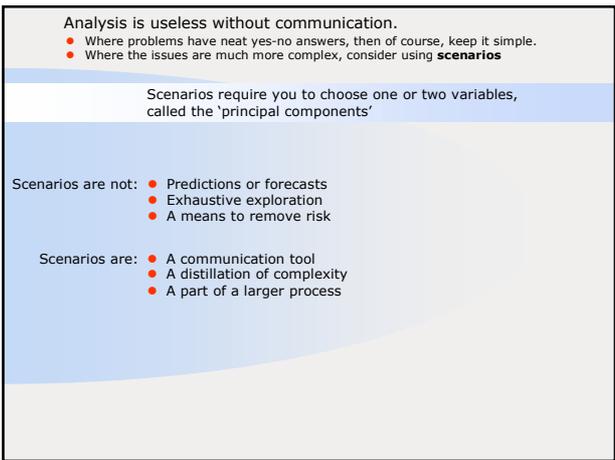
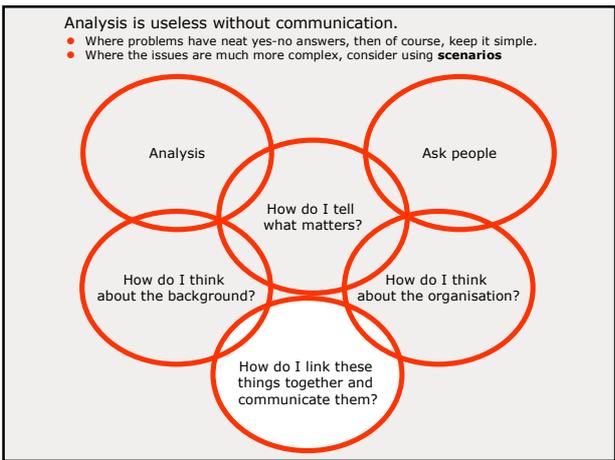
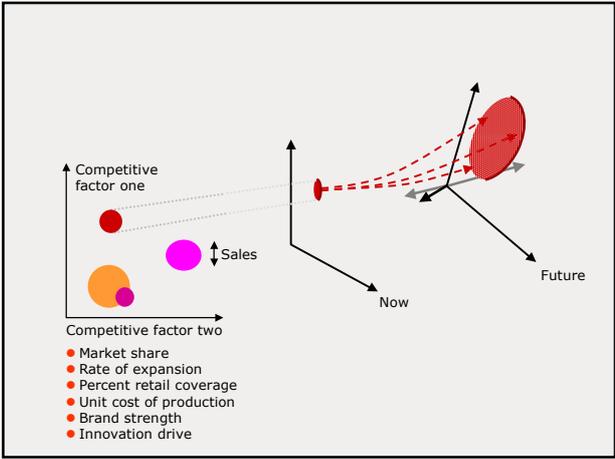
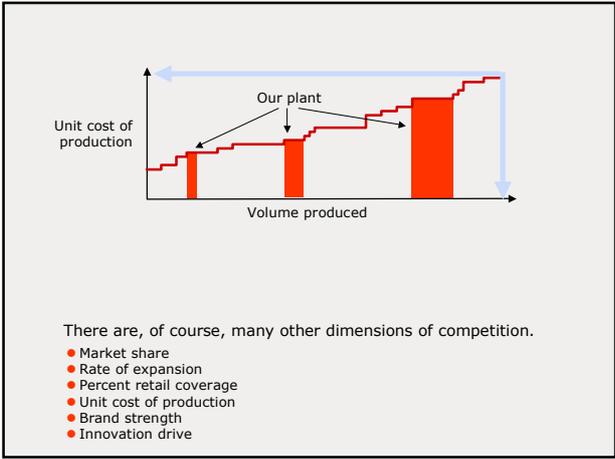


- There are several ways of defining the important external variables:
- The interviews will have made assertions – test these and set bound to them.
 - Test viable ranges on financial models of the company.
 - It is also possible to quantify studies of the competition.



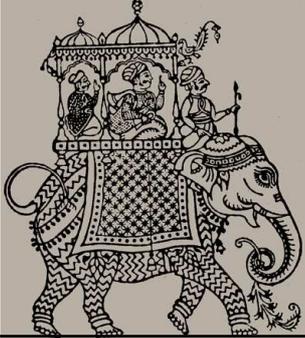
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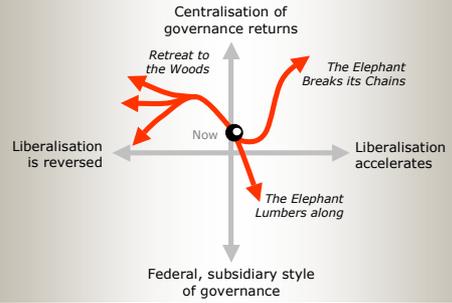
Scenarios for India

Scenarios require you to choose one or two variables, called the 'principal components'



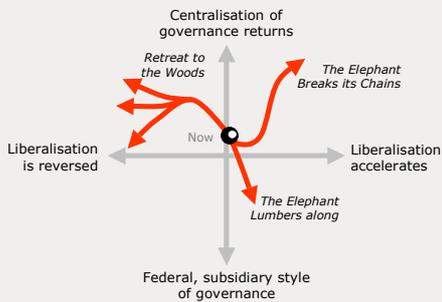
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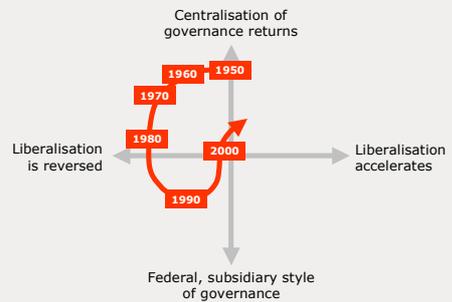


What does this give us?

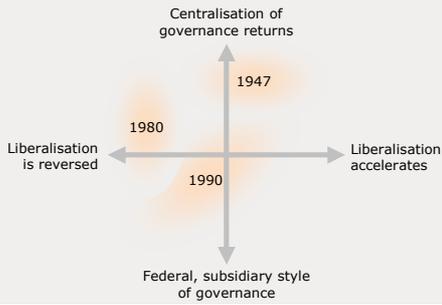
- Clarity about what matters, shared across the organisation
- A benchmark – common sense – against which to set projects
- A framework for discussing where the organisation should head
- Perhaps, ranges for numbers to use in planning and evaluation



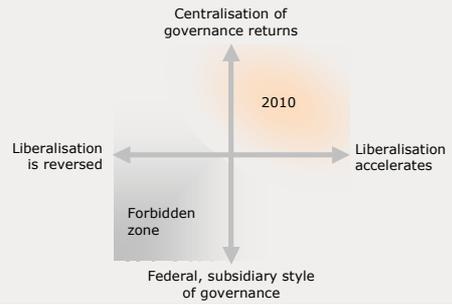
You can use the principal components to trace history
You can use them to show "possible" zones and how these change



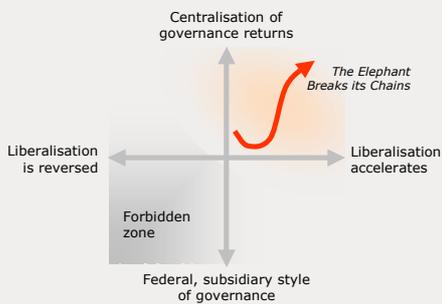
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 Each trajectory is a consistent story about change

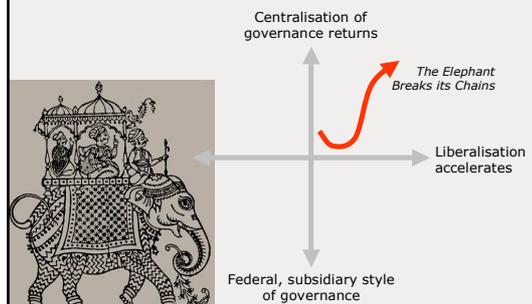


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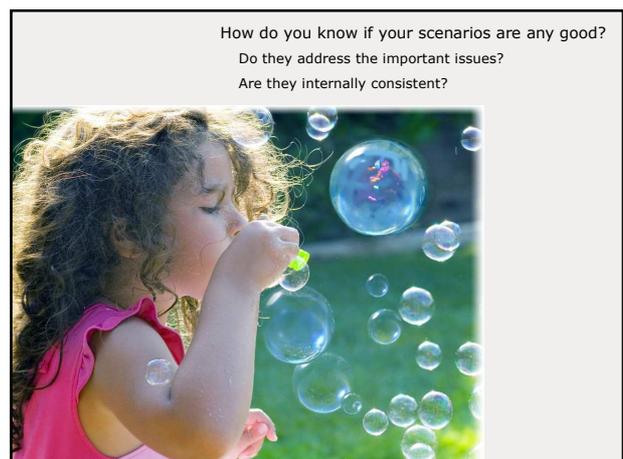
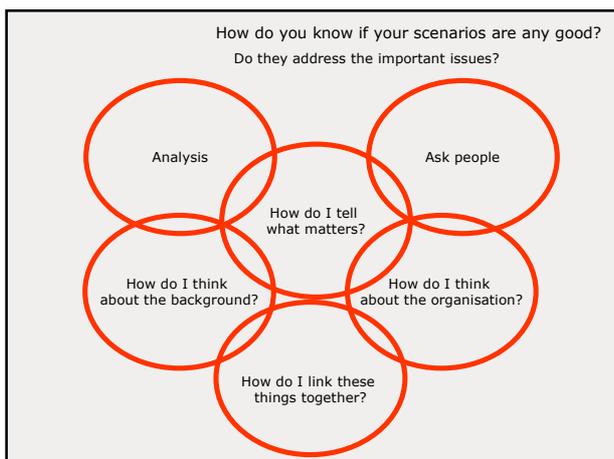
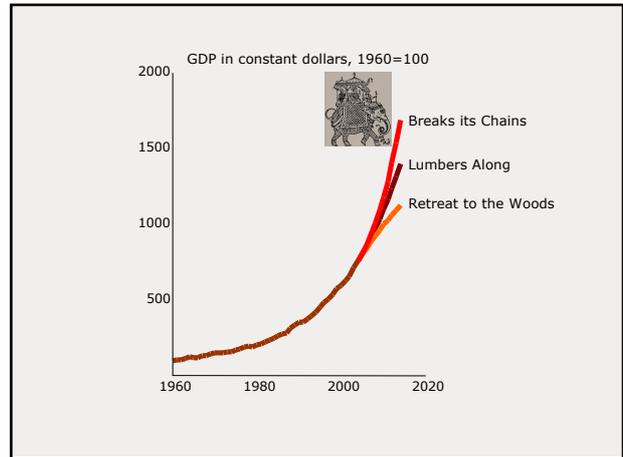


External pressures on India become critical in the period around 2010:

- Competition from other Asia economies, notably China.
- Pressure from an increasingly unstable and Islamicist Pakistan
- Rapidly altering expectations and awareness amongst ordinary Indians



			
	Breaks its Chains	Lumbers Along	Retreats to Woods
Early ↓			
External environment	Equable	Good & improving	Difficult, harsh
Political initiatives	Reforms blocked	Stable consensus	Trad. supportive
Economic outcomes	Gradual slowing	Capital flows in	Slow down
Late ↓			
External environment	Stiff competition	Competition	Trade wars
Political initiatives	Reformers align	'Traditional' reform	Loss of control
Economic outcomes	Rapid pick-up	Modest, slowing	Poor growth



How do you know if your scenarios are any good?
Do they address the important issues?
Are they internally consistent?
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... or not?

