

Leading Organizational Change And Building A Culture Of Innovation

**Chizor Malize, HCIB, MIOB
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Speaker's Profile



Chizor Malize is the Managing Director/Chief Executive Officer of FITC. She has distinguished herself with over two decades of professional experience that cuts across marketing, business process reengineering, market growth strategy, reputation management and business consulting.

Prior to joining FITC, she has led various strategic and transformational projects in the financial services sector, local and international, in strategy, product marketing, electronic banking, retail, wholesale, private banking and brand repositioning. She was a Founding Partner and CEO at Brandzone Consulting LLC. She led the firm's Consulting practice serving major international and indigenous organizations of repute while creating thought leadership to advance businesses. Chizor is driven by her passion for helping organizations unlock their full potential and achieve their business goals. Her impressive track record includes successful business transformation, project management, and project rollouts across more than eight African countries.

As the Chief Executive Officer of FITC, she is currently leading the company's digital transformation into a world class, innovation-led, technology-driven knowledge solution provider.

Chizor is an Executive Education Alumna of the London Business School, UK, and the Columbia University, New York, United States. She is a member of several professional associations, including the Chartered Institute of Marketing (CIM), London, Chartered Institute of Marketing, Nigeria, Chartered Institute of Bankers (CIBN), Institute of Directors (IoD).

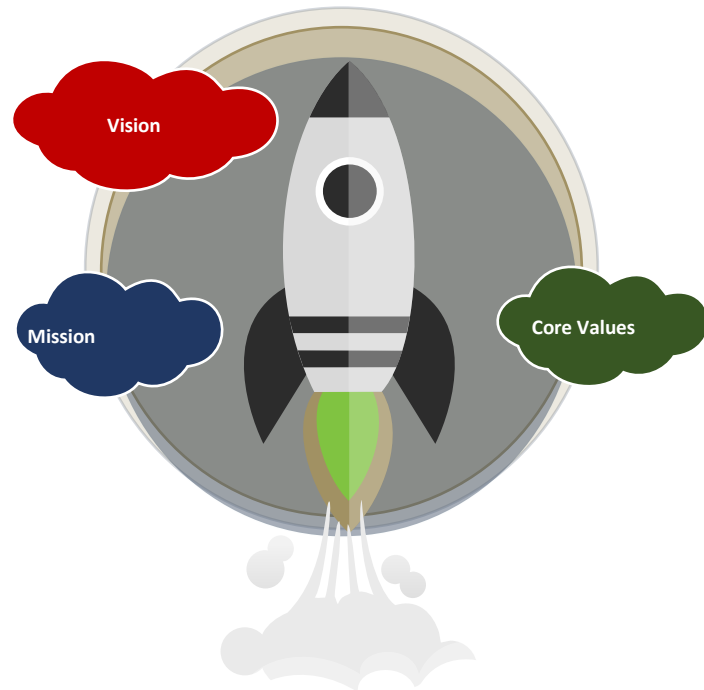
Chizor has served on the Executive Council Board of Women in Management, Business and Public service (WIMBIZ), a non-profit organization, that has impacted over 100,000 women, many of whom she continues to mentor. She is currently the Vice Chairman, IoD (Institute of Directors) Women Directors Development Committee (WDDC), where she mentors female Board Directors and aspiring Directors.

She is a recipient of several prestigious awards and accolades, including the 2023 Top 50 WIMA Awards, the 2023 10 Most Influential Women in Business and Leadership, CIO Awards, the 2022 Stevie Awards for Thought Leaders and was nominated by CNBC Media for the "African Rising Woman" 2020 Edition. She was awarded the 2020 "Inspirational Leader Award" in recognition of the innovative, and game changing work at FITC in 2020 at the height of the global Pandemic resulting in the organization-wide transformation at FITC and positive impact on the Nigerian financial sector by International Business Excellence (IBX). She was nominated in 2019 by REBRAND™ USA, as a Jury Board member on the REBRAND 100® Global Awards Board, the only member from Africa. She also won the African Leadership Excellence Award 2017 and the Marketing Personality of the Year Award in 2016.

Chizor is a prolific and respected international speaker and very passionate about impact, enterprise, and family.

FITC CORPORATE PHILOSOPHY

Our New Corporate Philosophy



- **Our Vision**
 - To be a world-class, innovation-led and technology-driven knowledge organization.
- **Our Mission**
 - To go beyond the ordinary; to deliver value by equipping individuals and organizations with innovative knowledge solutions
- **Our Core Values**
 - Service, Excellence, Agility, Teamwork, Innovation **(SEATI)**

LEADING ORGANIZATIONAL CHANGE AND CULTURE OF INNOVATION

I. Introduction

- A. The importance of organizational change and innovation
- B. Where is Change often needed

II. Understanding Organizational Change

- A. Organizational change
- B. Reasons for change
- C. The impact of change on individuals and organizations

III. Leading Organizational Change

- A. Communication & Connection of Vision
- B. Creating a change management plan
- C. Empowering and supporting employees during change

IV. Cultivating a Culture of Innovation

- A. Cultivating a culture of innovation
- B. Agility, Adaptability, Creativity & Positivity

V. The Leaders role in fostering change & innovation in the workplace

V. Overcoming Challenges

- A. Addressing resistance and skepticism
- B. Sustaining change and innovation efforts

VI. Conclusion

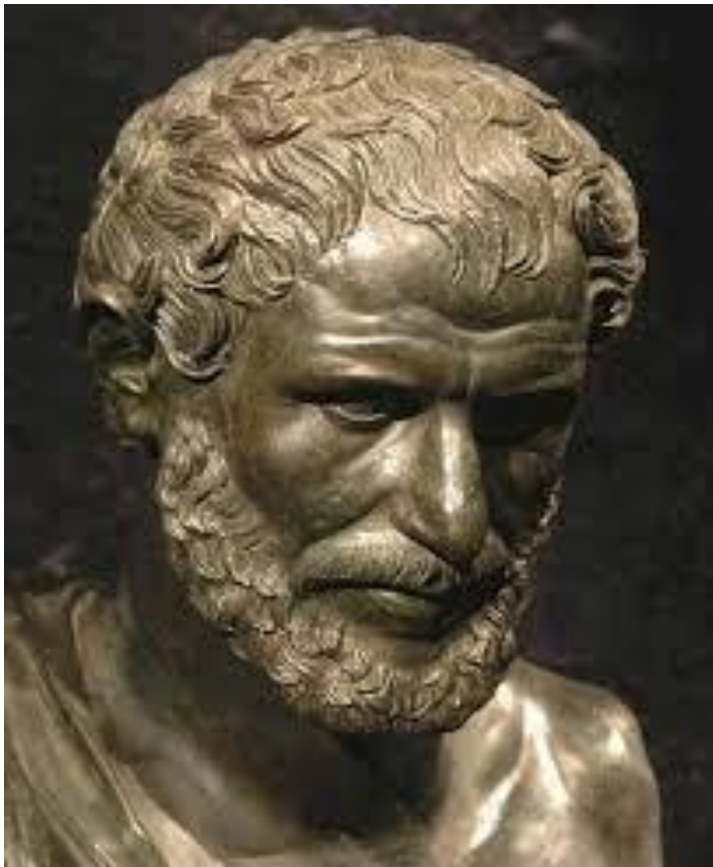
- A. Case Studies
- B. Conclusion



Introduction

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Heraclitus, the Greek philosopher, is accredited with the saying "change is the only constant in life."
It's either you change, or you die – as an individual, a team or even an organization





Understanding Organizational Change

Organizational Change

The same rules that affect an organization, also affect us as teams, a family and even individually.

At some points in our personal lives or careers, we must have used these terms.



Adapt

Develop

Innovate

**ORGANIZATIONAL
CHANGE**

Adjust

Advance

Modify

Reasons for Organizational Change

Forces of Change - External

1. Demographic Changes – age, education, skills, gender, migration
2. Market Changes – mergers & acquisitions, domestic & international competition, recession
3. Technical Advancements - automation
4. Social & Political Pressure – leadership, values, etc
5. Competition

Forces of Change - Internal

1. Employee Issues – turnover, lack of skills
2. Structural Reorganization - Leadership, etc



The Positive Impact of Organizational Change





Leading Organizational Change

Communication & Connection of Vision

Communication and Connection are important skills necessary for leaders to convey vision and inspire action. The following are tips on how to communicate and connect effectively:

Speak	Speak from your heart while using your brain for the facts and figures
Base	Base your character on someone you met or already know
Think about	Think about the relationships your character has with others in the scene
Follow	Follow a story structure with a beginning, middle, and end
Establish	Establish a normalcy before introducing a problem or conflict
Be	Be clear about who, what, where, when, why, and how
Avoid	Avoid gross out humour or jokes that might offend your audience
Let	Let the story do the work and pump out memories and ideas as you tell it

Steps to Organizational Change



Establish a sense of urgency



Create the guiding coalition – cross-functional & cross-level groups



Develop a vision and strategy



Communicate the change vision



Empower board-based action



Generate short term wins



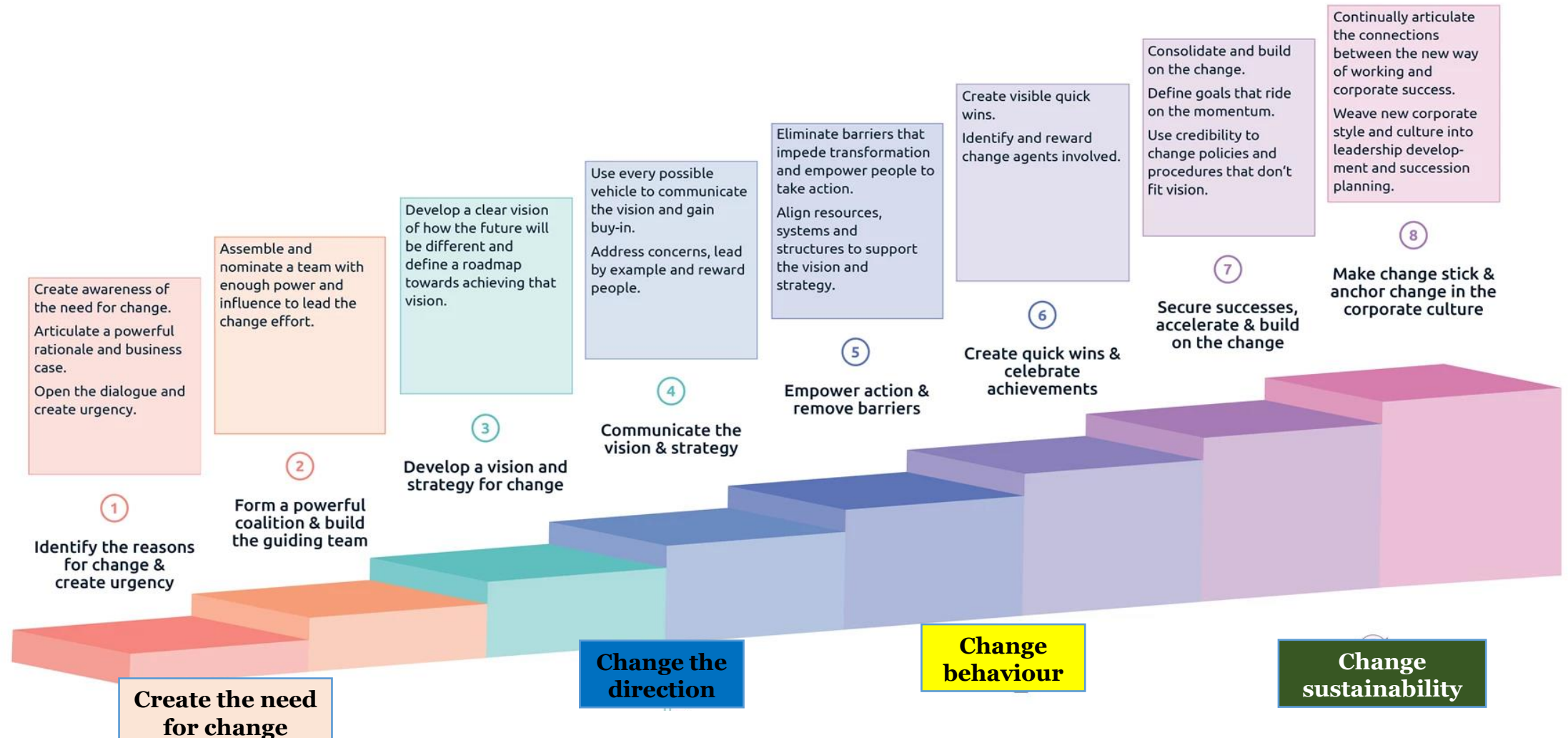
Consolidate gains and produce more change



Anchor new approaches in the culture

Creating a change management plan

THE UNITE 8 - STEP CHANGE PROCESS



Empower and support employees

Empowering team members in the workplace means giving them the tools, resources, and authority they need to take ownership of their work and contribute to the success of the organization. Here are some ways to empower team members:

Set Clear Goals and Expectations

Provide Training and Development

Encourage Autonomy

Give Recognition and Feedback

Provide Resources and Support

Create a Positive Work Environment

Set precise goals and objectives for your project

Play team-building games to foster trust and rapport





Cultivating a Culture of Innovation

Innovation



Developing Innovation

As a leader, developing innovative skills can be crucial in order to stay ahead of the curve and create new opportunities for your organization.

Cultivate a culture of creativity & innovation around you

Foster a growth mindset

Engage with diverse perspectives

Stay up-to-date with industry trends and developments.

Set aside time for innovation

Set aside a budget for innovation

Experiment & be a risk-taker

Developing your innovative skills requires a commitment to learning & growth, a willingness to take risks & dedication



Developing Agility



As a leader you must be able to improvise and adapt in the moment, and agility and adaptability are key to making that happen.



Successful leadership today requires building relationships and driving results in the midst of rapid change and complexity.

Developing Adaptability

ADAPTIVE LEADERSHIP

PRINCIPLES AND BEHAVIOURS

6. PROTECT VOICES OF LEADERSHIP FROM BELOW

Genuinely listen to the voices of conflict and dissent.

Adaptive leaders need to highly value the opinion of stakeholders at the 'coalface' of the problem, including people who might be seen as antagonists, and ensure that they have the opportunity to express their opinion.

5. GIVE WORK BACK TO THE PEOPLE

Empower others to lead. Adaptive leaders resist the temptation to tell people how to solve complex problems. They enable other people to come together, build a shared understanding of the problem and experiment with possible solutions.

4. MAINTAIN DISCIPLINED ATTENTION

Maintain people's focus on the tough questions. Adaptive leaders need to help stakeholders make sense of the complexity, focus their attention on the crux of the problem and clarify priorities.



1. GET ON THE BALCONY

Adaptive leaders are able to make time to detach from day-to-day work to see the big picture. This helps when making sense of a situation and explaining it to others.

2. IDENTIFY THE ADAPTIVE CHALLENGE

Technical problems may be obscuring a bigger complex issue. Complex challenges often have complicated technical problems embedded within them. Adaptive leaders are aware of both, and work with stakeholders to ensure an appropriate leadership style is adopted to address the challenge.

3. REGULATE DISTRESS

Apply pressure for change – but not too much. Strike a balance between having people feel the need for change and being overwhelmed by change.

Developing Creativity



Creativity and innovation are crucial components of leadership necessary for change and innovation.

To become a more creative leader in a busy, thriving workplace:

Developing Positivity

A **positive mindset** is essential to organizational change and innovation because it helps approach challenges with a sense of optimism, resilience and less resistance.

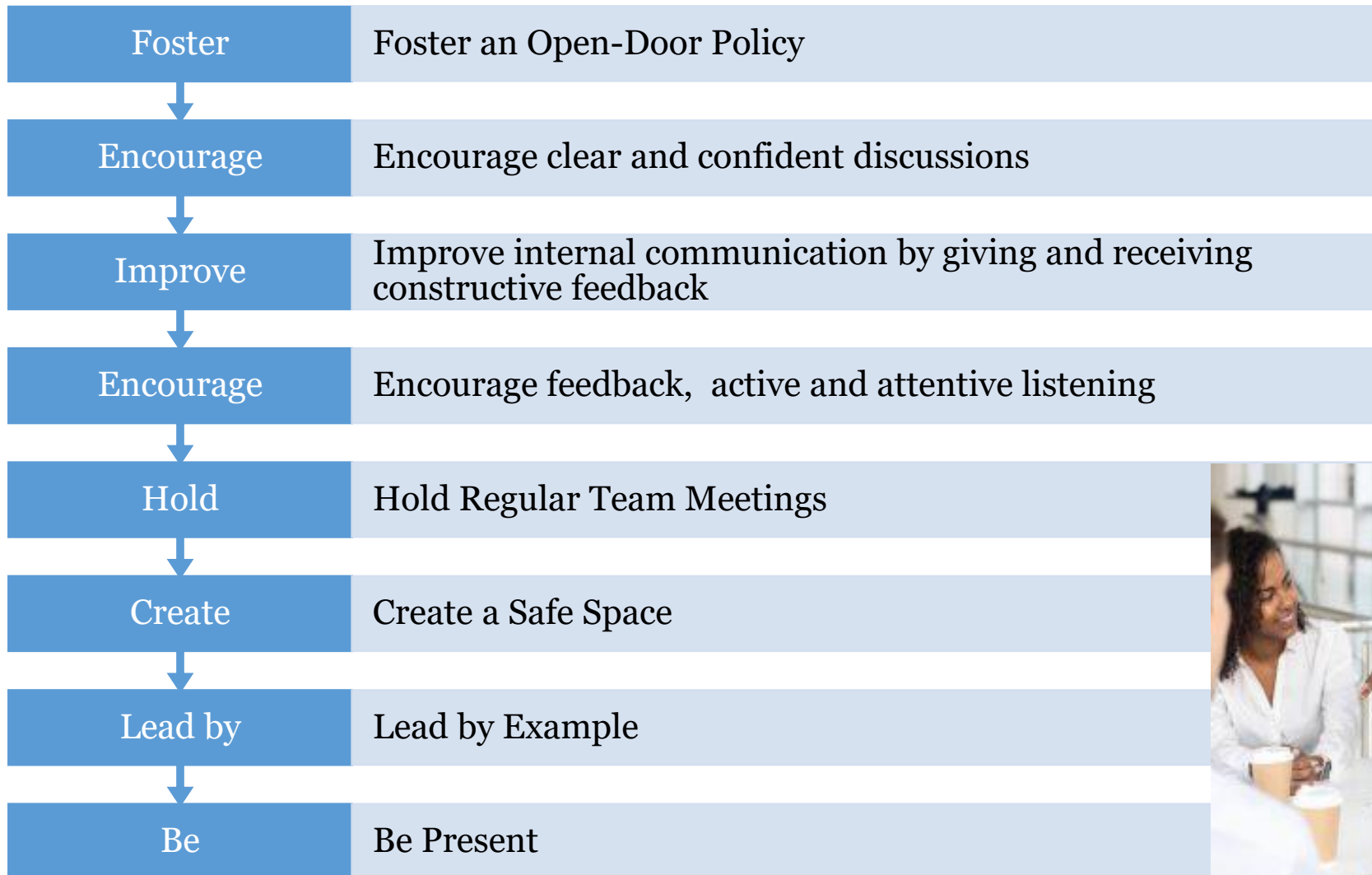




The Leaders role in fostering change & innovation in the workplace

Encourage open communication

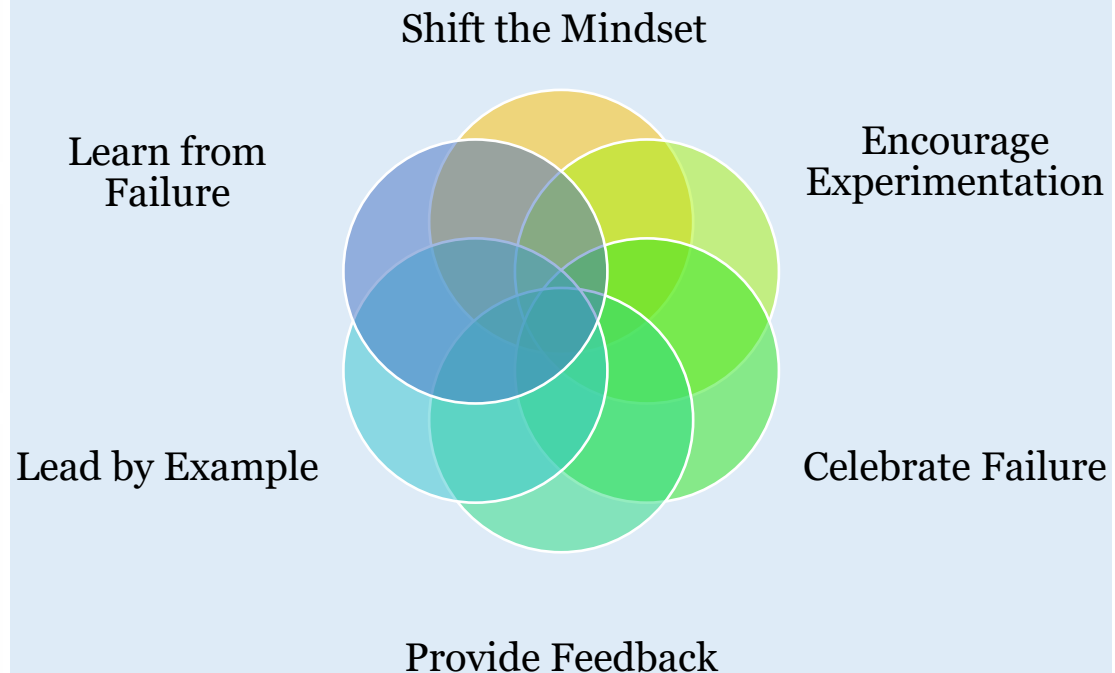
By promoting open communication, employers can create a more productive and engaged workforce, where everyone feels valued and heard by doing the following:



Embrace failure

Embracing failure in the workplace means creating a culture where employees feel comfortable taking risks, learning from their mistakes, and using failure as an opportunity for growth and improvement.

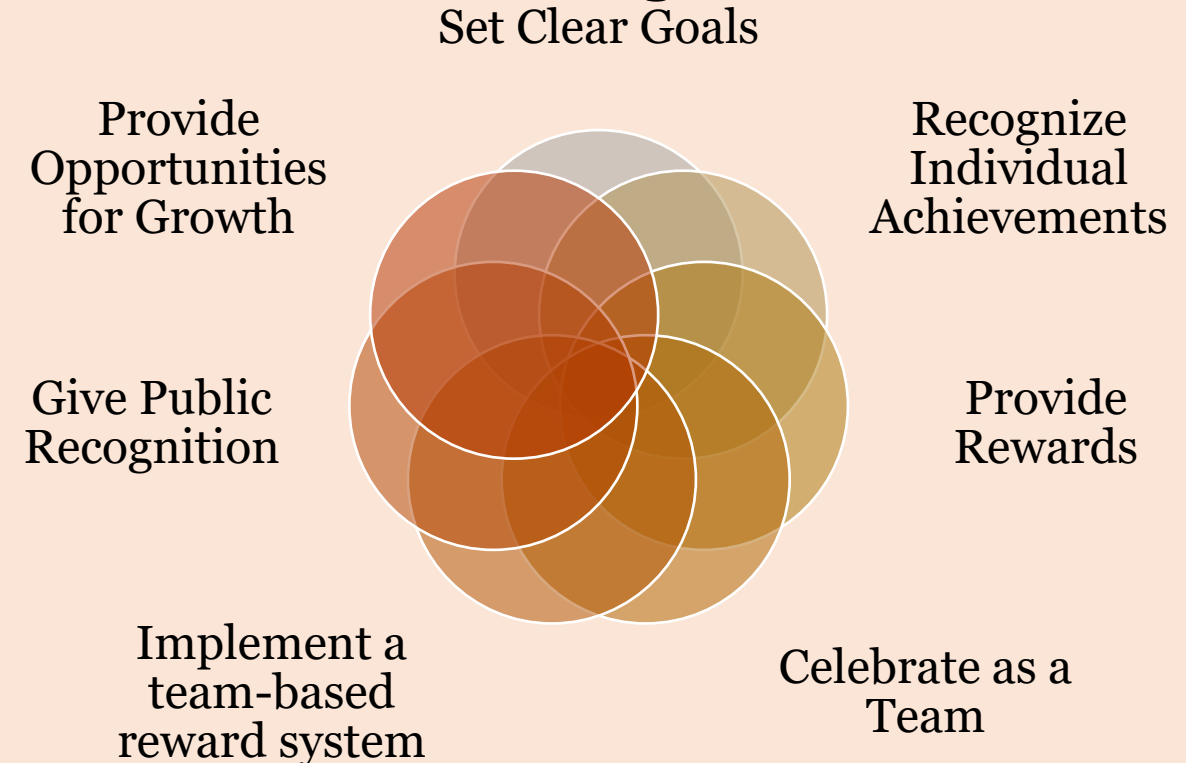
Embracing failure



Celebrate success

Celebrating success in the workplace is an important part of building a positive and motivated team culture. Recognizing and rewarding employee achievements can help to increase engagement, boost morale, and create a sense of camaraderie.

Celebrating success



Create a culture of experimentation & risk-taking

Encouraging a culture of experimentation and risk-taking in the workplace can help to promote innovation, creativity, and growth. Unfortunately, this culture is lacking in our immediate environment.





Overcoming Challenges

Resistance to Change & Innovation



Peer pressure



**Disruption of
cultural traditions or
group relationships**



Personality Conflicts



**Lack of fact or poor
timing**



**Non-reinforcing
reward system**

Sustaining change and innovation efforts Lewin's Change Model

- 1. Unfreezing – creating the motivation to change**
- 2. Changing – learning new ways of doing things**
- 3. Refreezing – making the new ways normal**



Conclusion

Conclusion

Organizational Change and Culture of Innovation is not as difficult as it seems. **It requires leaders who are adaptable, creative, collaborative, and effective.**

By embracing failure, listening carefully, being present, taking risks, and building on others' ideas, leaders can create a dynamic and engaging work environment that allows for positive changes and fosters innovation and growth.

This is new mind shift is important in today's world as it serves as a key to unlocking greater potentials.





Case Studies

Two companies & their contribution to economies



VS

NOKIA
Connecting People

According to various sources, Apple's net worth as of 2023 is estimated to be around \$2.5 trillion, making it the first company to reach this milestone.

This means that Apple's market value is more than the gross domestic product (GDP) of most countries, and more than the total value of some stock exchanges

Nokia was viewed with national pride by Finns, as its mobile phone business made it by far the largest worldwide company and brand from Finland.

At its peak in 2000, Nokia accounted for 4% of the country's GDP, 21% of total exports, and 70% of the Helsinki Stock Exchange market capital.

Exemplary Leaders who led Organizational Changes & Promoted Innovative Cultures



S/N	Case Study	Learning
1.	<p>Jack Welch at General Electric</p> <p>Jack Welch was the CEO of General Electric (GE) from 1981 to 2001. During his tenure, he transformed the company into one of the most successful and profitable businesses in the world. Welch was known for his leadership style, which emphasized the importance of taking risks, encouraging innovation, and rewarding high-performing employees.</p>	<p><i>the qualities of a successful leader and the importance of developing a strong organizational culture.</i></p>
2.	<p>Steve Jobs at Apple</p> <p>Steve Jobs was the co-founder and CEO of Apple, a company that revolutionized the tech industry with its innovative products like the iPhone, iPad, and iPod. Jobs was known for his creative vision, attention to detail, and his ability to motivate his team to create products that changed the world.</p>	<p><i>the importance of creativity, innovation, and vision in leadership.</i></p>
3.	<p>Indra Nooyi at PepsiCo</p> <p>Indra Nooyi was the CEO of PepsiCo from 2006 to 2018. During her tenure, she transformed the company's product portfolio to focus on healthier options, while also investing in sustainability and social responsibility. Nooyi was known for her ability to balance the needs of various stakeholders, from shareholders to customers to employees.</p>	<p><i>the importance of stakeholder management and the role of social responsibility in modern leadership.</i></p>
4.	<p>Elon Musk at Tesla</p> <p>Elon Musk is the CEO of Tesla, a company that is revolutionizing the automotive industry with its electric cars and renewable energy solutions. Musk is known for his innovative approach to business, his willingness to take risks, and his ability to inspire his team to achieve ambitious goals.</p>	<p><i>the importance of risk-taking, innovation, and vision in leadership, as well as the challenges that come with leading a disruptive and fast-paced business-like Tesla.</i></p>

Leadership is not about title, it's about how you have solved problems, created impact and value, positively changed the world and created more leaders.....

