

# Driving Change & Executing Plan

*"Inspiring Executive Excellence Beyond the Pace of Change"*



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# *The Core Competencies Required to Lead a Team in International Credit Management*



*“Creating Greater Significance in a New Era”*



# Syntesis Global™ LLC

- Specialized Management Consulting firm
- Global expertise working with top Fortune 50/100/500 organizations within the public and private sectors
- World-Class Executive Coaching, Leadership Development, M/A Integration, Performance Management, Career Transition, Personal Branding
- Industries served: Aerospace, Energy, Technology, Utilities, R&D, Pharma/BioTech, Manufacturing, Financial, Healthcare
- Seasoned consultants with international expertise
- Hundreds of participants served annually



# Webinar Outcomes



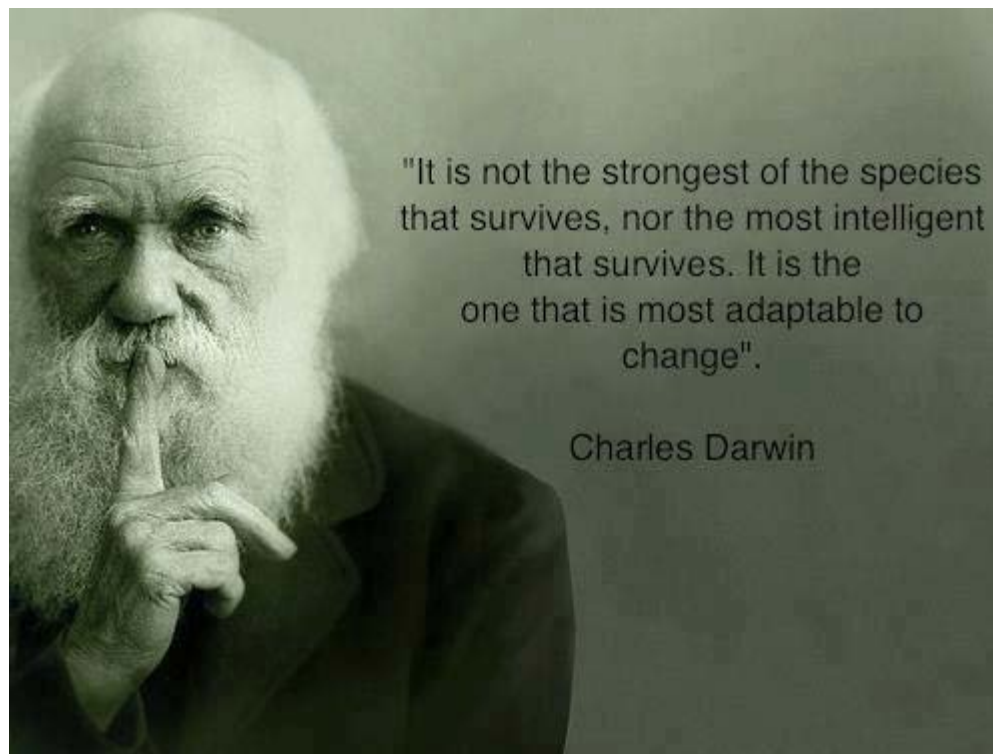
1. The Psychology of the Change
2. Creating Business Alignment
3. *Conscious Leadership*®
4. The Change Management Process
5. Performance & Execution
6. Mastering Your Craft

# The Nature of Change



Why do most leaders fail to launch effective change initiatives?

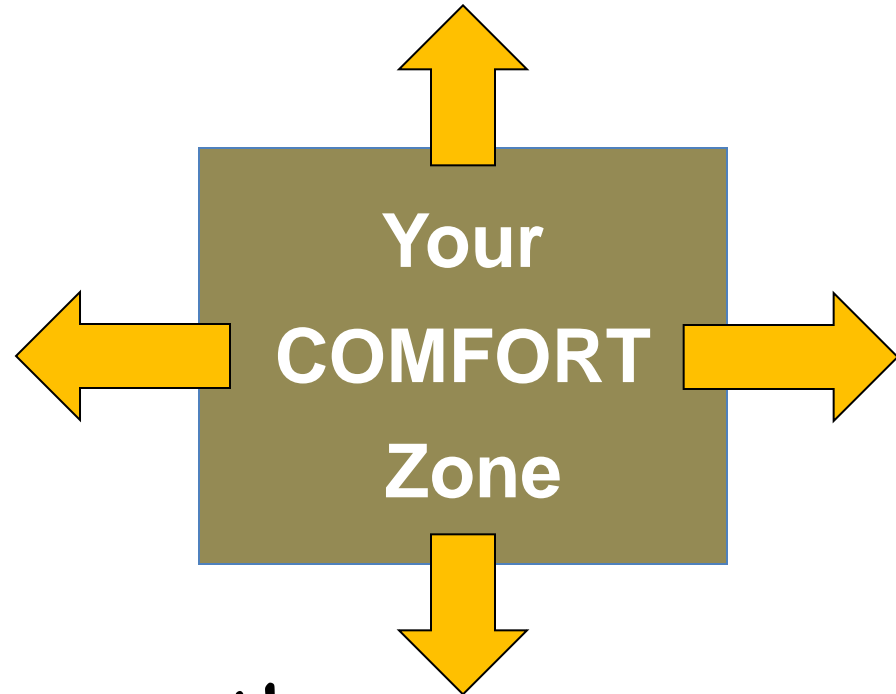
# Thought for the day...



# Definition

*“Change Management is applying techniques and tools to manage the people-side of change to achieve the desired results with minimal disruption or negative side effects.”*

# "Think Around the Corner"



Don't MSU!



# Perception

## QUESTIONS?

What are the Implications for  
Leadership, Strategy & Direction, in  
a Changing Global Business Era?



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R&D Trade Agreements Taxation Corporate Governance

Risk

# The Impact of Change



Stockholder Middle East

Equity Growth Quarterly reporting

Cash Optimization China

Financial Controls

Technology & Science

Automation

Pace of Change

Risk Management

Threat of terrorism

Globalization

Bail-Outs Foreign Debt



City Ordinances

Pressure on short term performance

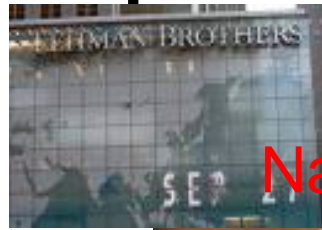
Union Negotiations



CHRYSLER 10



Profitability



Leadership



BREXIT

Politics

DEBT

Quality

Tax Reform



National Security



Gov't Grants

Gov't Intervention & Controls

Pressure on short term performance

Regulations

Service

Corporate Scandals

Recession

EPA

M&A Activity

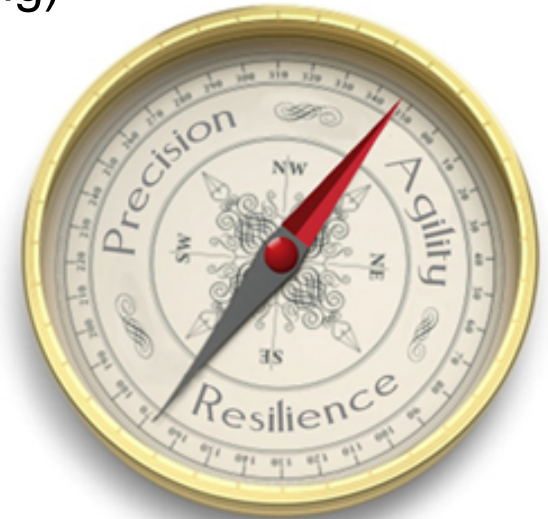
Policies



<http://www.youtube.com/watch?v=0eUeL3n7fDs&feature=related>

# The New Normal

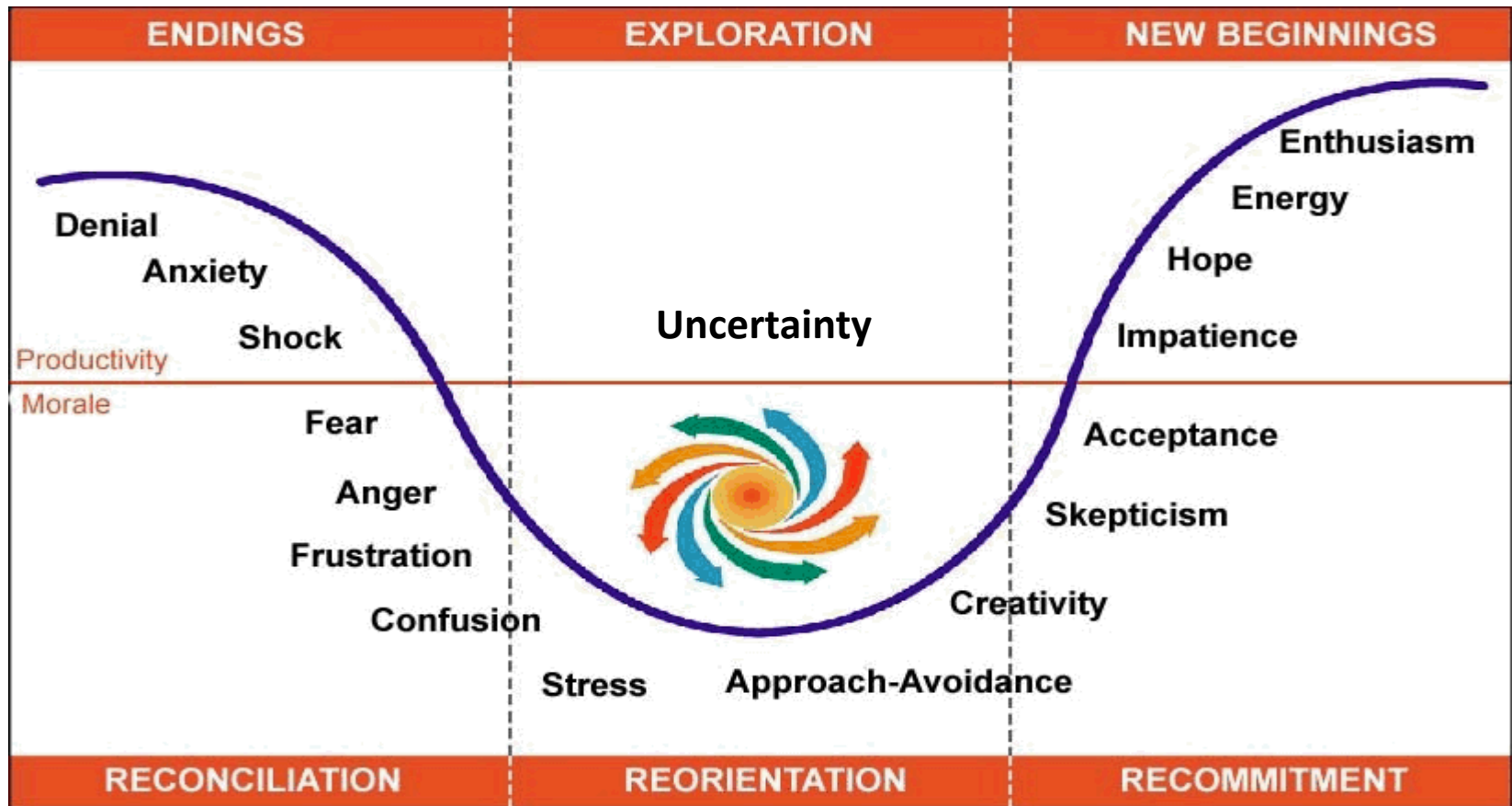
- The Paradigm of Global Business has Changed
- Clear Leadership Communication is Vital to Success
- Power of Strategic Vision is Key: Differentiation is an Imperative
- Social Media
- Global Logistics & Supply/Chain (Off-Shoring)
- Quantum Technological Advances
- Unleashing the Power of People
- Motivation & Morale are Essential
- Strategic Alliances
- Change Agents will Thrive
- Career Instability



# Culture Shift



# Psycho-Emotional Process of Change



Requires letting go of the old

Requires information to generate new directions and options

Requires taking action

- *Internal Process of Change,*  
By William Bridges



# Vision: Business Alignment

## PRECISION

Thought Leadership

Managing Change

Global Alignment

Organizational  
Objectives

Leadership Vision

Trust, Support  
Collaboration,  
Communication

Vision / Innovation

Strategic  
Growth Plan

## AGILITY

People Leadership

Goal-Setting

Quality & Service  
Imperative

Empowerment  
"Buy-In"

Interpersonal  
Relationships

Performance  
Management

Technology/Systems

Adaptability

## RESILIENCE

Results Leadership

Business Drivers

Financial Controls  
& Responsibility

Accountability  
(Metrics)

Closing the Gaps

Optimization  
(Follow-up)

Commitment

Re-Calibration

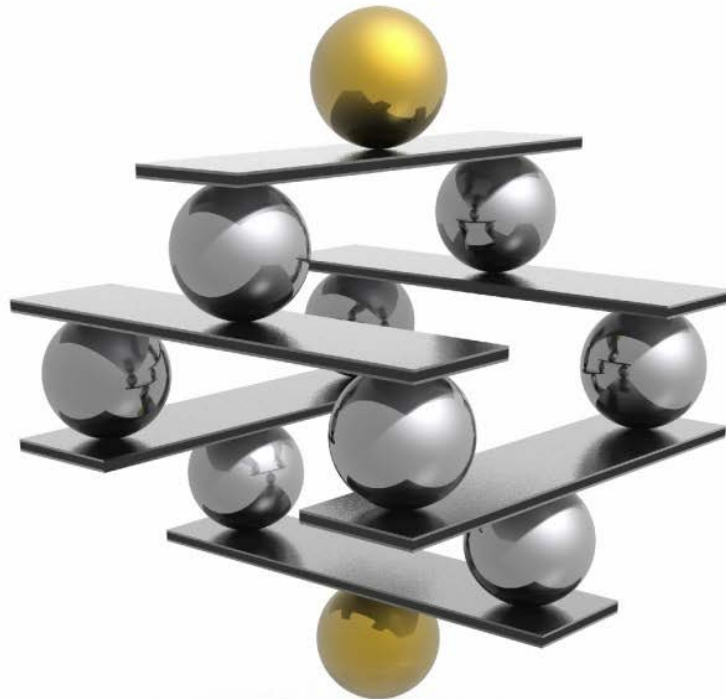


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"Creating a Culture of Excellence" The 3 Awareness™

# *Precision*

*"Where are we?"*



Thought Leadership

# Change Planning Cycle





# Strategic Change Gaps

## 11 Reasons Why Most Leaders Fail to *"Drive Change"*

1. Lack of **Vision**
2. Inability to tell a *"Business Story"*
3. **Exposure** (Segmentation)
4. Closing the *"Obstacle Gaps"*
5. Systemic **Disequilibrium**
6. Small & **Short-term** wins
7. Failing to create *"Buy-In"*
8. Lack of **Passion**
9. **Unifying Coalition**
10. Failure to **Re-calibrate**
11. Intellectual **Complacency**

# "Conscious Leadership"® Values

## Respect

Listening

Inquiry vs. Advocacy

No Blame/  
No Fault

Collaboration

Mentoring

No Zingers

## Trust

Positive Intent

Confidentiality

Win-Win

Direct to Source

Truth &  
Information

Support

## Integrity

Authenticity

Commitment

Roles &  
Responsibilities

Consistency

Accountability

Dependability

Credibility

## Communication

Clarity

Solutions-Focused

*"No Surprises Rule"*

Honest Feedback

Inclusivity

Follow-Through  
& Closure



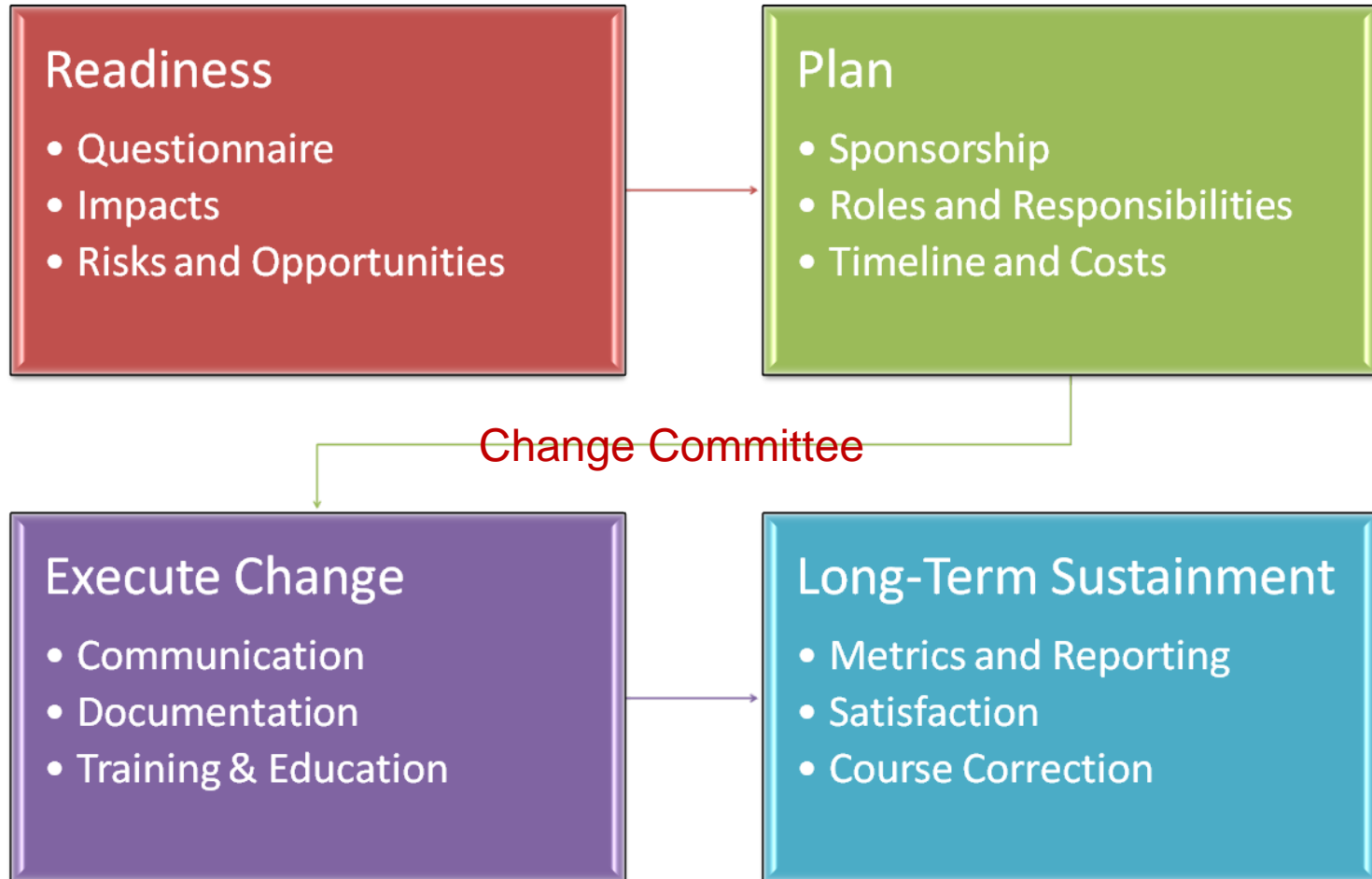
# Agility

*"How do we get there?"*



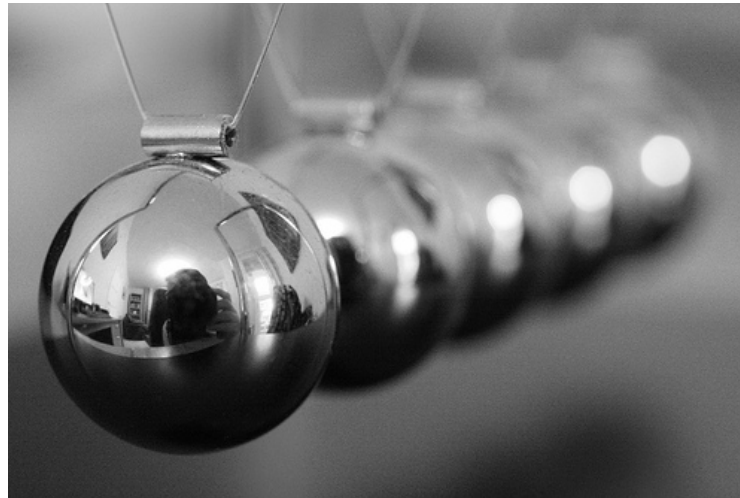
People Leadership

# Strategic Communication Plan



# Resilience

*"How to sustain?"*



Results Leadership

# C.A.P.T.U.R.E.™ the Excellence

Communication Model



*“Big Picture”*  
Outcome

Who, What,  
When, Where,  
Why & How?

Accountability

Metrics

Listening

Elevate Others

Build Trust



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# Effective Change Strategy

- Business Growth Plan
- Individual / Organizational Alignment

Growth: ROI/ROT

Market/Customer  
Expectations

Risk Management

Negotiations

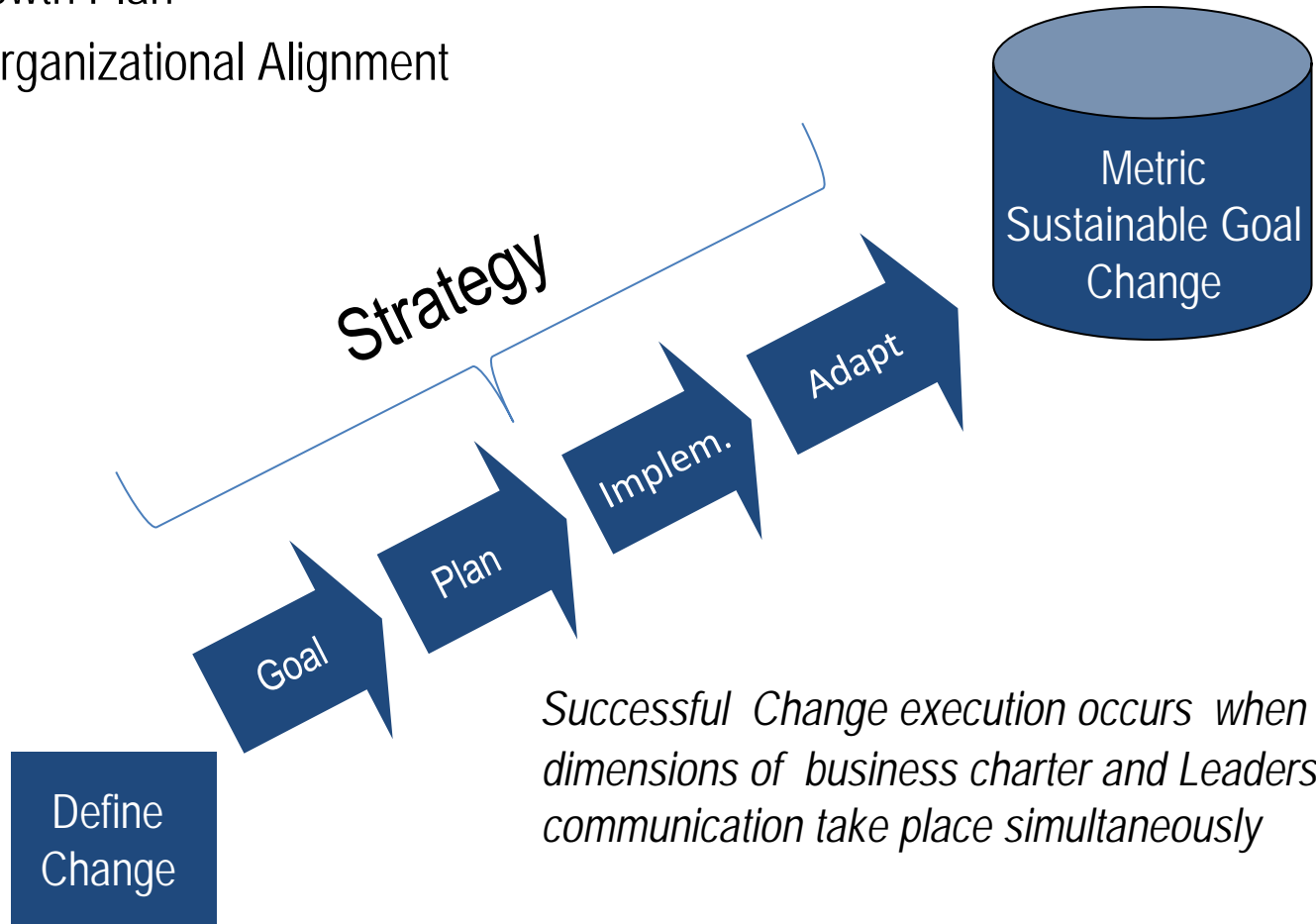
Internal Teams

Credit Terms

Compliance &  
Regulatory

Relationships

Policies



Conscious Leadership® "Buy-In" Operational Competency Accountability



# Summary

## Expanding Spheres of Influence

1. **Increase your visibility**
2. Master your Craft & Effective Communication skills (presence)
3. **Focus on the future**
4. Lateral Power: Shift emphasis from transactional to relational
5. Get input from stakeholders
6. Build networks: Trust; Confidence; Composure
7. Language—appeal to heart as well as the mind
8. **Ask compelling questions / Question assumptions.**
9. Shift from being problem-spotter to problem-solver
10. Essence vs form
11. **Sell Solutions (*compelling "story"*)**





# A Different Level of Thinking

*"It's not about doing different things...  
It's about doing things differently."*

*- Syntesis Global*

# Conclusion

- ⦿ Know your audience
- ⦿ Communicate your plan during change
- ⦿ Build credibility & trust
- ⦿ Remember:
  - Alignment: Vision, Mission, Values & Goals
  - Commitment to Excellence
  - Clarity of Intent
  - *"Big Picture"*

# 2017 Leadership Webinar Series

## Upcoming Events:

- April 20<sup>th</sup> - Adapting to New & Demanding Roles
- May 25<sup>th</sup> – Thinking Strategically
- July 27<sup>th</sup> – Building Relationships with Key Stakeholders
- August 31<sup>st</sup> – Executive Decision Making
- September 28<sup>th</sup> – Driving Accountability
- October 26<sup>th</sup> – Driving Change and Executing Plan
- November 30<sup>th</sup> – Conflict Resolution

**Contact  
NACM about  
Registering  
for a 3 Pack of  
Leadership  
Webinars**





# Thank You!

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*It's not about doing different things, but about doing things differently*  
– Syntesis Global

# Executing Plan

1. Anticipate: *"Think Around the Corner."* Through *Conscious Leadership*® principles, engage stakeholders to understand change. Manage differences and *create "buy-in"* to ultimately drive the organization forward. **Rally team around a compelling strategic vision, mission, values & goals.** Ensure resources, commitments and accountability metrics are in place.
2. Adaptation. Embrace uncertainty. Be vigilant. Innovation & Trends.
3. Challenge: Challenge assumptions. **Examine uncertainty.** Reframe problems & root cause. Flexibility.
4. Interpret: Be curious. Connect multiple data points in new and insightful ways to make sense of complex, ambiguous situations. **Use both analytic reasoning and seasoned intuition.**
5. Decide: Critical decision-making. Courage. Make tough choices. **Balance long-term investment for growth & development with short-term pressure for results.** Balance speed and options when making complex decisions.
6. Align: Engage stakeholders to understand change. Manage differences and *create buy-in* to ultimately drive the organization forward. Rally team around a compelling strategic vision, mission, values & goals. Ensure resources, commitments and accountability metrics are in place.
7. Metrics: **Measure success; Communicate learning and failures.** Document best practices and identify steps toward effective implementation. Be innovative. Follow-up.

