

CHANGEALIZATION

THE 3 MONK WAY

**THINK
OUTSIDE
THE
BOX**

**THINK
INSIDE
THE
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A Complete Practical Guide for Change Management & Digital Transformation Process
in the Digital Era with the new world of industry 5.0 and Web 3.0

JASVIR SINGH NAGI



CHANGEALIZATION

THE 3 MONK WAY



**A Complete Practical Guide for Change Management & Digital Transformation Process in the Digital Era with
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“

Thank you for adding this book to your collection !!

”

Changealization is part of a tri-series and the second one, in the series. The endeavor for the series was to encapsulate transformation in the change environments through personal change, organizational change, and, priming ourselves for creating environments for us to be successful in relationships, careers, and investments for a secured financial and prosperous future.

Since Changealization deals with a topic that required a regimen that is followed through a strict templated format, which will be used repeatedly in its customized format, we have added an offer to this book for the benefit of the readers and practitioners.

This book comes with a 50% discount for a change management course along with free usable templates for your Change Management Program.



This book comes with an 80% discount for a change management course along with free usable templates for your Change Management Program. This Change Management Course is the 5th level of our RISEUP Framework Program and includes other topics, including Digitalization and an exclusive membership to RISE 5 Circle, as well.

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This book has been compiled to provide guidelines for change management and processes for accomplishing successful changes in personal and institutional requisites. This can be used for startups, small and medium organizations as well as large conglomerates. The author is an expert in the field but has used named references wherever applicable and acknowledged the references accordingly. The intention is to provide expert guidelines that may aid in understanding, and meeting business requirements with the changing environments in a different era of its cycles.

*“To improve is to change,
To be perfect is to change often”*

- Winston Churchill

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Let me also extend my gratitude towards my mentors and leaders, from whom I garnered practical learnings to except and adapt to ever changing situations in the most adept manner possible, with least resistance, making the cause potent for greater good.

My special thanks to the real life TIB, TOB and SOM (who didn't want their names disclosed) for knowingly and unknowingly sharing tremendous knowledge. This helped in thinking and putting strategic portions of the book in the most practical way that will help individuals and organizations alike to implement them during their transformation journey.

CHPT 1 : INTRODUCTION

Change, as we know is the only constant and inevitable in our life. The world is more connected and interconnected than ever before due to technological developments, globalization, and competition due to faster communication and dissemination of information.

We have blurring lines between Information age and Digital age being used interweavingly while definition for Industry 4.0 is still coming to terms, we have Industry 5.0 shining on us with some of its outcome already in main stream. With all things moving at the speed of change, we have access to collective intelligence of the world on demand and are thus, exposed to more ideas and resources than ever before. Those ideas are resulting into an accelerated innovation system which can be compared to the Red Queen effect. The Red Queen effect, is a theory which suggests that organisms must continually adapt, evolve, and grow not merely to gain reproductive advantage, but also to endure while opposed against ever-evolving rival organisms in a changing environment. This is giving rise to severe competition amongst individuals and their peers as well as for competing organizations. Organizations and their businesses keep on ploughing resources to realize that they exist to survive and not really to win due to ever changing environment and technology. So, thinking out of the box by envisaging the future, but thinking inside the box to know what are the current resources that can be expended, becomes of paramount importance before a change or a transformation journey takes place to adapt to the new changing paradigm.

The new changing paradigm due to internet and faster, better communication has resulted into digital nomads of the new world, living by their own terms. The remote work culture is appearing to stay forever, and smaller businesses, solopreneurs and individuals have sprung up faster and quicker than ever before to adapt and run their passion with newer business models to produce more efficient outcomes. This is showing the effect of rising consciousness and a global mind shift in the way we work, communicate, and relate to our changing environments. This shift in individual behavior is enforcing larger organizations to adapt to the new paradigm by changing or transforming:

- Employment models and Human Resource policies
- Training and schooling systems
- Healthcare provisioning
- Environment for mindfulness
- Technology systems

People, Processes, and Systems along with their Purpose are the key elements of any operation. Processes are usually used to create systems which in turn use technology to enable people to work faster with better efficacy. Hence change usually occurs in the way people and the way they think, adapt

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and work in the new systems. These systems usually comprise of processes and technology, where technology plays the part of executing the processes for better efficacy. So, the anticipated change comes about in people with the advent of newer faster technologies and their adaptation in a new system.

The change can be defined as tactical steps towards an ideal short-term goal. In large organizations this happens tactically with progressive steps through process changes using technology which is followed by training humans to adapt to those new processes by using the underlying technology. When a series of such changes are applied strategically to change in form, nature or appearance is termed as transformation.

Transformation in Humans could be a state of change in one's appearance, change of emotional state, or a change in behavior. In case of organizations or businesses it could be a change in the business model or a change in management strategy which can be any repositioning, shift, or fundamental change in business operations.

To achieve such transformational goals at organization level, it is usually bucketized in form of Human-based change management and Technology-based change management. A collective approach to meet organization goals, in both these buckets result in an Organization Transformation.

Research has suggested that almost 70% of all transformations fail due to various reasons, some are known others can be questioned. A transformation journey requires deep tenets for its successful effectiveness. To carry out this journey through small incremental changes requires immaculate execution. Each change usually results in expanding an inclusive participation by various stakeholders with various unknown mind sets and with other unknown variables, for instance, increase in budgets and timelines compared to the original plan. Hence it requires dedicated teams and offices being created for achieving successful transformation goals. To be successful, specific principles would be required to be institutionalized for an inclusive participation and communication. Principles of change management and best practices usually require five tenets consisting of, Thinking, Planning, Executing, Management and Analysis.

One of the best practices suggested herewith is to establish a Strategic Operations Management (SOM) team. This team should focus on following a *TSRS* methodology namely *Timelines, Specificity, Regulation and Sandbox*. Timeline focusses on creating a time plan for each sub-changes with defined timeline and create a sense of urgency. Specificity to be laser focused on the problem area and the outcome required in the simplest and clearest way possible. Regulation deals with the methodology used along with the program resources identified collectively for each change and change area. Sandboxes are the pilots that will run before a full-blown execution to avoid resource and time leakage.

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Like human life, businesses go through various cycles. These cycles consist of a Starting phase followed by a Growth phase leading to Stability and Maturity ending in Degrowth or Decline. Though humans go through cycles in their limited time span and choose to adapt and transform as per their goals, businesses can continue to go through their cycles in repetition for a longer life span defined by themselves, if managed appropriately with changing times.

Success can be defined as progressive steps to achieve ideal goals. Change should have a defined outcome to be successful. A series of smaller changes result into larger transformation. A successful transformation that follows, as a result of such iterative changes, is defined by specific business goals largely consisting of:

- Achieving top line and bottom line with a long sustainability of their competitive edge
- Relationships with their stakeholders, partners, and the environment.

Same goes for humans in general. A series of successful changes, that each individual brings about to transform themselves should have an outcome in form of achieving their goals. These goals comprise of the following :

- To rise above their current state of being. This could be both inward and outward
- Having healthy relationships with family, friends, and their environment

With this philosophy of change and transformation, this book refers to an ideology using 3 monks as a metaphor representing 3 systems consisting of methodologies and techniques that are essential to bring about change and transformations in the fast-changing new world, we live in.

Their conversations dig deeper and expound change principles, its execution, and the management of change. This change could be internal on a personal front or at an institutionalized level for organizations, in various phases of growth, maturity and decline.

These monks are named as TIB, TOB and SOM and stand for *Think-Inside-the-Box*, *Think-Outside-the-Box* and *Strategic Operations Management*, respectively. These are most adept and competent in their respective areas of description. They share their experiences in personal growth and in dealing with three phases of an organization called SOUL (*Shaping Opportunities Unlimited LLC*) represented by “G” as *Mr. Grow*, “S” as *Mr. Stable* and “D” as *Mr. Decline*.

This book can assist changes and transformations in organizations seeking or improving current systems and methodologies for identifying their current cycles of growth, stability, and decline. The practical techniques and best practices, mentioned in the book can accelerate and successfully implement and manage changes and transformations through a defined system, for competitive

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advancements and achieving goals to meet the challenges of this new era of ever-heightened changing environments.

This can be of help for individuals who find themselves missing out on a larger purpose while they are serving their journey on earth. The systems and methods can be used to find their purpose and create ideal goals in a systematic way to achieve what they have set out themselves to achieve, for a peaceful life with progressive and ideal goals.

The narrative initiates with G travelling from Dallas to Austin for work from his current organization. He notices a Buddhist monk sitting in the opposite bench, while waiting at the airport. G noticed that the monk had been regularly greeted by various people in manner of touching his feet, which he had been regularly avoiding by holding them by their shoulder followed by holding their hands in a manner of clasping with his own. It appeared that the monk was a popular figure and was an important person in the commune. He had a sort of a peaceful smile and his act showed glimpses of extreme humbleness.

CHPT 2 : CURRENT TIMES

*“Standing still is the fastest way of moving backwards
in a rapidly changing world”*

– Lauren Bacall

G took up the courage to go and sit next to the monk and introduced himself and presented his visiting card. The monk nodded his head in response and took the card. G went on to say that he works for an air conditioning company and lived in Dallas. The Monk acknowledged again with a nod. This was a one-sided conversation for now and yet G, who usually is an introvert and is used to usually keeping to himself, was very comfortable doing this monologue with this monk, .

G further mentioned “I couldn’t help notice the way people were greeting you and the way you have been responding, this has really built up a sense of curiosity to understand what makes you different than the other monks”. At this point the monk responded with a smile and as though he came out of his deep thinking and meditative mode to respond.

The monk mentioned “I noticed the curiosity when you were sitting on the opposite bench, I would have come and met you as soon as I would have finished my meditative mantras, which I just did”. G was taken aback, not even once did he notice that the monk had seen or noticed him. It just occurred to him that monks usually have a very high level of consciousness due to steady state of their meditation.

The monk introduced himself as “TIB” and mentioned that he runs and manages monasteries handed over to him by his ancestors and was in Dallas to participate in the annual event with his fellow monks. G responded, “I never knew there is an event for monks as well”. TIB mentioned that he was on a mission to have one million monks rise in their emotional state by being in a constant state of highest vibration. While this was TIB’s personal goal, he was himself going through enhancing his vibrational state to its highest state. He further mentioned “My goal is currently not defined since I have not given a particular timeframe in which I would like to achieve this goal since, I am not very clear for now. I hold these events to see and gauge my progress in form of pilots with smaller group of monks. These events help me to interchange my thoughts with my dear friend’s “SOM” and “TOB” who have also helped me in accelerating and crystalizing my plan to formulate my goal. My larger vision is to prepare

my fellow monks to take the vision, believe in it and make it their own, and in the process of doing so, manage monasteries all over to help the human race in achieving their goals and make this legacy continue to form a better world around us. I think of my monasteries as self-running systems using best practices in management, like great organizations do. My fellow monks, that are chosen, have run their own businesses and multi-million-dollar organizations, and have now moved in the direction to help others in achieving their own goals. This itself has given them prosperity and I have witnessed them grow as individuals and their businesses have been prospering in their absence due to the systems they have put in place. All this became possible once they changed their thinking and laid down clear goals to be achieved in their determined time". TIB's larger purpose is to help and grow his monasteries in the most efficient way to meet the challenges of *changes* in the world and give the most conducive environments to his fellow monks to grow and prosper in current times and continue the legacy in the future.

This made G start thinking, What are his own goals? What is changing around us, that TIB is laying his emphasis on? .

With this thinking they went on to their respective boarding gates. While G got comfortable in his seat and started checking his mails, he saw a text file pop up with a few attachments. This text was from TIB. The contents of the attachment were so timely, as though TIB had heard G asking his questions. In the attachment, TIB had sent the excerpts from his event that explained the pace of change, the things that are changing our world and a few suggestions to understand and cope up with these changes. The file was named as world @ speed of change.

WORLD @ SPEED OF CHANGE

The emergence of Industry 1.0 was circa 1784, industrial production began to change significantly with the development of mechanical production infrastructure using water and steam-powered machines. Industry 2.0 started its evolution in 1870 with the concept of electric power and assembly line production and focused primarily on mass production with workload distribution for better productivity. Industry 3.0 is known to have evolved in 1969 with the use of engineered electronics, for partial automation and the use of information technologies. Industry 4.0 followed its evolution in 2011 with the use of smart manufacturing to maximize productivity using emerging technologies of the future for achieving mass production and scale. The last two industry evolution took almost a century. But the fourth revolution has taken only 40 years which showcases the speed of change at 2.5X.

Industry 5.0 is dawning with its future evolution with various use cases in its prototypes that deal with the coexistence of human creativity along with smart machines having very high proficiency and accuracy. This human and machine coexistence has given rise to smart Co-bots (collaborative robots)

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and Human-bots (robots with near human cognitive skills), that perform tasks at great speeds, with high accuracy and predictive outcome at fractional costs.

Industry 4.0 standard has revolutionized manufacturing by integrating several smart technologies, including the Internet of Things (IoT), artificial intelligence (AI), cyber-physical systems (CPSs), cloud, and cognitive computing. The key objectives were to make manufacturing smart, by interconnecting machines, and devices that can control each other throughout the life cycle using process automation, thereby reducing human intervention. It focuses on improving mass productivity and performance by provisioning intelligence between devices and applications using technologies like machine learning and other respective smart technologies.

Along with industry revolutions and its enhanced smartness, Web 3.0 has dawned with its highly capable and matured usage for the interconnected world. It focuses primarily on Artificial Intelligence with principles of decentralized data architecture and edge computing infrastructure. All these technologies have grown exponentially in its maturity in very short cycles, which has made it challenging to anticipate and determine timelines of the change and adoption.

The above technology changes have resulted into some distinct trends which are a combination of

- Hyper connectivity
- Lower cost of transactions
- Unprecedented Engineering and Automation
- Variating demographics

This shift at rapid pace has forced individuals and organizations to think differently and to cope with such rapid changes with a focus back on key elements:

- Purpose
- Value
- Culture

The evolution of future prospects of individual skills with cognitive efficiency and capability of using machines for repetitive tasks becomes paramount, This will create competency in delivering globally dispersed projects with accurate outcomes. The speed of change along with the recent pandemic has accelerated the pace of learning, remote work culture and skill enhancing habits, to create digital nomads that now evolve the gig economy. They work from home, remote or from exotic locations with an object to deliver projects accurately at lower costs with highest predictive timelines. This change will force organizations to think differently in the way they operate to inculcate at least the following three tenets:

- Extremely Flat Structures

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- Prompt Decision Making
- Talent retention as the highest priority

This will be possible by :

- Accelerating Organization Learning Methodologies and Systems
- Creating Technology Platforms of tomorrow with Powerful Data related capabilities
- Creating an Ecosystem of high bonding with partners, employees, and other stakeholders

As businesses moves from an outlook of adapting to one of contending, with the passage of time, the best organizations and individuals will jump right into this extraordinary thawing chance before them to envision and create new frameworks and methods of association that are more adaptable, incorporated, strong, and eventually, more human. This speed of change along with their interweaved ecosystems will see themselves as interconnected frameworks that try to continually explore, fall flat, learn, develop, and begin the cycle again when the world changes next.

G continued with the next attachment which was titled “embracing change”, he assumed that this topic relates to embrace the speed and the changes that are happening around us.

EMBRACING CHANGE

The fundamental acknowledgment that top organizations embrace is that the resources will be depleting, and value of various resources will be changing continuously, in manner that cannot be tapped exclusively by an organization's conventional business regime. Organizations that take a holistic view of systems in operations and approach it with a level of fluidity that blurs boundaries between tactical approaches to meet their end goals, will be successful in adapting to the speed of change and embracing it for the next one. Sources and resources might be differently available due to such rapid changes and will be scattered globally. Organizations will need to be fluid to capture such resources, wherever they are available without any inhibitions of geographies and distances.

To do this effectively, organizations should adapt to the following four principles of culture with a systemic approach:

- Hybrid Work Model
- Outcome based work culture
- Flex work – How, where, when of work culture to ensure timely deliverables
- Trust building through better communication and team building with remote capabilities

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These approaches will enable employees to show their highest potential to produce their deliverables and will feel responsible and contributing to the larger purpose of the organization. A self-assessment routine will help these employees to learn fast and take calculated risks with loyalty to their employers with an independent entrepreneurial approach.

As similar approach for solopreneurs and self-employed individuals will require them to embrace the fast-changing scenarios by four adaptations :

- Fast paced learning of various core skills
- High efficiency and ethics for work delivery responses
- Technology capabilities and update with times of change
- Open and collaborative attitude

Organization and individuals at work should encourage mindfulness and physical health enhancement as an everyday routine. Sustainability and caring for our environment by becoming greener should be at the core of our value system. Humans take time to adapt as a response to their stimuli due to their complex biology and their brain to sense reactions. Being inherently lazy is prevalent in every human being due to our limbic system, our reptile brain, if you will. Our reptilian brain inculcates, the central structures found in a reptile's brain, the brainstem, and the cerebellum. The reptilian brain is reliable but tends to be somewhat inflexible and habitual. This causes challenges for us to adapt to newer environments and adopt new habits in our changing ecosystem. Hence when we try hard coping with our forceful intent, a lot many complexities are caused at the mind and brain level. If these are approached with mindfulness and awareness by training our mind, body, and spirit to respond appropriately as per individual capacities, the change, and the habits eases into our system with any adverse effects. Meditation, yoga, and similar physical and mindful activities can help us humans develop effectiveness in our systems to cope with all the changes around us to embrace such changes.

At this point G, was astonished to learn the pace of technology and the speed of its adoption which has caused rethinking by the world to get back to their drawing boards and rewrite their goals as individuals and for management of organizations as a whole.

The explanation on the change around us, the speed of change and the ways to embrace and adapt to these changes helped G understand the answer to his first question. This newly acquired understanding and his astonishment gave a sense of motivation for G to think through and write down his own goals and what does he as an individual would want to achieve within a defined timeframe. He gave himself time until he reaches home to think through his goals and establish a timeline for achieving these goals.

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G wrote back to TIB with a thank you note and mentioned that he was really motivated with his inputs and the conversation to think deeper for himself and his goals. G immediately received TIB's reply, this time with a scan of a card called the *Goal Card*, with a small foot note mentioning, "I keep this with me all the time" , and it mentioned two points:

1. Make 1Mn people adapt to RISE UP and prosper in next 5 years.
2. Support SOM and TOB and make monastery partners adapt to RISE UP

G realized the importance of a goal and its repetition to remind him repeatedly - *where is he heading ?*. But TIB's goal card raised more questions at the same time. G now wondered, why is "RISE UP" in caps? .

CHPT 3 : UNDERSTANDING CHANGE

“Be the change

You wish to see in the world”

– Mahatma Gandhi

G reached home and was able to think through his own goals well within his decided timeframe. While deriving his goals, he realized that he already had these goals dwelling within for some time and TIB had just triggered them to concretize them by writing it on a card and repeatedly reading it back as a reminder.

G had always imagined of getting away from his 9 to 5 and to start something of his own. He had spent a little under a decade in the air conditioning industry and was well aware of the technicalities and basic know-how of running his own show. He had joined his current organization when it was a small startup and had grown to a multinational over these times. He was always at the core of this growth being one of the earlier members in the technical team and now managing a part of the business. He was also aware of the pitfalls within the organization but never knew the reasons. TIB’s conversation and his excerpts on technology and its speed of change gave him a eureka moment of sorts to understand why things were going south for his current organization. This further inspired him to create and action his own goals.

He wrote down the following goals :

1. I will start, grow, and run a \$10 Mn air conditioning manufacturing and services company
2. I will grow my current relationships with my fellow industry colleagues and become their top 3 partners

Feeling enthusiastic about his action plan, he thought of sending his goals to TIB to let him know how motivated he was with their conversation. G received a response from TIB promptly, congratulating him on the clarity of G’s goals followed by a note mentioning “A goal is incomplete without a timeline”, “happy transforming”.

G now added a 3rd point to his goals:

1. I will start, grow and run a \$10 Mn air conditioning manufacturing and services company

2. I will grow my current relationships with my fellow industry colleagues and become their top 3 partners
3. I will do this in next three years by October of 2025.

With his Goal card ready with him in its laminated form and a big placard on the wall of his study room, he was all set to start his new entrepreneurial journey.

Next few weeks will see G working on his business plan and contacting his industry colleagues to garner support, followed by his resignation in the current organization, while he forms his own.

He started putting the nuances of the current pitfalls and the issues with his current organization, where he is employed, by thinking what he would change to ensure his organization meets its own goals. He started by putting in the constituents of the current anticipated changes along with the possible action and systems that he would incorporate to make his own new organization more astute for growth.

G updated TIB and wanted his inputs for understanding key ingredients of change and what influences these changes. He also requested TIB if there are different types of changes that one should be aware of to adhere to them in an informed way.

TIB's reply was, like always, very prompt. He mentioned that the information that he is providing is at an individual level as well as at a business and organization level, and that, G should not get overwhelmed, but relate to what best works for G for his improvisations.

TIB explained:

CONSTITUENTS OF CHANGE

Change being the new normal, the jury is still out there to figure out the speed of change. We, however, have seen that it is getting increasingly challenging to cope up with the changes around us. The usual cycle of GROWTH, STABILITY or maturity and DECLINE or degrowth has been observed repeatedly

