



BBBA EXECUTIVE LUNCH:  
Vision for Change -  
Leading Through Turbulent

2023

Flow Logic   
We enable transformation

24 January, 12 pm



**Leading Through Turbulent 2023**

## Guest speakers



 [Maya Milanova](#)

Maya is a Co-founder and Managing Director of Flow Logic. She is a board member of AIBEST and has over 20 years of business experience, pioneering and driving the development of the Bulgarian knowledge industry. She successfully led the settlement and transformations of several ITO and BPO centers in Bulgaria, involving governance, leadership, teams and process changes to deliver continuous performance and exceptional results.

Maya will always come with a smile and open mind. Using her natural agility and the ability to see behind what's on the surface, she would seamlessly lead uncertainty and ambiguity to embracing the right solutions that will enable businesses to grow.



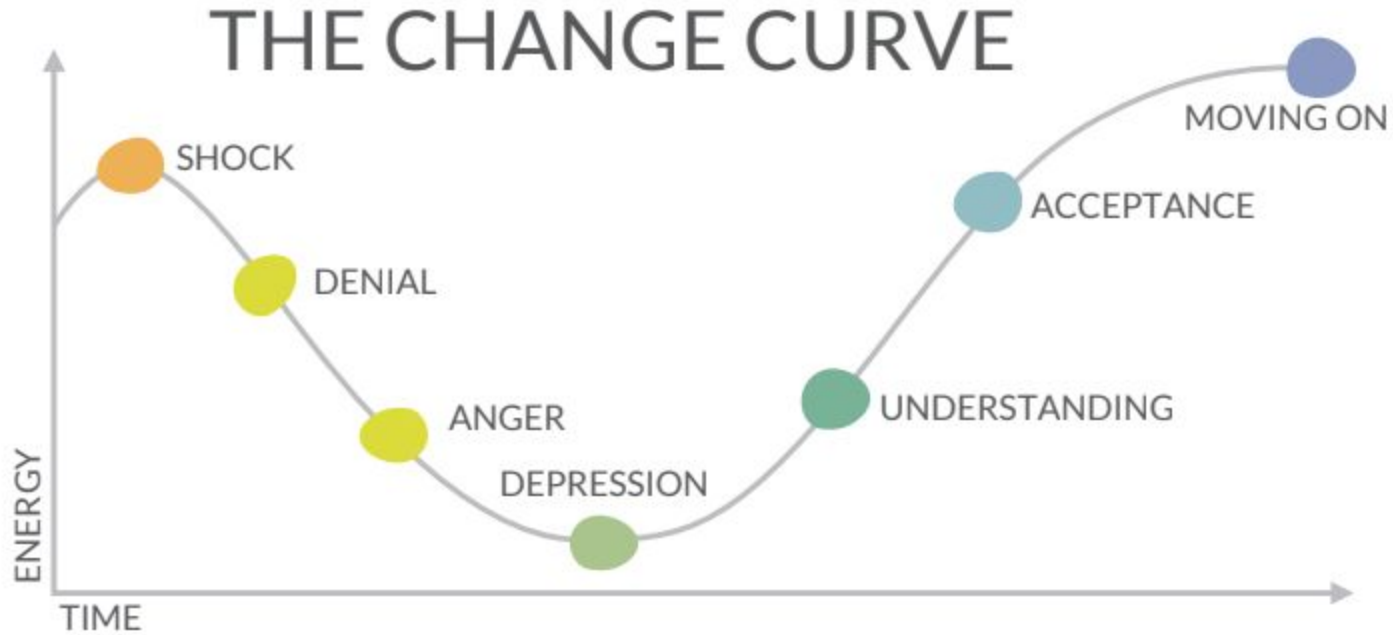
 [Irina Marina](#)

Irina is leading the Transformation and Change Management practice at Flow Logic. She is passionate about organisational change management, project management and capability building. Irina has an international track record of successful delivery of complex transformation and integration projects across a wide range of industries, including financial services, utilities, emergency services, construction and shared services.

Over 15 years, she has built strong relationships with clients and achieved desired business outcomes through strong communication and stakeholder engagement skills, as well as ability to operate effectively and accurately in a culture of change.

# Think about the biggest change you have experienced in your life





Let's get in touch if you would like to learn more about change management principles in practice

## At the onset of 2023

How is this relevant to your business and the bottom line?

What can we expect change to lead to?

- **Change fatigue** – employees are growing more resistant to change – in 2022, the Gartner Workforce Change Survey showed 38% of employees were willing to change work behaviours to support organisational changes (compared to 74% in 2016).
- **Uncertainty** – employees becoming disillusioned, confused, stressed and unmotivated; experiencing fear.

Change fatigue and uncertainty influence how people feel and this has a direct impact on their approach to work, and ultimately – your business.

**Productivity**

**Creativity**

**Organisational  
culture**

**Attrition**

# Why do organisational transformations fail?

**Lack of understanding**

**Capability to lead**

**Clear vision**

**Willingness to support**

**Capacity to support**

**Ability to engage and communicate**

Who is involved in leading change? HR? Managers? Or is it you?

Today we will take a look at 3 clear ways how you can improve change leadership in your organisation

## Your role as a leader

- Employees look to their leaders for clarity, guidance, support and cues on where they need to direct their efforts
- However, there are barriers that are holding leaders back. These obstacles include your own (very human) emotions of doubt, fear and uncertainty.
- To lead change, you first need to look after yourself. This does not mean that you need to become the change management expert.

Resilience is the ability to effectively adapt to change whilst maintaining a high level of effectiveness at the same time.





# The 5 change muscles

There are different ways to build change resilience. We want to bring to your attention **Daryl Conner's competency framework** for building change resilience.

## Positive

Trusting that you, together with others, can manage any challenge and build the needed capability.

## Focused

Focusing on what you can do and can impact.

## Flexible

Being ok with ambiguity, being curious to see and do things in a different way.

## Organised

Being structured and working through realistic plans.

## Proactive

Moving into action when the pieces aren't all in place. Trying out new approaches and taking risks.



## How can we train these muscles?

- Think about the biggest change you want to implement in 2023
- In preparation, you want to work on your change muscles to cope with the change more effectively.

### Organised

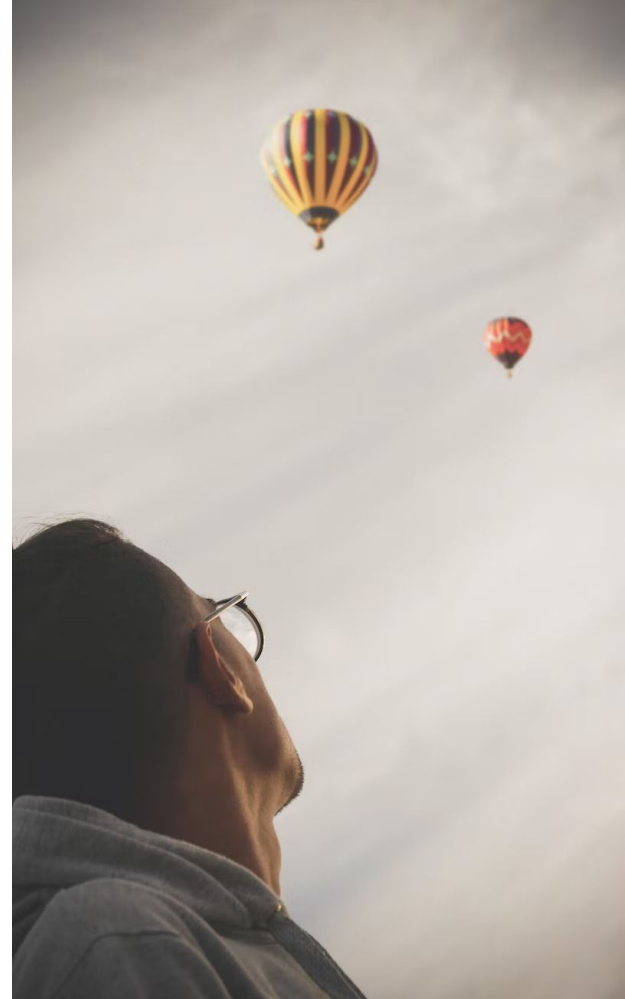
Break the change into bite-size pieces. Step by step you can make the transition easier, instead of taking a giant step at once. A giant step is likely to be more painful and take longer to prepare for.

### Proactive

Getting started even in times of uncertainty and when there are many unknowns. **A safe environment** is what helps people have the courage to take moderate risks and experiment new things. So try building a safe environment for yourself and your organisation.

## Vision for change

- The change journey starts with defining the change vision, the desired future state, the north star
- The main 2 questions we need to answer are:
  - What is the vision?
  - Why is it important?
- When these questions are answered, clear messages can be developed to support the impacted employees throughout the change



# How do we define the change vision?

## Where are we now?

- What is our current state?
- What are our current strengths and challenges?

## Where are we going?

- What is the future state that we are reaching for?
- Why is the change important to make?
- What are the change benefits?
- What is the consequence of not making the change?

## How do we get there?

- What needs to change to reach our vision?
- How will the change be phased and sequenced? What are the steps that take us there?
- Who do we need with us to make the change happen?

## Compelling messages

- Make it clear why change is needed and how it leads us towards reaching our company's vision
- Let's say a new system is being rolled out and it will impact both your Planning and Sales teams in supply chain operations.
  - For the Planning team, the system will mean improved **planning horizon**
  - For the Sales team, the system will mean improved **customer experience**

### Planning

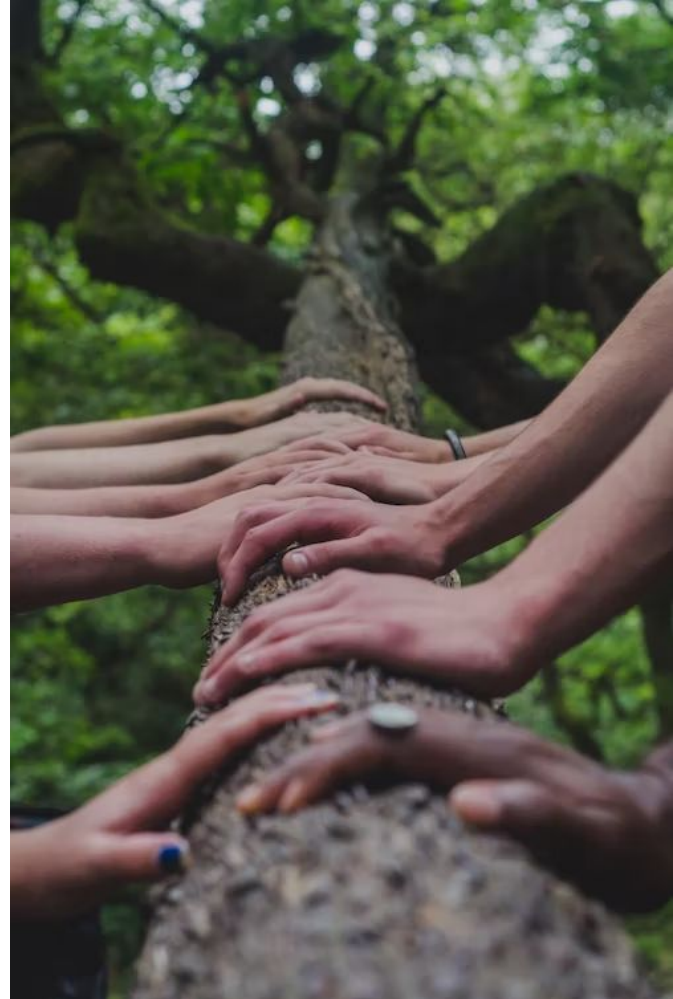
'I have access to real-time data or customer orders and this improves the accuracy of my planning activities.'

### Sales

'I can track units en route and can provide my customers the expected date for delivery with confidence.'

## You are not alone

- Senior and middle management need to step into the change leadership role and coach the employees they lead through the change.
- This provides the best chain of communication because employees are likely to be most receptive to the manager they work with every day.
- Think about building change leadership capability across your management teams.
  - How are your leaders coached on change leadership?
  - Do they need support stepping into the change leadership role?
  - Have you considered supporting them by offering change leadership capability building?



# Recap

When leaders fulfill the change management role, change is made efficiently and sustainably.



Resilience

Vision

Capability



# How ready are you for the next change?



- A vision wheel – a reflection tool we have prepared for you
- Take a few minutes to self-assess

■ I am confident we are on the right track  
■ There is room for improvement  
■ I see red flags and have certain concerns

**Score result:**  
**0 red and <3 amber** - congratulations!  
 You are doing a great job!

**0-1 red and 1-3 amber** - consider opportunities for improvement

**>1 red and/or >3 amber** - time to take action;  
 let's get in touch for support



Register to win a complimentary dive-in session using the QR code



# How you can enable your change agenda with Flow Logic

## Capability building

Your management teams need support stepping into the change leadership role



## Talent capacity

Your management teams may not have the capacity to provide the needed support to employees.



## Buddying

Your management teams need guidance throughout the change initiative



We have a small gift for you with key takeaways from today for continuous use



# We Enable Transformation



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