

# ADVANCED CHANGE MANAGEMENT

**KETAN VARIA,  
KINETIK SOLUTIONS**



# Newsletter

ISSN 1694 - 0229 OCTOBER 2016 - Vol. 12, No.3

National Productivity and Competitiveness Council

## WORKSHOP ON 'ADVANCED CHANGE MANAGEMENT'



Ketan Varia surrounded with participants and members of NPCC.

On 1<sup>st</sup> and 2<sup>nd</sup> September 2016, the National Productivity and Competitiveness Council hosted a 2 day workshop on 'Advanced Change Management' by Ketan Varia, Lead Consultant at Kinetik Solutions. The course provided participants with the skills required to meet current change management and operational challenges.

Transformational change requires innovative thoughts and attitudes, without which change cannot be sustained. When an organisation is seeking to implement large-scale changes, weaknesses in the existing way of working become obvious. This is one of the many challenges of implementing transformational change processes.

Change management is the process, tools and techniques to manage the people side of change to achieve the required business outcome.

### HIGHLIGHTS OF THE WORKSHOP



Participants brainstorming during the workshop.



Mr Appalswamy, Officer-in-charge NPCC, Mr Mullo, Chairman NPCC and Mr Towokul, Vice Chairman NPCC during the workshop.



Ketan Varia with Mrs Kinnoo, Council member of NPCC and Mr Appalswamy, Officer-in-charge NPCC.

## WORKSHOP ON 'ADVANCED CHANGE MANAGEMENT'

Continued...

### KETAN EMPHASISED ON THE TOOLS OF TRANSFORMATIONAL CHANGE:

1. **Examining the dimensions of value: Capturing customer perceptions and understanding the goal of new changes**
2. **Understanding the importance of clear-outs: Vital practices for renewing both information and materials in an organisation**
3. **Using the RACI tool: A framework for establishing and communicating who does what in any change programme**
4. **Establishing a system of continuous review: Setting up daily, weekly, monthly and quarterly checks of an organisation's practices**
5. **Managing high performance teams: Creating and dismantling high performance teams in change operations**
6. **Problem-solving using TRIZ: An innovative tool that offers low-cost solutions to issues arising in change programmes**
7. **Developing your systems thinking: Better understanding what impacts in complex transformation, especially in difficult cases**
8. **Failing faster and learning quickly: Piloting end-to-end processes to identify and resolve problems as fast as possible.**

### HIGHLIGHTS OF THE WORKSHOP



### BACKGROUND OF KETAN VARIA

Ketan Varia is the founder of Kinetik Solutions ([www.kinetik.uk.com](http://www.kinetik.uk.com)), and has over 25 years of Management and Consulting experience. Ketan Varia started his consulting career at Ernst & Young. He is focused on leading strategy and improvement teams within an operational context. He is also an executive mentor. Ketan Varia's passion is in helping organisations implement sustainable operational change, that will deliver measurable, long term benefits to their bottom line. He has led over 30 change assignments, across ten countries globally including Brazil, China, Sri Lanka and Australia, for a variety of FT Global 500 companies. His extensive experience includes change management projects with ADP, British Airways, BAE, EMI Music, Hertz, Government Office for National Statistics, Government Department for Work and Pensions, Land Rover, Santander, several Public sector Hospital Trusts, Nations Trust Bank, Government Rail, Motorola and Xerox. Ketan was also a former non-executive director for a large London based hospital where he sat on their Audit and Governance & Risk Committees.

Ketan Varia is a Chartered Engineer, a Fellow of the Royal Society of Arts and a Fellow of the Institute of Operational Management. He is an engineering ambassador to schools, and also a voluntary mediator.

Ketan Varia has recently released a book for managers and leaders involved in or contemplating, a change or transformation programme. It provides a practical and informed framework for dealing with problems during change.

## INTERVIEW WITH KETAN VARIA, KINETIK SOLUTIONS ON ADVANCED CHANGE MANAGEMENT



kinetik solutions



### What is Change Management?

All large organisations, at some stage, are likely to go through a major change process; whether introducing a new IT system, implementing operational excellence, developing new products or reorganising into a new structure. Complex or large-scale change is often called transformational change. This change will lead to process overhaul, and change in the value provided to customer. It will likely impact substantial staff in the organisation. The change management process is to develop a robust plan and approach to make the transformation sustainable and deliver business benefits via an empowered team.

### Why is Change Management important?

Transformational change, however, can be particularly difficult to achieve. Without a consistent change management plan and leadership, the chance of failure is 60-70% (based on many studies over the last 15 years). While implementing transformational change, the opportunities to improve existing ways of working become apparent. Transformational change requires innovative thinking and a new mindset, without which the change cannot be sustained. Designing and implementing new processes is a key challenge as is supporting people through the change process. Having a well-honed change management approach is crucial to ensure the alignment of change programme. The main themes tend to be around organisational culture, the right methods for process change, stakeholder management and change leadership.

### What is your opinion about Mauritius? How to motivate Mauritian institutions to continuously improve and embrace innovation?

Mauritius, from my short visit, appears to have a good balance of drive, education, desire to improve with the added benefit of harmonious relationships among people from all backgrounds. From my little experience, Mauritian culture has diversity of population, yet an integrated outlook and mutual good will.

To embrace innovation and deliver productivity leaps, bold steps are required. In the effort to create a continuous improvement culture and embed new ways of thinking, there will be failure from which lessons will be learnt. This has to be tolerated and accepted as part of the path to success.



SOFAP Ltd. Management expressing their appreciation to the participants at their First Quality Circle Convention

## SOFAP LTD. EMBARKS ON THE QUALITY JOURNEY FOR SUSTAINED GROWTH

SOFAP Ltd., one of the leading companies in the local paint manufacturing sector, has decided to adopt one of the most widely used quality tools to embark on the quality journey in order to respond to the fierce competitive environment and remain among a leader in the sector.

For about one year, the National Productivity and Competitiveness Council has been collaborating with SOFAP Ltd. in view of establishing quality circles in the organization. Thirty employees from production operatives, sales and marketing, and administration were trained on quality circle tools. For most of them, it was a very enriching and insightful experience to be exposed to such tools as problem definition, nominal group technique, data collection, analysis, pareto chart, fishbone diagram and gantt chart. They were further taught how to relate these to their real work situation to identify problems and eventually implement solutions to solve these problems.

**30** EMPLOYEES FROM PRODUCTION OPERATIVES, SALES AND MARKETING, AND ADMINISTRATION WERE TRAINED ON QUALITY TOOLS USED IN QUALITY CIRCLES.

Six cross departmental teams were constituted and they had to identify projects that would increase the efficiency of their different operations and also how to delight their internal and external customers. On 14<sup>th</sup> July 2016, these teams presented their projects and their achievements to the management and their colleagues at the First Quality Circle Convention organized by SOFAP Ltd. The teams were very innovative in their approach and their presentations touched issues such as reducing the time gap from ordering to delivery of finished products, reducing waiting period for walk-in customers, improving sub-store management, reducing colour-related complaints and reduction in the amount of credit note.



The team which presented the most outstanding project with Jury members and NPCC facilitators

For the management of SOFAP Ltd, the outcome of establishing quality circles and this First Quality Circle Convention is very positive as they enabled the consolidation of the team spirit, openness and willingness of staff members to share information between the different departments since they had to collaborate in the different projects. Management appreciated also the participation and dedication of employees and their contribution towards implementing solutions to boost profitability of the organization. Employees on their part expressed their appreciation to be empowered through quality circles and to participate in the convention as they were given the opportunity to contribute through their expertise and ideas to improve the performance of their organization.

Quality circles enabled them to broaden their skills with new tools, expose their hidden talents such as leadership and communication skills, and received the recognition of their colleagues for their contribution to the betterment of SOFAP Ltd.



Emerald Team presenting project to audience at convention

## RECENT ACQUISITIONS IN THE KNOWLEDGE CENTER



Author: Statistics Mauritius

Title: Digest of Productivity and Competitiveness Statistics 2015.

Publisher: Port Louis, Statistics Mauritius, 2016

Source: [http://statsmauritius.govmu.org/English/StatsbySubj/Documents/PRODUCTIVITY%20and%20COMPETITIVENESS/Digest\\_Prod\\_Competitiveness\\_2016.pdf](http://statsmauritius.govmu.org/English/StatsbySubj/Documents/PRODUCTIVITY%20and%20COMPETITIVENESS/Digest_Prod_Competitiveness_2016.pdf)



Author: Statistics Mauritius

Title: Productivity and Competitiveness Indicators 2005-2015

Publisher: Port Louis, Statistics Mauritius, 2016

Source: <http://statsmauritius.govmu.org/English/Publications/Pages/Prod-and-Comp-Indicators-2005-2015.aspx>

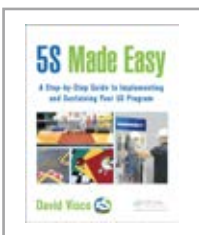


Author: DUTTA, Soumitra; LANVIN, Bruno; WUNSCH-VINCENT, Sacha (editors)

Title: The Global Innovation Index 2016: Winning with global innovation

Publisher: Cornell University, INSEAD, World Intellectual Property Organization, 2016

Source: <https://www.globalinnovationindex.org/gii-2016-report>



Author: VISCO, David

Title: 5S made easy: a step-by-step guide to implementing and sustaining your 5S program.

Publisher: Boca Raton, FL, CRC Press, 2016. 100p., ill., ref.



Author: MALLORY, Richard E.

Title: Quality standards for highly effective government.

Publisher: Bloomington, IN, Trafford Publishing, 2014. 98p., ill.



Author: STRODTBECK, George K. III

Title: Making change in complex organizations.

Publisher: Milwaukee, WI, ASQ Quality Press, 2016. 136p., ill., ref.

## HIGHLIGHTS: MAURITIUS BUDGET 2016-17

The budget 2016-17 was presented by the Hon.Pravind Jugnauth, Minister of Finance and Economic Development on 29th July 2016. The budget is entitled 'A New Era of Development' and focuses on the strategies to foster the socio economic growth in the country:

### 1

#### FOSTERING A WAVE OF MODERN ENTREPRENEURS

- Suspension of the payment of trade fees for licences of Rs 5,000 and below, for a period of three years for all SMEs, except those engaged in activities such as gambling, and sales of liquor and cigarettes
- Fiscal Incentives
- Setting up of National SME Incubator Scheme to support and mentor young entrepreneurs
- Setting up new industrial parks
- Conversion of DBM Industrial Zone at Coromandel into a modern integrated SME industrial park
- Improving access to finance

### 2

#### CREATING MORE JOB OPPORTUNITIES FOR ALL

- Enlistment of 4,000 persons under the National Skills Development Programme for training in technical skills
- Training of 1,200 seafarers for cruise jobs and in shipping companies
- Exemption from payment of income tax by seafarers
- Allowing training levy to be used for meeting consultancy costs in the training of staff in new technologies.
- Placement of 200 trainee engineers in public sector bodies
- Employment of 2,000 unemployed under the YEP
- Filling 7,200 vacancies and new posts in the civil service
- Reinforcement of the legal framework for the Technical and Vocational Education and Training (TVET)
- Setting up of a Skills Development Authority

### 3

#### ENTERING A NEW ECONOMIC CYCLE FOCUSING ON INNOVATION, BOOSTING EXPORTS AND PRIVATE INVESTMENTS

- Diversifying the manufacturing base
- Modernising manufacturing
- Agri-business
- Financial services
- Tourism
- Film Industry
- Blue Economy
- Green economy

### 4

#### MOVING TOWARDS A FULLY-FLEDGED DIGITAL SOCIETY

- Operationalization of the Information Highway for sharing of information among public sector agencies
- Establishment of a National Payment Switch by the Bank of Mauritius to reduce transaction costs and boost e-commerce
- Setting up National e-commerce platform by MEXA to connect consumers from the rest of the world directly to exporters
- Enhancing human capital and digital literacy
- Major investments undertaken to improve connectivity and bandwidth
- Investment to provide high speed broadband to Internet Service Providers through its island-wide fibre optic cable network.

### 5

#### FUNDAMENTALLY REFORMING BUSINESS FACILITATION AND EXPANDING ECONOMIC HORIZONS

- Cut drastically the time taken to deliver Building and Land Use Permits (BLPs)
- Reviewing of Property Development Scheme and amendment of PDS regulations
- Setting up of an e-licensing platform to provide a single point of entry for applications for permits and licences
- Amendment of Investment Promotion Act to authorise the BOI to issue the necessary clearances and approvals for a business to start operation in cases where the statutory deadlines for processing applications have lapsed
- Introduction of the Regulatory Sandbox Licence in Mauritius
- Allowance to noncitizens, registered with the BOI, subject to security clearances, to acquire apartments and business spaces in buildings
- Revival and finalisation of negotiations with New Delhi on the Comprehensive Economic Cooperation and Partnership

- Agreement (CECPA) including a Preferential Trade Agreement
- Continue to build on Africa strategy for the establishment and management of Special Economic Zones
- Setting up of an Embassy in Riyadh and a Consulate in Jeddah
- Opening of a consulate in Reunion Island to further facilitate trade and business relationships

#### Industrial Property Framework

- Introduction of a consolidated Bill to modernise the Industrial Property Framework and consolidate the institutional arrangement to administer Industrial Property
- Adherence to a number of the World Intellectual Property Organisation (WIPO) Patent Cooperation Treaty, the Hague Convention and the Madrid Protocol to facilitate the registration of Patents, Trademarks and Industrial Designs.

## 6

### BUILDING THE INFRASTRUCTURE THAT FITS INTO THE FUTURE

- Introduction of Metro Express mass transit system
- Construction of Victoria terminal and space to accommodate 1000 hawkers
- Construction of 3 Smart Cities and the Heritage City
- Construction of Phoenix-Jumbo-Dowlut roundabouts and A1M1 Bridge linking Coromandel to Soreze
- Setting-up of a new Integrated Government Clearance Centre in the cargo village and construction of a modern Airport Control Tower
- Investment in a sub- station in the airport vicinity to cater for cargo and free-port power requirements
- Setting-up of a Regional Aviation Training Academy
- Acquisition of two additional Ship-to-Shore cranes by the Cargo Handling Corporation Ltd
- Earmarking 35 hectares of reclaimed land for petroleum storage
- Construction of a new petroleum port at Albion

## 7

### LIFTING THE QUALITY OF LIFE FOR ONE AND ALL

- Water Supply
- The Judiciary
- Mauritius Police Force
- Safe city
- Combat against drugs
- Strengthening the law and order infrastructure
- Road Safety
- Environment
- Waste Management
- Health Care
- Education
- Youth and Sports
- Arts, Culture and Leisure
- Reforming the Gambling Sector
- Consumer Protection

## 8

### ADDRESSING THE ROOT CAUSES OF POVERTY

- Introduction of a new scheme under which every adult on the Social Register will be entitled to a monthly subsistence allowance based on a minimum threshold of Rs 2,720 with a maximum threshold of Rs 9,520 for a family of two adults and three children
- Cash award for successful completion of studies at different levels for students coming from less fortunate families
- Increase in monthly grant under crèche voucher scheme
- Pilot project for integrated academic teaching and community engagement in 5 ZEP schools
- Increase in meal allowance for students attending ZEP
- Decent housing
- Special needs children
- Monthly rental allowance for victims of accidental fire
- Increase in Funeral grant
- Restructuring of National Empowerment Foundation
- Setting up of a National CSR Foundation managed jointly by public and private sector

## 10

### ENSURING MACROECONOMIC STABILITY AND SOUND PUBLIC FINANCES

- Tax administration reforms
- Tax Policy
- Income tax measures
- Pension reforms

## 9

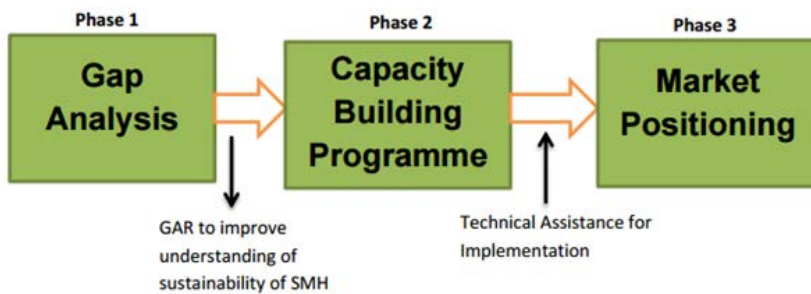
### LAUNCHING A MAJOR PUBLIC SECTOR REFORM PROGRAMME

- Merging of organisations supporting institutions in the SME sector, namely, SMEDA, Enterprise Mauritius and National Women Entrepreneur Council
- Merging of organisations managing the public sector real estate assets, namely, the SPDC, BPML, SLDC, the Belle Mare Tourist Village Ltd, Le Val Development Ltd and Les Pailles Conference Centre Ltd
- Review of role and functions of National Computer Board
- Merging of Central Informatics Bureau, the Central Information Systems Division and the IT Security Unit
- Merging of the Information Communication Technology Authority (ICTA) and the Independent Broadcasting Authority (IBA)
- Incorporation of Registrar General Department into the MRA
- MRA will act as collecting agent for contributions to the NPF, NSF, HRDC training Levy and the Workfare Programme Fund
- Restructuring of the SIC Group
- Reorganisation of DBM to focus on creating and running SME parks and managing government financing schemes for micro enterprises and small establishments
- Merging of MHC and NHDC
- Merging of the National Art Gallery and the Mauritius Museum Council
- Reorganisation of National Development Unit along with the thirty-five Citizens Advice Bureaus
- Forecasting department at Statistics Mauritius
- Transformation of the Department of Civil Aviation into a Civil Aviation Authority
- Grouping of all Welfare Funds under one roof to provide a common set of facilities for all
- Revamping of The Town and Country Planning Board into a modern National Planning Commission with wider functions
- Restructuring of the National Transport Authority, the Road Development Authority and the Traffic Management Road Safety Unit
- Reengineering The Public Sector Efficiency Bureau and located in the Ministry of Finance and Economic Development
- Restructuring of Technical Division of Ministry of Public Infrastructure to focus on implementation of large and complex projects
- Line ministries will be able to procure services of consultants and contractors for projects up to Rs 25 Mn

## GREENING THE MAURITIAN TOURISM INDUSTRY

“Greening the Mauritian Tourism Industry” project initiated by the Association des Hotels de Charmes is a three phase project aiming at facilitating Small Medium Hotels (SMH) to obtain eco labels and help SMH reposition itself in the tourism marketplace as a “green” destination. The objective of the project is to support the sustainable development of SMH and assist them in their greening process.

A Gap Analysis was conducted by the NPCC within the “Greening the Mauritian Tourism Industry” project. Thirty small and medium hotels participated in the project, eighteen in Mauritius and twelve in Rodrigues. The Gap analysis assessed the current sustainability level of each SMH and endeavored to offer recommendations for sustainability development of SMH by addressing identified gaps.

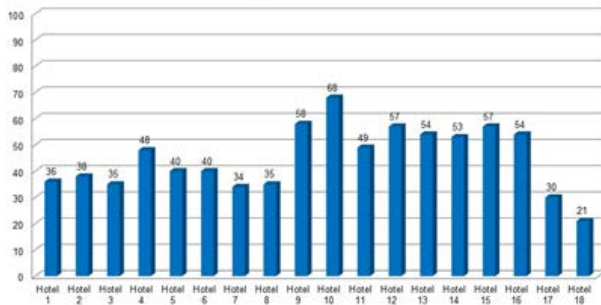


The overall gap analysis project was conducted in two stages based on the Global Sustainable Tourism Council (GSTC) criteria. The first stage consisted of an online self-assessment of the sustainability status and the second stage consisted of an in-depth analysis of the sustainability status through on-site visits and face-to-face interview with senior management of SMH participating in the project and focused on 13 criteria such as energy conservation, water saving, cultural heritage and waste management among others.

### Sustainability Score

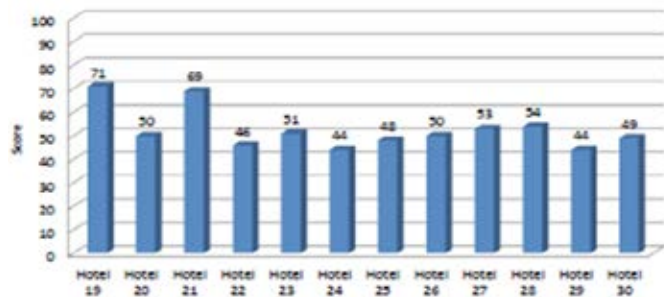
#### MAURITIUS

Overall Score of SMH



#### RODRIGUES

Overall Score of Hotel in Rodrigues



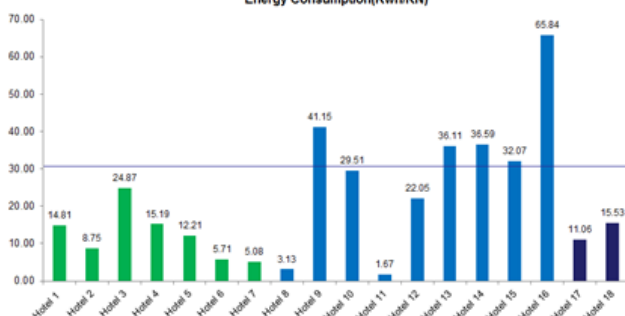
Overall, both Mauritius and Rodrigues hotels received a low sustainability score mainly due to an absence of sustainable management policy, low inclusion of community, lack of promotion of cultural heritage, no local ‘green purchasing policy, no recycling or re-using of waste, limited energy and water conservation initiatives, no

calculation of carbon footprint or transport related carbon footprint, no waste water recycling, no composting or recycling of waste, disposal of harmful chemical with other waste, and limited initiatives to promote conservation of biodiversity, ecosystems and landscapes.

### Energy Efficiency

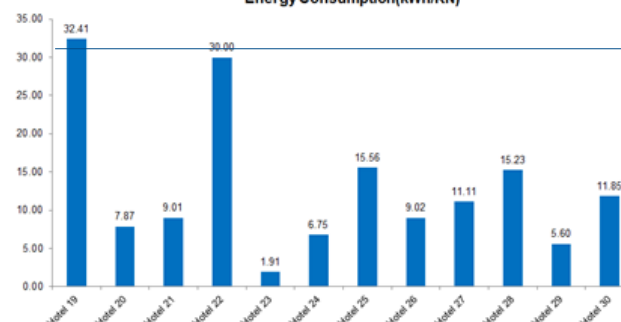
#### MAURITIUS

Energy Consumption(Kwh/RN)



#### RODRIGUES

Energy Consumption(Kwh/RN)



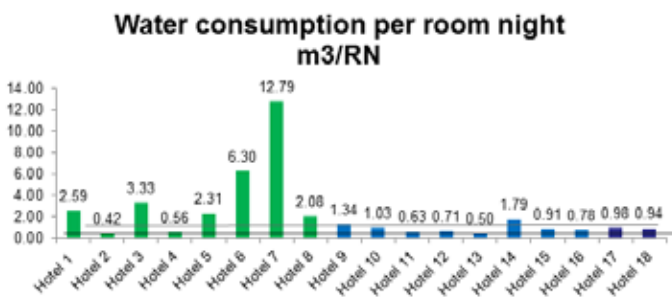


The gap analysis showed that on average hotels from Mauritius are consuming more energy per guest night than the benchmarked level. A lack of information about energy efficiency systems and best practices on energy efficiency has been found to be the major barrier to investing in energy efficient systems by hotels. This is also the case with renewable energy systems such as solar panels, most small and medium hotels are unaware of the renewable energy scheme that is being proposed by the CEB. Most Hotels from Rodrigues

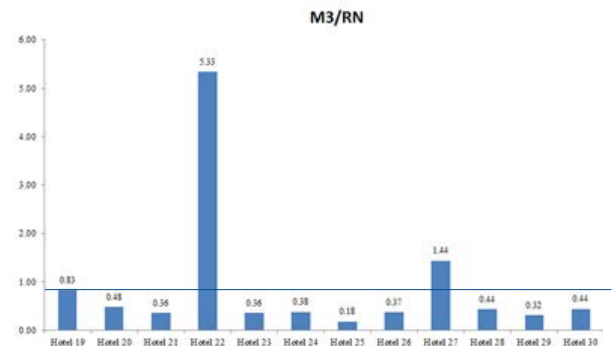
Island however have low energy consumption per room night and energy consumption is below the benchmark. The Gap analysis also showed that hotels in Rodrigues are more environmentfriendly and have already integrated renewable energy technologies such as solar panels to power the hotels, solar lamps to light pathways and solar air conditioners are also being used in some hotels.

## Water Usage

### MAURITIUS



### RODRIGUES

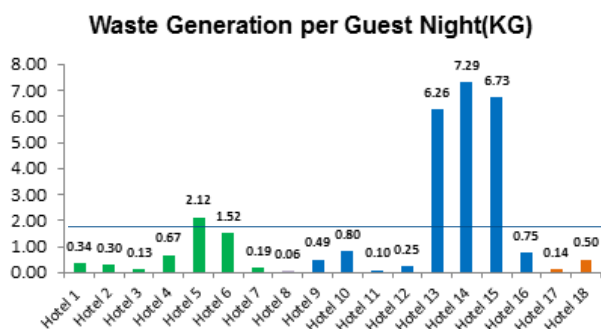


Hotels in Mauritius show great variation in their water consumption. On average three star hotels use more water and are consuming more than the benchmark compared to two star hotels. Water consumption increase is also consistent with the increase in the number of rooms. Hotels with no star rating have the lowest water consumption offering

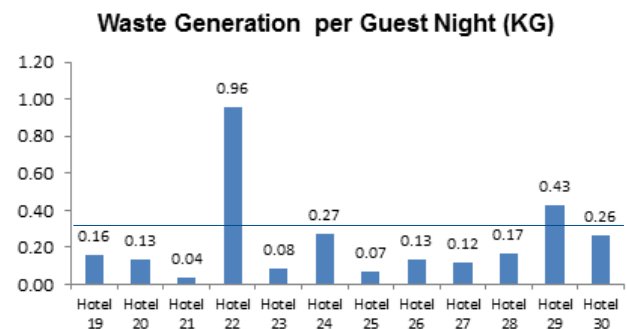
the least number of rooms to guests. Rodrigues on average consumes less than the benchmarked level per room night with the exception of two hotels. All hotels in Mauritius and Rodrigues are not using low flow or aerators which are the most water efficient taps and shower heads. Few hotels have dual flush systems for toilets.

## Waste Management

### MAURITIUS



### RODRIGUES



Hotels were compared with the benchmark for tropical countries. To be classified as satisfactory waste generation per guest night should be between 0.29-0.30 kg/GN. From the graph, it can be observed that most of the hotels are generating more waste than the benchmark amount. Overall waste generated is not segregated or recycled only two hotels

recycle plastic with the majority of wastes going to the landfills. Hotels in Rodrigues however, generate less waste than the benchmark and food wastes are either composted or used as animal feed in farms.



## 58<sup>TH</sup> SESSION APO GOVERNING BODY

The 58<sup>th</sup> Session of the Asian Productivity Organisation (APO) Governing Body Meeting was held from 19<sup>th</sup> to 21<sup>st</sup> April 2016 in Jakarta, Indonesia. Dev Appalswamy, Officer in Charge of NPCC and First Vice President of Pan African Productivity Association (PAPA) was delegated to attend the meeting.



### Excerpts from the closing remark of the Officer in Charge of the NPCC



*I will like to inform the august assembly that in order to promote intra regional collaboration Air Mauritius and Changi Airport of Singapore has signed a "historic agreement" aiming to enhance air connectivity and access in the African Region. The major development has been the opening of an air corridor between Africa and Asia allowing Mauritius full scope to bridge the two continents. I look forward that you will all take advantage of this new corridor to connect to Africa through Mauritius and create greater value.*



*You should be aware that Africa is the 2nd largest continent on the planet, the second most-populous continent - after Asia and includes 54 individual countries. Yet PAPA has only eight active members to date. Furthermore, Africa is among the least productive region in the world, recording the largest productivity gap with a value added per worker 12 times less in Sub-Saharan Africa than that of a worker in the industrialized world. Movement from will to action to create an environment for productivity improvement is ongoing but remains low to materialise.*

*This is where the constant support of the APO, JPC, and other partners is extremely important to enable the African Productivity Movement to take off so that productivity, the biggest opportunity for growth across the continent can be boosted.*



*At the level of PAPA we are looking forward to the TICAD VI to further accelerate the African Productivity Movement. We see our future collaboration with the APO in the light of meeting new challenges and achieving the Sustainable Development Goals by focusing on ways in which the benefits of productivity growth can be realised and shared in ways which meet the needs and aspirations of global citizens.*

