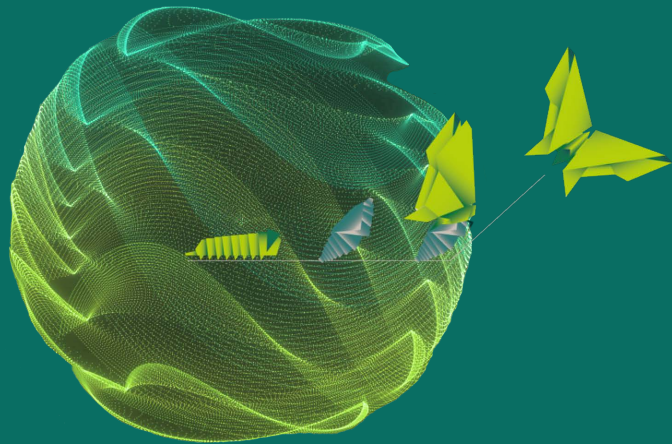


THE
MANAGEMENT
SHIFT®



ENGAGE ▶ EVOLVE ▶ EXCEED

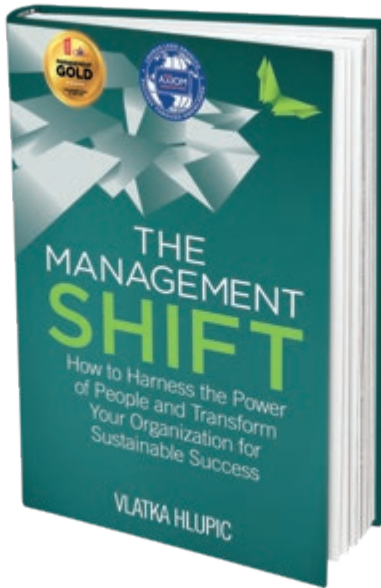


EVIDENCE-BASED PERFORMANCE IMPROVEMENT AND TRANSFORMATION FOR LEADERS AND ORGANISATIONS.
HELPING ORGANISATIONS DIAGNOSE AND IMPROVE THEIR LEADERSHIP AND MANAGEMENT CAPABILITIES AND DO WELL BY DOING GOOD.



It's increasingly clear that business as usual is not fit for purpose. Corporate life expectancy and performance have plummeted 75% in the past 50 years. Furthermore, in the face of technological revolutions and globalisation, organisations need to be both nimble and innovative. But how?

Evidence is emerging of a new way to operate. This is demonstrated in a proven award-winning approach known as The Management Shift®, developed by Professor Vlatka Hlupic and used by many international organisations. This evidence based approach is articulated in Professor Hlupic's book of the same name. It shows busy executives the WHY, the WHAT and the HOW of superior business management. The approach is further elaborated in her latest book **Humane Capital**, featuring research emerged from interviews with 58 inspirational leaders.

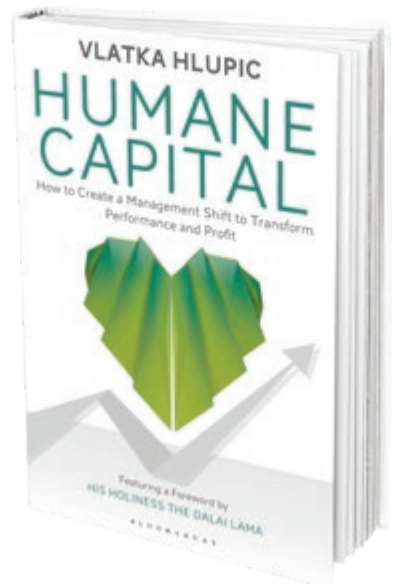


“ THE MOST ARTICULATE, FULLY RESEARCHED AND INSPIRING MANAGERIAL MANIFESTO FOR THE 21ST CENTURY CORPORATION YET WRITTEN. ”

Jules Goddard, Fellow,
London Business School

“ NOT ONLY ARE GREAT LEADERS FIRST AND FOREMOST GOOD HUMAN BEINGS, VLATKA'S EXCELLENT BOOK HUMANE CAPITAL EXPLAINS LOUD AND CLEAR HOW THIS CAN BE TRANSLATED INTO HIGH-PERFORMANCE ORGANIZATIONS AND ABOVE AVERAGE RETURN. POSSIBLY THE BEST INVESTMENT YOU COULD EVER MAKE. ”

Paul Polman, CEO Unilever,
Vice-Chair of the Board of the United Nations Global Compact



THE MANAGEMENT SHIFT®: DOES IT WORK IN PRACTICE?

The evidence for The Management Shift® stretches back over many years. There's no secret; we know the core principles business leaders need to apply to become more resilient, more innovative and to generate better returns.

A core philosophy can be represented on a simple Five-Level Grid, as shown in the diagram below. A particularly significant shift occurs when moving from Level 3 to Level 4. This is a sea-change point where the skills, ingenuity and teamwork of the organization's people begin to be unleashed.

EMERGENT LEADERSHIP



THE MANAGEMENT SHIFT® IS A TRANSITION:

1. FROM A CONTROLLING MINDSET TO AN EMPOWERING ONE
2. FROM SETTING RULES TO ESTABLISHING PRINCIPLES
3. FROM ISSUING INSTRUCTIONS TO CREATING TEAMS
4. FROM OVERSEEING TRANSACTIONS TO BUILDING ALLIANCES
5. FROM A FOCUS ON SHORT-TERM PROFITS TO SERVING ALL STAKEHOLDERS

It means a 'shift' both for individual executives, and for the wider organization. We call it a shift rather than a transformation or change programme because it involves changes in behaviour that lead to changes in practice rather than a wholesale break with the past. This shift, can be both minor or major but is always profound as it is conscious, deliberate and measurable.



PROBLEM

SHIFT

SOLUTION

THE INDIVIDUAL SHIFT

Managers often claim that ‘people hate change’. But perhaps it is the executives themselves who are most in need of change. Perhaps they need to move from a dictating to an empowering way of leading. This implies a shift in values and conduct as well as strategy and tactics especially when moving from Level 3 to Level 4 (from controlled to enthusiastic mindset – see diagram below)

If they are able to do this, many benefits may be experienced:

- Improved mindset and performance
- More passion for work
- More creativity and initiative
- Better engagement and productivity
- Reduced stress and absenteeism
- Improved energy levels
- Increased profit

For more details on how to implement the Individual Shift, go to <http://www.themanagementshift.com/consulting-services>



Level 1
Traditional

Lifeless mind-set
Apathetic culture
Fear based culture
Isolated / disengaged employees
Leaders

Level 2
Traditional

Reluctant mind-set
Stagnating culture
Blame culture
Disengagement
Autocratic leadership
Overwhelmed employees

Level 3
Traditional

Controlled mind-set
Orderly culture
Vertical leadership
Micromanaging
Self-centered relationships

Level 4
Emergent

Enthusiastic mind-set
Team ethos
Collaborative culture
Inspirational leaders
Horizontal leadership
Passion for work

Level 5
Emergent

Unlimited mind-set
Strong team cohesion
Unbounded culture
Inspirational leaders
Strong sense of purpose
Passion for work



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A complete Management Shift towards sustained higher performance is best supported when all elements of an organisational system are aligned. This cannot be done solely through a restructure, which is often only superficial. Neither can it be done with individual change alone, which can lead to enthusiastic but misdirected initiatives. What is most effective is change at an individual level that is then amplified at a strategic level and supported by appropriate resourcing and excellence in processes.

The most lasting and dynamic change occurs in six dimensions, often simultaneously. Professor Hlupic has termed this The 6 Box Leadership Model, and it has been successfully applied at over 20 organizations.

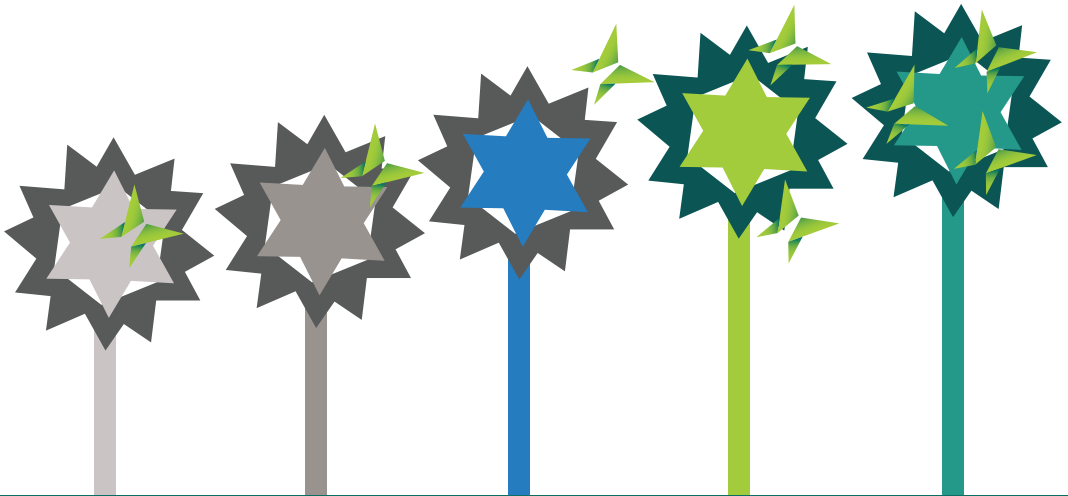
Three of the six dimensions relate to people and their experience: Culture, Relationships and Individuals. Three are related to processes and materials: Strategy, Systems and Resources (see diagram).





**RESULTS OF MAKING THE
MANAGEMENT SHIFT®**

The 6 Box Leadership Model has been successfully applied worldwide at more than 20 organisations, of all sizes, public and private, often accompanied by dramatic improvements in performance, engagement and innovation.





BUSINESS RETURNS

HERE ARE SOME EXAMPLES OF THE IMPACT ON BUSINESS PERFORMANCE:

Management Consultancy

Within 18 months after the 6 Box Leadership project was completed, the revenue grew 500% and company doubled in size from 9 to 18 consultants.

FTSE100 Company

The firm used the 6 Box Leadership Model to facilitate a company-wide performance improvement initiative. The survey revealed key areas that the firm needed to address to improve engagement and innovation. These results informed the next stages of the initiative. Since the project was completed, there was a 33% increase in the revenue and an increase in net profit of 213%.

Higher Education Institution

15 members of the senior leadership team went through The Management Shift® Programme for leaders. Following that project, the organisation has been 'Recognised for Excellence at 5 Stars' by the European Framework for Quality Management (EFQM), it increased further and higher education student success rates, it progressed from 4th position in UK to 1st for Worldskills, it obtained 'Investors in People' Silver Award and it has been recognised as being in the top 10% in UK Public Sector Bodies for planning and strategic direction by British Standards Institution (BSI).

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WHAT CLIENTS SAY AFTER ADOPTING THE MANAGEMENT SHIFT

'I definitely recommend The Management Shift to others. It provides an insightful and practical approach for personal and organizational transformation. Better than that, it provides the tools needed to sustain it. Every organization in a changing environment can benefit from the Management Shift. In short, that's every company'

'Customers themselves now just buy the job that we have done. Things just happen. You don't have to aggressively sell yourself when you have happier people'

'Confirming what was working well for us and discovering what was really driving our success has proven to be very enlightening'

Acting upon the 6 Box Leadership diagnostics has been very important at our firm. We enhances social collaboration capabilities, updated or internal HR personal assessment process, and increased our personal accountability. Going well beyond greater self-awareness, 6 Box Leadership helped us reinvent ourselves as individuals and as a company'

'We had a greater level of flexibility and also created a greater level of trust to our customers, because when you make better decisions and make better decisions for your customers, you create better results for your customers, and that also creates better partnerships'

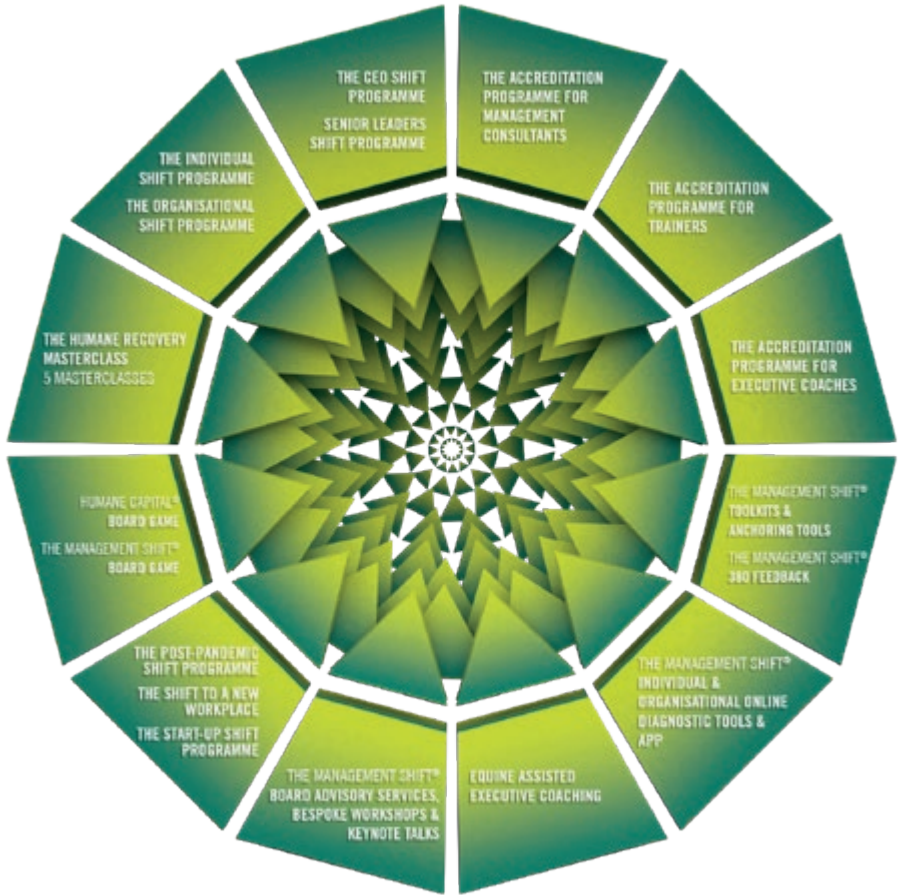
'The 6 Box Leadership integrates the systems/process, strategy and resources (the hard side of culture) much more directly and efficiently'

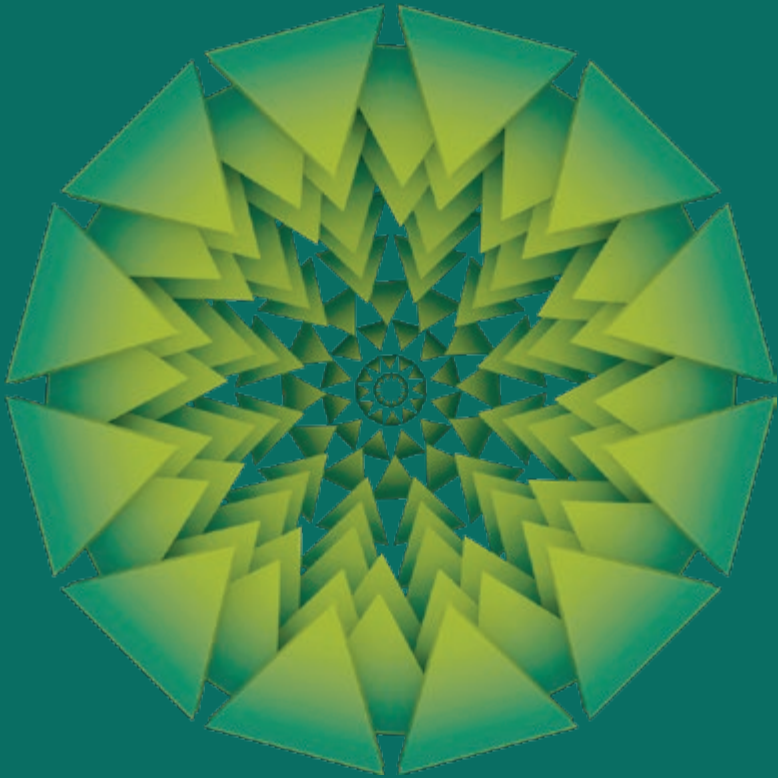
'The staff retention rate improved, people become more loyal to the organisation as they appreciated caring culture and would not go to work elsewhere even for a higher salary'.

For more details on how to implement the Individual Shift, go to
www.themanagementshiftspace.com



CREATING RIPPLES: SERVICES AND TOOLS





For more information:

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