Beyond Agile Israel

Nir Hirsch

08 February 2018

Airport City

Nir Hirsch

- Modiin

- Wife + 4 kids

- Education (BSc, PMP, MBA, SPC)

- Roles in Elbit

  - NTT Program Manager

  - Embedded Manager and EVA SW Manager

  - Core Technology Manager

  - OneSim Product Manager

  - Training & Simulation Value Stream Engineer (VSE)

Elbit Systems
Aerospace

onesim
one-stop simulation solution

Any Platform, Field or Training Mode

Elbit Systems

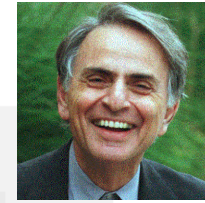|	Air	Naval	Land	HLS	Air Defence
LIVE					
VIRTUAL					

Rate of Change

The cosmic year by Carl Sagan

13.8 Billion Years Ago

Present

1 Jan

31 Dec

January February March April May June July August September October November December

Cosmic Year

onesim
one-stop simulation solution

The cosmic year by Carl Sagan
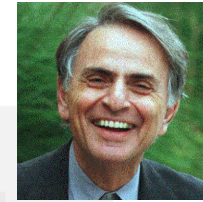
**Domestication of Fire
125,000 years ago**
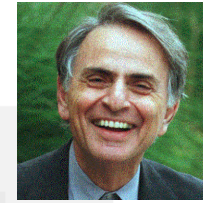
13.8 Billion Years Ago

Present

31 Dec, 23:44

1 Jan

31 Dec

January February March April May June July August September October November December

Cosmic Year

OneSim
one-stop simulation solution

The cosmic year by Carl Sagan

Agricultural
12,500 years ago

13.8 Billion Years Ago

Present

1 Jan

31 Dec, 23:58

31 Dec

January February March April May June July August September October November December

Cosmic Year

one-stop simulation solution

The cosmic year by Carl Sagan

Wright Brothers 1903

13.8 Billion Years Ago
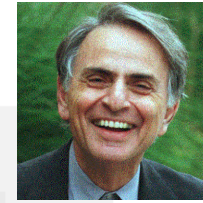
Present

1 Jan

31 Dec, 23:58:55

31 Dec

January February March April May June July August September October November December

Cosmic Year

The cosmic year by Carl Sagan

1924 – AT&T

13.8 Billion Years Ago

Present

1 Jan

31 Dec, 23:59

31 Dec

January February March April May June July August September October November December
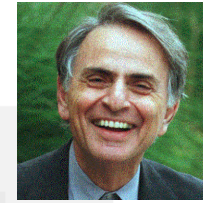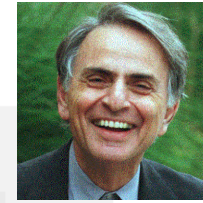
Cosmic Year

The cosmic year by Carl Sagan

13.8 Billion Years Ago

2004

Present

31 Dec, 23:59:30

1 Jan

31 Dec

January February March April May June July August September October November December

Cosmic Year

The cosmic year by Carl Sagan

2007

13.8 Billion Years Ago

Present
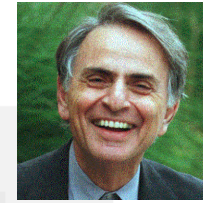
1 Jan

31 Dec , 23:59:55

31 Dec

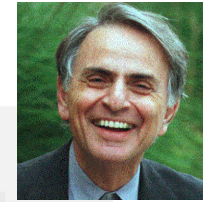January   February   March   April   May   June   July   August   September   October   November   December

Cosmic Year

The cosmic year by Carl Sagan

2009

13.8 Billion Years Ago

Present

1 Jan

31 Dec , 23:59:56

31 Dec

January February March April May June July August September October November December

Cosmic Year

OneSim
one-stop simulation solution

The cosmic year by Carl Sagan

13.8 Billion Years Ago

2010

Present

31 Dec, 23:59:59

1 Jan

31 Dec

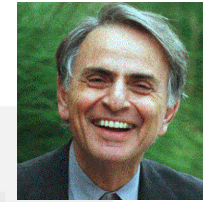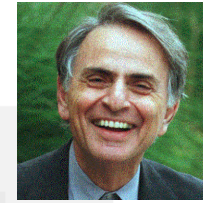January February March April May June July August September October November December

Cosmic Year

The cosmic year by Carl Sagan

Jul 2016

13.8 Billion Years Ago

Present

5 Minutes Ago

1 Jan

31 Dec

January · February · March · April · May · June · July · August · September · October · November · December

Cosmic Year

one-stop simulation solution

The cosmic year by Carl Sagan

the speed of technology development
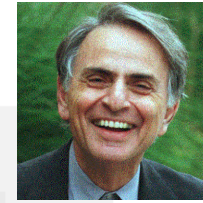
13.8 Billion Years Ago

Present

We are living in **exponential times**

1 Jan

31 Dec

January February March April May June July August September October November December

CHANGE IS THE LAW OF LIFE. AND THOSE WHO LOOK ONLY TO THE PAST OR PRESENT ARE CERTAIN TO MISS THE FUTURE.

John F. Kennedy

Monica Nash

THE 8 COMMON MISTAKES OF CHANGE

- **Mistake #1 – No Sense of Urgency**
  - Change, by its very nature, is an effort to abandon the status-quo
  - Show Benefit to the new state
  - Show Detriment to the current state

Rockwell Collins

COL Profit Margin (Quarterly) Range, Past 5 Years		
Minimum	8.55%	Jun 2017
Maximum	16.04%	Jun 2016
Average	12.80%	

THE 8 COMMON MISTAKES OF CHANGE

- **Mistake #2 – No Strong Change Coalition**
    - One representative from all major stakeholder groups
    - Easier to roll out to all the invested groups
    - People are more likely to follow a colleague they trust

- A cross department "Think Team"
- Work teams , Courses and education sessions
- Change process lead by insiders

THE 8 COMMON MISTAKES OF CHANGE

- **Mistake #3 – No Vision**
  - A picture of what you hope will be different
  - What do you hope will be different as a result of this change

- Root cause analysis sessions
- Building the vision bottom up
- Looking at Toyota as an example

THE 8 COMMON MISTAKES OF CHANGE

- ➡ **Mistake #4 – Under-communicating**
  - ➡ Ask questions don't give answers
  - ➡ Discussion Vs. Monolog
  - ➡ **<u>Listen</u>**
  - ➡ Use the "change coalition"

- ➡ Multiple assimilation events
- ➡ Round tables
- ➡ Out of office dialog events
- ➡ Workshops

THE 8 COMMON MISTAKES OF CHANGE

- **Mistake #5 – Not Removing Obstacles**
  - Prepare for policy change
  - Prepare for people\position change

- Adjustment of budgeting process
- Early Organization structure change
- Adding roles Vs. adding positions (On top of)

THE 8 COMMON MISTAKES OF CHANGE

- **Mistake #6 – No Short-term Wins**
    - Successes of the change initiative itself
    - Momentum
    - Acknowledge and celebrate small wins
    - Don't only wait for the "J" curve

- Stand up meetings end on time
- Successful iteration demos – make the management part of the day 2 day events
- Business results is not the only KPI

THE 8 COMMON MISTAKES OF CHANGE

- **Mistake #7 – Declaring Victory (or Loss) Too Soon**
  - Short term wins is not the vision
  - Make sure to understand the why and not only the how

- Make sure management is fully on board
- Success may take time

THE 8 COMMON MISTAKES OF CHANGE

- **Mistake #8 – Not Anchoring the Change in the Culture**
  - Highlight how change has improved the organization
  - leaders exemplify the change vision
  - Leadership development programs
  - Generate a pool of leaders that carry out the change
- Keep working on the change
- Have dedicated roles\consultants verifying and enhancing culture change
- Keep discussing the **why** in addition to the **how**
- Make sure new employees are familiar with the vision

Conclusion

- ➡ Only those who embrace change succeed in todays world

- ➡ The 8 steps are Important steps to follow

- ➡ But always remember – everything is personal

- ➡ "אתה יכול לחלום ולעצב את המקום היפה ביותר בעולם, אך נדרשים אנשים כדי להפוך את החלום למציאות."

וולט דיסני

Q&A