Machiavelli and Change Management

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Topics

• Disclaimer
• Change Management
• The Relevance of Machiavelli
• System Outline
• Project History
• Open Source Comments
Disclaimer

• BISSG is neither public or private – so Chatham House rules can be applied

• Any resemblance between this presentation and real life happenings in Kent is entirely co-incidental

• But there is much of value to be learned
Change Management

- Enthusiasm
- Period of Blame
- Benefit

Time
Change Management

“There is nothing more dangerous, or doubtful of success, that to attempt to initiate a new order of things …”

Machiavelli  c1405
Change Management

• Denial

• Defence Leading Change

• Discarding John Kotter

• Adaptation 1966

• Normalisation
The Relevance of Machiavelli

Politics have moved on, but there are great similarities between the ‘principalities’ of which Machiavelli wrote, and modern business organisations:

– Power is concentrated
– Democracy is not the rule
– Economics and politics are very closely intertwined
The Relevance of Machiavelli

• Takeovers or New Responsibilities
  (Ch V: Concerning the way to govern principalities which have lived under their own laws)

• Outsourcing
  (Ch XIII: Concerning auxiliaries, mixed soldiery, and one’s own)
The Relevance of Machiavelli

• Budgetting
  (Ch XVI: Concerning liberality and meanness)

• Power ad Influence
  (Ch XVII: Concerning cruelty and clemency, and whether it is better to be loved than feared)
The Relevance of Machiavelli

• The End Justifies The Means
  (Ch XVIII: Concerning the way in which princes should keep faith)

• Time and Chance
  (Ch XXV: What fortune can effect in human affairs and how to withstand her)
The Relevance of Machiavelli

• Perceptions
  (Ch XIX: That one should avoid being despised and hated)

• PR
  (Ch XXI: How a prince should conduct himself so as to gain renown)
System Outline

• A ‘loss leading’ business directory, indexed by all major search engines, updated by users

• A detailed contact directory recording authorisations and marketing preferences – under user control
blue spark

Location: Sevenoaks - Kent  Telephone: 01732 762001
Profile: blue spark develop bespoke web and e-commerce sites which you can update yourself and can help you build internet marketing campaigns to make the most of your website

MCM Net Ltd

Location: Tonbridge - Kent  Telephone: 01732 368120
Profile: Established for over 8 years, MCM Net Ltd was one of the pioneering web development agencies. MCM Net have successfully moulded a team of experts to create...

SQR Ltd

Location: Herne Bay - Kent  Telephone: 01227 745593
Profile: Internet & telecommunications consulting and services

Red Mason graphic & web design

Location: Oxted - Surrey  Telephone: 01883 734871
Profile: We are a graphic design and web design company with a passion for what we do. Our energy and experience help us to develop creative ideas which translate into solutions which...
Company Details...

**Company Name:** Red Mason Graphic & Web Design  
**Location:** Oxted - Surrey  
**Tel:** 01883 734871  
**Fax:**

We are a graphic design and web design company with a passion for what we do. Our energy and experience help us to develop creative ideas which translate into solutions which help our customers develop and grow their businesses. If you are looking for a design company that can handle all your marketing needs then your search is over. We have the experience, skill and foresight to ensure that your company gains the maximum potential from each project. To discuss your requirements or make an appointment please either call: Alan on 01883 734 871 or email him: alan@redmason.com/

**Company Profile:**

- Graphic Design, brochures, corporate identity, flyers / posters, leaflets, corporate literature, advertising, direct mail, , Web Design, CMS, HTML, FLASH, design and build, maintenance, hosting, e-commerce, ...

**Number of Employees:** 3  
**Date Started Trading:** 2002

**SIC Code - ( UK Standard Industrial Classification of Economic Activities 2003 )**

74.87/2

Contact Details...

Mr Alan Whitlock - Director  
**Tel:** 01883 734871  
**Mob:**

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Business Consultants go all the way.
Project History

• 2001/02: Idea conceived (also Govt, Nat LA)
• Aug 2003: Start made (supplier consulting)
• Oct 2003: Switch to Open Source
• Nov 2003: Kent supplier presentation
• Dec 2003: Formal SMT approval
Project History

• Jan 2004: ICT challenge
• Feb 2004: Consultancy 1
• Apr 2004: Consultancy 2
• May 2004: Final SMT clearance

But much time and momentum lost
Project History

• J/A 2004: Pilot offline updating
• Sep 2004: Launch of interim directory
• Mar 2005: Launch of online updating
• 5 May 2005: Roll out by phased letters to all 55,000 Kent companies
Project History

- 3 May: Staff launch
- 6 May: SMT discussion and decision
- 9 May: Letters start arriving
- 9 May: Emergency action to bring web into line with SMT decisions
- 10 May: Revised system operating smoothly.
Open Source Components

- Linux / Apache
- Python / Zope
- Plone / Archetypes
- WinSCP / TortoiseSVN
- Open LDAP / Open LDAP Admin
Open Source Techniques

• Aspects of Scrum

• Aspects of XP

• Trac very useful (shared workspace)
Open Source Comments

- Powerful and flexible
- Support sparse
- Documentation vestigial
- Learning curve steep
- Productivity high
Kent Website Arrangements

- National SBS / BL
- Kent LSD
- Events
- Directors Briefings
- Single Sign-On
  - Preferences
  - Directory
- Enterprise Gateways
- MediaTree
- Help
- Trac
- EBP
- Wired Kent
- Zone
- Start-Up Questionnaire
- Start-Up
- Thanet

Regional Skills Websites – Number and Structure Currently Unknown