

Megan Hills interviews

**Paul Bowles**

General Manager  
Thales University Sydney



## Leading change in your business?

Paul Bowles has led change in the US and various European countries under the Thales company banner. He is now leading change in great strides in Australia.

For example, dramatic changes occurred earlier this year at one of Thales' facilities. These involved moving to a new site, as well as changing management's entire way of working. "Some managers had been there for years and were quite traditional in their way of working," Paul said. "Change can be scary when you've been doing something a certain way for a long time." But anxiety about change can be reduced by adept leadership.

### Paul's 3 key steps for leading change:

#### 1. Know where you want to go

Make sure you've got 'buy-in' at executive level of what the strategy is going to be.

#### 2. Tell people how you want to get there

Have a clear way of communicating the strategy throughout the organisation.  
Make communication as simple as possible.

#### 3. Show that you are getting there

While change is being implemented, measure where you are on the journey.  
Regularly share that progress with others in the organisation.

This three-step process worked well during the dramatic changes at the Thales facility. Although the usual 'change cycle' (from anger to frustration and ending with acceptance) was experienced by members of management, it was discussed openly. Paul's three steps for leading change have also been implemented on a vast scale within Thales - being used to create a common culture for four distinctly different companies recently merged.

### What Paul Bowles says about Eleanor Shakiba

"Eleanor really is one of the core members of the Thales University team. She has helped design and deliver several key programs to help us on our journey of change...Information given after the programs - not just feedback on what the students thought of the course, but Eleanor's constant ideas on how we can improve the delivery of the program next time - really is a value-add to our organisation."

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