



CHANGE INITIATIVE PROPOSAL

Gru Goes Green

SYNDICATE 3 | T4 2024



Executive Summary

Gru Enterprises is at a critical crossroads where it faces the need for transformative organisational change in its culture and operations to ensure long-term success that aligns with a sustainable vision.

As Gru's daughters who have returned from college and now hold middle management roles, we are aware of the environmental impact of Gru's energy-intensive enterprise and recognise the need to move towards sustainability. This report outlines our comprehensive plan of action to support our change initiative to transform Gru Enterprises into a carbon-neutral operation.

To ensure the success of this initiative, our primary challenge is to secure buy-in from Gru and Dr. Nefario, who are the key decision-makers. Gru is mildly supportive due to his long-term vision for the business and desire for us to take over the business but lacks awareness and knowledge about sustainability as he has never really been involved with it. Dr. Nefario, on the other hand, is more resistant, believing that the shift to carbon neutrality is an unnecessary distraction from the company's villainous goals. The minions are loyal to Gru and will follow his lead whatever he decides, meaning their buy-in is contingent on his approval. However, it is imperative that the minions genuinely embrace the change, as their role on the frontlines makes their active participation crucial to ensuring the success of this change initiative.

We will be applying the **ADKAR** framework to address the lack of awareness, knowledge, and desire between Gru and Dr. Nefario, while using the **Appreciative Enquiry Model** to co-create a vision for the future. We have developed a strategy that balances profitability, villainous goals, and sustainability by focusing on the business's strengths, such as its innovation capabilities, loyal workforce, and Gru's legacy aspirations.

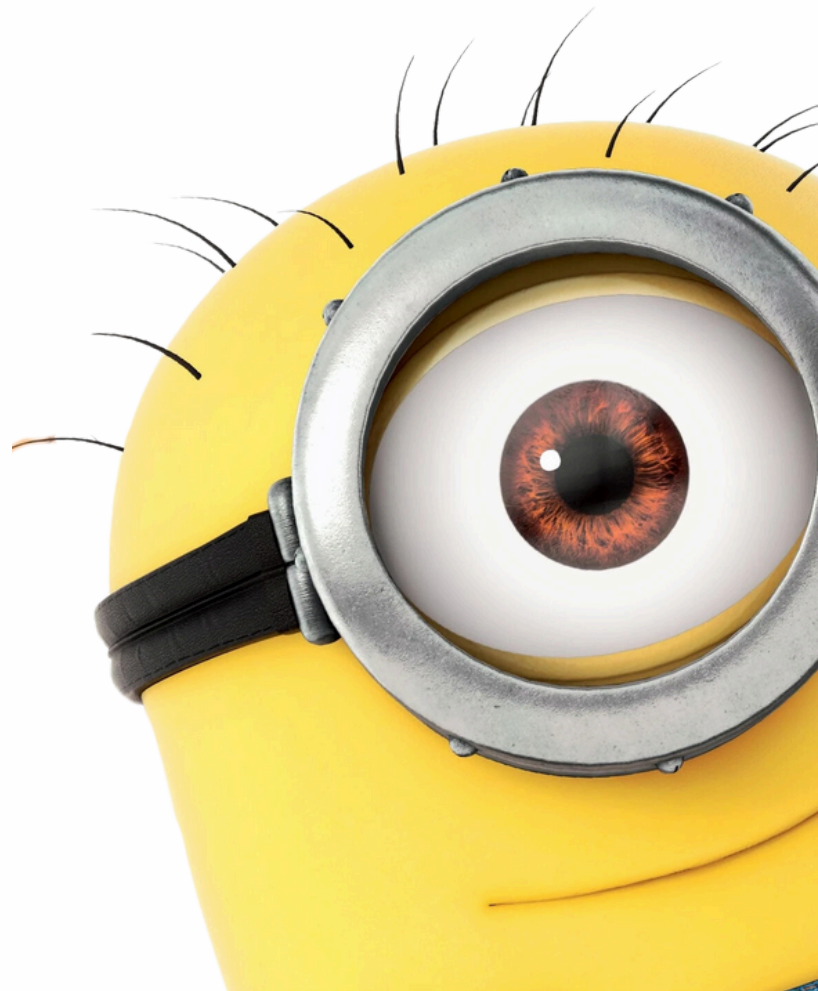
The current culture at Gru Enterprises is hierarchical with central decision-making and an authoritarian structure controlled by Gru and Dr. Nefario. This rigidity limits innovation and flexibility, making it challenging for the business to shift toward sustainability and adapt to a carbon-neutral future.

To support our new vision, we propose a gradual shift to a **Clan-Adhocracy** culture to encourage collaboration, innovation, and empowerment across the organisation. This new culture will foster collaborative decision-making between Gru, Dr. Nefario, and his daughters on carbon-neutral initiatives while encouraging minions to experiment more freely. It is important to note that while this cultural transformation allows for sustainable progress, it does not compromise Gru's villainous goals or Dr. Nefario's work.

Based on **Lewin's Three-Step Framework**, we developed a roadmap to gain buy-in from Gru and Dr. Nefario and a critical mass of minions to adopt and champion the shift toward carbon neutrality. This roadmap is divided into three phases: **Mobilisation**, where we build support and initiate small-scale actions; **Movement**, where we launch a pilot program and celebrate early successes; and **Sustain**, where we establish long-term goals, implement reward systems, and scale the initiative company-wide. Given our middle-management position and medium credibility, and considering the low-urgency nature of this initiative, we plan to deploy the least disruptive levers first. Should we encounter resistance, we will use Gleicher's formula to diagnose and address any challenges.

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Context

As Gru's daughters, who have finished college and now hold middle management positions in the business, we are particularly concerned about the environmental impact of Gru's energy-intensive enterprise. We have medium-level credibility because we are relatively junior yet have a close family relationship with the boss.

We want Gru to transition the business to be carbon neutral, which will require the support of his sidekick, Dr. Nefario, and his legion of minions. Gru intends for us to take over leadership of the business one day, but we are reluctant to do so unless it has become carbon-neutral. This is therefore a low-urgency change for now.

How do we go about this change programme in a way that successfully fosters a transition to carbon neutrality, while maintaining Gru Enterprises' success well into the future?

Audience

The audiences for the change programme are i) Gru; ii) Dr.Nefario; and iii) the minions.

Gru and Dr. Nefario are the decision makers who we need to green-light the green transition. The ADKAR framework is a useful diagnostic tool that identifies the five key elements required for an audience to adopt a change programme.

By assessing Gru and Dr. Nefario's current position on each of these elements, we can identify which elements are currently lacking that may prevent the change programme from successfully being implemented, and rectify them. It should be noted that the ADKAR scores are dynamic, and we must continuously cycle through the pillars to identify and rectify deficiencies.

Gru's ADKAR Diagnosis

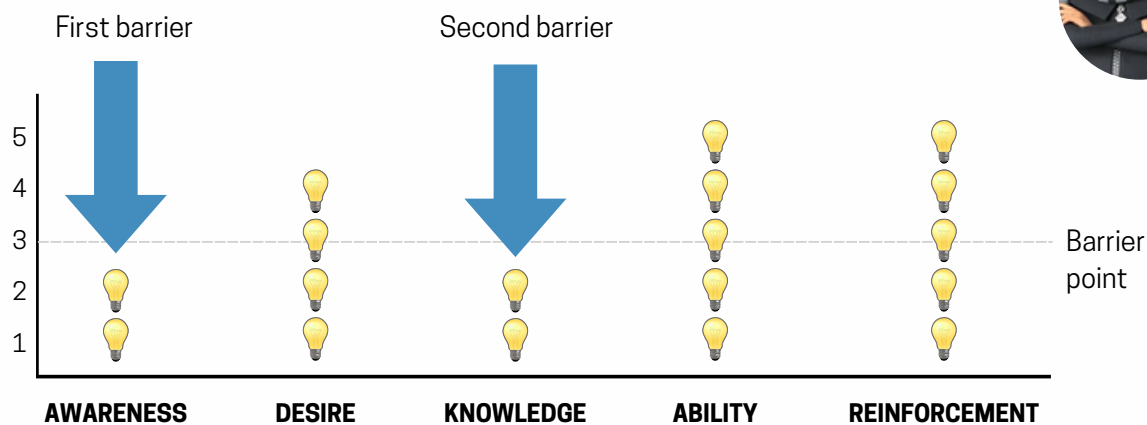


Figure 1: Gru's ADKAR Diagnosis

Awareness: Low. Little knowledge about the climate crisis, the role of carbon emissions, or the Paris Agreement.

Desire: Medium-to-high. His desire arises from his willingness to support his daughters and his preference for his daughters to take over the business.

Knowledge: Low. Does not have knowledge of carbon transition plans. Has some experience in change management (e.g. changing his business' strategy from making weapons to making jams), but without formal education in change management theory.

Ability: High. Gru is the CEO and general overlord of his business so can make wholesale changes at his whim, the minions are very obsequious to his direction and there is no board or investors etc to convince.

Reinforcement: High. Intrinsic: Deep sense of satisfaction, value, and meaning in supporting his daughters. Extrinsic: Daughters will take over the business, which is one of Gru's goals.

Dr. Nefario's ADKAR Diagnosis

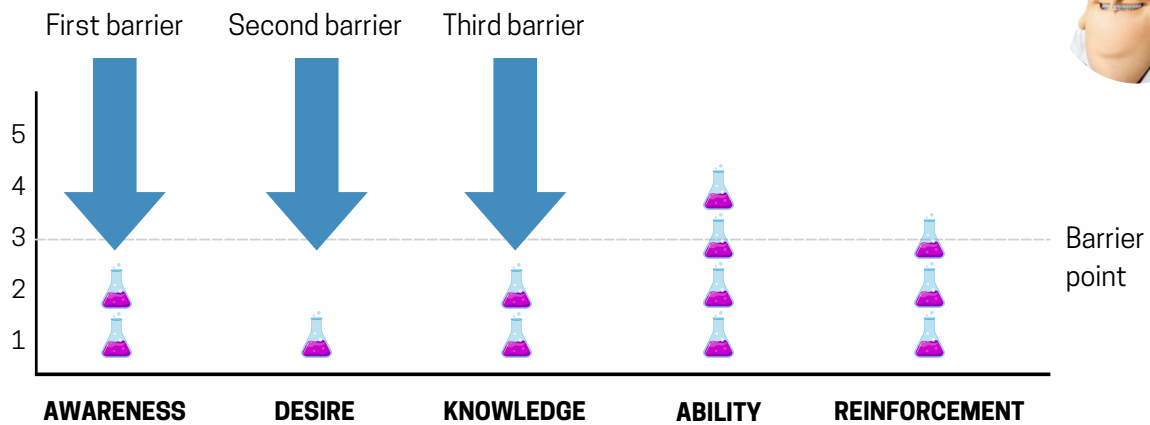


Figure 2: Dr. Nefario's ADKAR Diagnosis

Awareness: Low. Little knowledge about the climate crisis, the role of carbon emissions, or the Paris Agreement.

Desire: Very low. Thinks Gru's business common sense has been blinded by his love for his daughters and that this change is unnecessary, costly, and distracting.

Knowledge: Low. Does not have knowledge of carbon transition plans and no education in change management theory.

Ability: Medium-to-high, subject to Gru's approval. Has all the resources at his disposal to effect changes approved by Gru.

Reinforcement: Medium. Intrinsic: Sense of accomplishment and notoriety in being known as the world's first carbon-neutral supervillain business. Extrinsic: If Gru is happy, Dr. Nefario's life will be easier, more likely to receive a pay rise and bonus etc. If the daughters take over the business, Dr. Nefario can (finally) retire.

Minions

The minions are loyal to Gru and are willing to follow whichever direction he gives. Owing to the Hierarchy culture, if Gru approves a change to carbon neutrality, they will automatically support it. However, as the frontline of the business, the minions' genuine buy-in is necessary to ensure that the transition is efficient, cost-effective, and successful in the long term.

Therefore, the minions would benefit from greater freedom and flexibility to act, by moving to a hybrid Clan-Adhocracy culture.



Messaging Strategy

Part 1: Address ADKAR barriers for Gru and Dr. Nefario

Per the ADKAR diagnosis, both Gru and Dr. Nefario have insufficient Awareness of the reasons for the change and Knowledge of what to change and how to change it. In addition, Dr. Nefario has very low Desire. We can improve these scores by using the **Appreciative Enquiry Model**.

DISCOVERY

At the **discovery** stage, we would work with Gru and Dr. Nefario to identify the strengths of the business, such as:

- Dr. Nefario's expertise in scientific innovation;
- Strong reputation in the market for rapid and creative technological developments that have a big impact on society;
- Loyal and enthusiastic workforce of minions;
- Huge productivity potential given the massive size of the employee base (10,400 minions);
- Self-contained worksite with limited supply chain; and
- Strong core values of perpetuating evil.

DREAM

Next, we would **dream** with them, brainstorming what could be possible in terms of a carbon-neutral future and how to leverage the business' strengths to achieve this. This would rectify their lack of Awareness. For example:

- Developing weapons that inflict evil while also sequestering carbon;
- Creating a friendly competition among the minions that rewards them for environmentally-friendly behaviours;
- Gru rising to global notoriety and respect for his green leadership;
- The daughters assume leadership of the business, achieving Gru's dream; and
- Dr. Nefario no longer has to worry about the financial health of the business, because they will now have access to green fund grants and investments.

DESIGN

Third, we would **design** together a business strategy and action plan for converting Gru Enterprises into a carbon-neutral business, to overcome the barriers of Desire and Knowledge. In particular, we would give Dr. Nefario a sense of ownership over the technological innovation aspects of the project and turn any lingering resistance into excitement.

This process may take time and will need to progress incrementally as we navigate the key decision-makers' ranges of acceptance and resistance to the proposed vision.

DESTINY

Finally, we would secure the **destiny** of the project by ensuring ongoing iteration and inspiration. For example, we would plan for annual away days to refresh and reinvigorate our sustainability strategy and present our innovative approach at conferences, to encourage other villain lairs to adopt carbon neutrality also.

We would introduce surprise prizes that would recognise minions' efforts to adopt sustainable practices – although these would not be awarded with any regularity, to avoid the pitfalls of extrinsic incentives. These prizes will be experiential and not monetary.

Messaging Strategy

Part 2: Foster Culture Change from Hierarchy to Clan-Adhocracy

Gru Enterprises currently has a Hierarchy culture, characterised by:

- *Centralised decision-making and strict authoritarian structure:* Gru is the sole dictator over the business, making all decisions and enforcing his authority over the minions.
- *Lack of feedback loops:* Gru and Dr. Nefario do not accept (or even seek) feedback from the minions.
- *Little room for innovation:* Minions are not permitted to take initiative or pursue independent ideas.

The Hierarchy culture threatens to undermine the success of the change programme. It limits the minions' potential to embrace innovation and flexibility. As a result, they are unable to be creative and take risks, which are both necessary to develop new and exciting carbon-neutral technologies. A culture that better supports the change initiative is one of Clan-Adhocracy because the minions can take ownership and be actively involved in creating the change in their organisation.

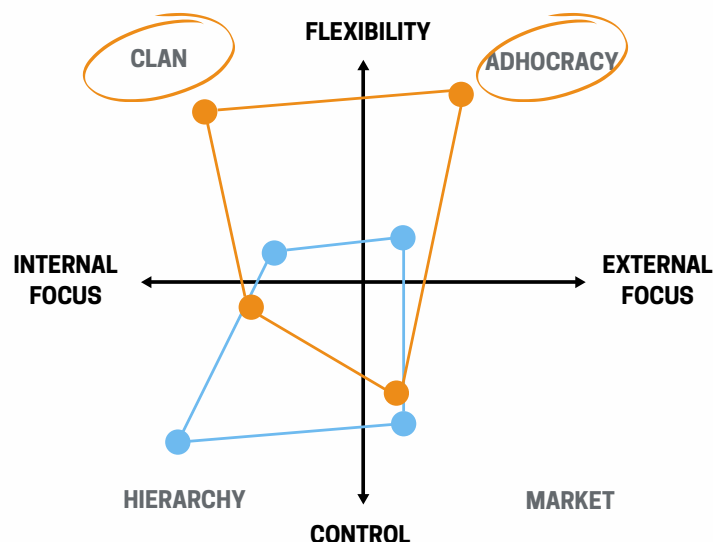


Figure 3: Gru Enterprises Company Culture

To facilitate the transition from Hierarchy culture to Clan-Adhocracy culture, we have prepared means/does not mean messaging for the minions. This gives clarity on the types of behaviours that are now expected from employees, as well as what practices should be continued or ceased.

HIERARCHY

Means

- Less rigid control over adherence to processes.
- Fewer top-down directives and encourage bottom-up ideas/initiatives.
- More flexibility and autonomy in decision-making: Minions and employees will have more freedom to experiment with carbon-neutral solutions.

Does Not Mean

- Losing focus on outcomes.
- Lack of oversight or chaos in the lab.
- Complete removal of organisational structure.



CLAN

Means

- Collaborative decision-making: Gru and Dr. Nefario should invite input from minions and Gru's daughters on how to achieve carbon neutrality, building a sense of teamwork and shared purpose.
- Having a shared mission so that everyone feels they are contributing to a greater goal— saving the environment while maintaining their villainous endeavours.
 - What's the point if there isn't a world worth ruling?
- Training programs for minions that focus on eco-friendly practices.
- Empowering employees (minions and daughters) to take ownership of parts of the carbon-neutral plan.

Does Not Mean

- Dismissing Gru and Dr. Nefario's leadership roles.
 - Complete flattening of hierarchy just more flexibility and collaboration in day-to-day operations.
-



ADHOCRACY

Means

- Encouraging more autonomy among minions and Dr. Nefario to develop carbon-neutral solutions.
- Ensuring long-term business viability through eco-friendly practices, making the lab a green leader in villainy.
- Collaborative efforts will involve brainstorming sustainable initiatives. Dr. Nefario's technical expertise will be harnessed to find creative ways to go green.

Does Not Mean

- Abandonment of structure: Gru will still maintain overall control, but within this framework, there will be more freedom for innovative solutions.
 - Sacrificing Gru's villainous goals—he can still be a villain while reducing carbon emissions.
 - Dr. Nefario's work becomes dispensable; instead, his role will evolve to solve the "green engineering" challenge.
 - Sacrificing profitability or efficiency for environmental goals: The change will be incremental, with tangible business benefits (cost-saving on energy, improved reputation etc).
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MARKET

Means

- Maintaining current external focus on results and competitiveness.
- Gradual increase in external positioning once cultural (adhocracy and clan) shifts have been established.
- Continue to track and measure outcomes, ensuring that carbon-neutral efforts have tangible results.

Does Not Mean

- Market culture overshadows internal changes. Clan and Adhocracy cultural shifts will take precedence at first to foster the flexibility and teamwork needed for sustainable innovation.
- Focusing exclusively on short-term profit or external positioning - an external results-driven mindset remains intact.

Messaging Strategy

Part 3: Leverage Networks to Facilitate Adoption Among Target Audiences

To ensure our messaging strategy is effective in powering the change programme, we need to leverage networks within the organisation. We mapped the network within Gru Enterprises and identified that three main sub-groups are dense within themselves, and they are all linked to Kevin. Kevin is therefore a boundary spanner.

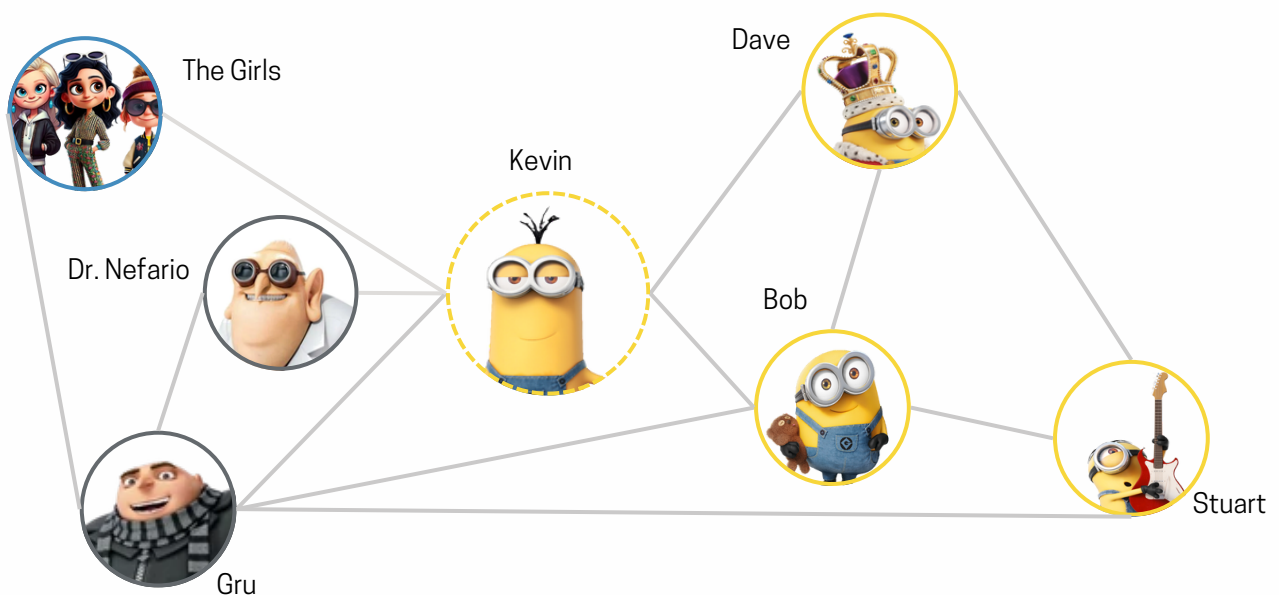


Figure 4: Gru Enterprises Network Map

**Although Gru is also connected with the girls and Dr. Nefario, Kevin's operational know-how and status within the minion network enables him to be more suited for the task.*

It will be crucial to leverage Kevin's relationships to communicate between the sub-groups and bring the entire organisation together. Kevin can help us learn how the different groups are feeling about the change and where any resistance may lie, and he can exert influence over the different groups' views on the change programme.

One way we can enhance our relationship with Kevin is by using the concept of reciprocity, where we do a favour for him in recognition that this will trigger an innate propensity in Kevin to help us out in turn (noting that this effect only lasts for about two weeks). All this said, we must take care to monitor the workload that Kevin has to bear as a result of his role as a boundary spanner. People in this position may become overwhelmed because of the sheer volume of communication that they have to manage and the mental load of juggling various groups' interests.

Kevin's role is vital in ensuring the success of the change programme and so we must keep him healthy and engaged.

Actions, Behaviours, and Timeline

LEWIN'S THREE-STEP FRAMEWORK



Figure 5: Proposed Actions, Behaviours, and Timeline

MOBILISE / UNFREEZE PHASE

- Daughters to **walk the talk** by incorporating carbon neutrality into their work, eg commuting, paperless, no-waste lunches.
- Building a **coalition of supporters** among
 - Influential minions – Kevin, Stuart, Bob
 - Other evil villains who are also interested in going green, and getting expressions of interest in co-investing in new technologies (see BHP & Rio’s electric trucks).
- Hold **listening sessions** with minions to understand and address concerns, and gather feedback on the proposed change programme.

MOVEMENT / CHANGE PHASE

- **Tell success stories** of minions who adopt carbon-neutral practices.
- Run a **pilot program**, e.g. the next superweapon will be constructed in a way that is entirely carbon neutral.
- Offer **skill-building** workshops, e.g. Biofuels 101.

SUSTAIN / REFREEZE PHASE

- Establish company-wide **goals and deadlines** for going green.
- Design a **reward system** for minions who are particularly dedicated to the carbon neutrality cause.



Should we encounter problems or resistance from any minions or leadership during the change process, we can use **Gleicher's formula** to diagnose what has gone wrong. The symptoms give insight into which of the elements of Gleicher's formula is missing:

GLEICHER'S FORMULA

SUCCESSFUL CHANGE =

SYMPTOM

SLOW START

ABSENCE OF

Dissatisfaction with how things are now



Use emotions to **tell impactful stories**, emphasising the negative consequences that will detrimentally affect the minions' everyday lives, e.g. villains will be distracted by responding to natural disasters and surviving extreme temperatures and will not have time to fight each other, taking away the minions' main source of joy; areas of the city will become inhabitable and the minions will have to move farther away, increasing their commute and decreasing their happiness.



SYMPTOM

LACK OF COORDINATION

ABSENCE OF

Clear vision & goals



- **Town hall** with minions to clarify the purpose and communicate the **BHAG** (Big Hairy Audacious Goal): Carbon neutrality for Gru Enterprises.
- **Align artefacts with espoused values**, such as recycling bins in the kitchen and a glass Tupperware library (to facilitate no-waste lunches).



SYMPTOM

FRUSTRATION

ABSENCE OF

Capability to change



- **Internal skill-building sessions** with minions to educate them on practical carbon reduction strategies in their work.
- **External skill-building sessions** and workshops to develop specific skills in collaboration and communication, as well as eco-friendly practices.
- **Release budget** to allow for the development of carbon-neutral technologies.



SYMPTOM

LACK OF ACTION

ABSENCE OF

Concrete first steps



- Gru and Dr. Nefario **send an email** identifying the initial actions to be taken and asking for volunteers, e.g. to share a success story or join a pilot programme.
- **Build a coalition of supporters** (boundary spanners) and harness their influence on their network to inspire motion.