



Five Minutes with....Mark Schroffel



Hi, I'm Mark Schröffel. I am a change management consultant and leadership development advisor. I have provided change management consulting services to many of Australia's blue chip company's. Most recently I have provide support to BHPs implementation of the IM101 Strategy into its Queensland based BMA Coal business. I have also recently written and facilitated a six month long management development program for a group of leading managers for Abigroup.

How did you come to perform in a change management related role? What attracted you?

I started my career as an Army Officer, and after 10 years service including a year on peacekeeping duties with the United Nations in Cambodia, I took the opportunity join a consulting company. I started consulting work as a project manager on business process re-engineering projects. I then moved into organisational design and strategic change projects. During that time I have also managed to develop a bit of a specialty as a facilitator running planning workshops and team development activities.

Why is good change management so critical to the way businesses perform today?

More and more businesses are recognising that adaptability, and the capability to manage change, provide a competitive advantage. Businesses are now facing a range of pressures that are creating a pace of change not previously experienced. The main pressures at the moment are those of financial crisis, and the social pressures relating to climate change and sustainability. I think the next wave of change will have something to do with the social networking revolution and the impact it has on public sentiment and consumer decisions.



What makes a great change management practitioner?

I think the best practitioners have an analytical mind coupled with the ability to think conceptually. I also believe that you need to have a good knowledge of business and how organisations work and how they interact with their markets. The ability to communicate and influence people is essential, as is the ability to manage ambiguity.

What would you say to anyone thinking of starting/developing a career in change management?

Welcome aboard! It's a fantastic career option for those people with right abilities and interests. I would recommend looking into learning about change management approaches and principles through some of the excellent programs out there. I am biased on this; however I think the AGSM change management program is an outstanding starting point for the new change management professional.

What is your idea of a great change management challenge?

I like situations that require novel approaches. It's always great working with a team of dedicated people who want to find a way through the difficulties, and who are prepared try new things and implement bold solutions to the problem. Change management requires a lot of risk management, and there's something very rewarding about those decisive moments when you know that you have managed the risks and your change campaign has cut through.