

Perspectives for organisational change practitioners

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Systemic awareness – taking multiple perspectives (Ken Wilber’s integral framework)

	<i>Interior</i>	<i>Exterior</i>
<i>Individual</i>	Subjective <i>e.g. psychological</i>	Objective <i>e.g. behavioural</i>
<i>Collective</i>	Inter-Subjective <i>e.g. cultural</i>	Inter-Objective <i>e.g. systemic</i>

Asking questions from each perspective...

	<i>Interior</i>	<i>Exterior</i>
<i>Individual</i>	Subjective <i>e.g. inner inquiry</i>	Objective <i>e.g. observational</i>
<i>Collective</i>	Inter-Subjective <i>e.g. what are we...</i>	Inter-Objective <i>e.g. big picture</i>

Asking questions about each dimension...

	<i>Interior</i>	<i>Exterior</i>
<i>Individual</i>	Subjective <i>e.g. motivations</i>	Objective <i>e.g. behaviours</i>
<i>Collective</i>	Inter-Subjective <i>e.g. values</i>	Inter-Objective <i>e.g. relationships</i>



The four *perspectives* of organisational evolution

(where we are looking *from*)



Interior world

Exterior world

Individual
or micro
level

<p>Intentional/subjective perspective</p> <p>Psychological-motivational approaches</p> <p>Individual motivational & attitudinal change</p> <p>Change leadership coaching</p> <p>Changing mindsets and attitudes</p> 	<p>Behavioural/objective perspective</p> <p>Rational-behavioural approaches</p> <p>Programmatic change</p> <p>Structured change management</p> <p>Changing behaviours and skills</p> 
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Collective
or macro
level

<p>Cultural/inter-subjective perspective</p>  <p>Cultural-dialogical approaches</p> <p>Shared identity, values and culture change</p> <p>Culture change facilitation</p> <p>Changing identity and value systems</p>	<p>Social/inter-objective perspective</p>  <p>Systemic-integrative approaches</p> <p>Whole systems change</p> <p>Systemic change facilitation</p> <p>Changing whole system dynamics</p>
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The four *domains* of organisational evolution

(what we are looking at)

Interior world

Exterior world

Individual
or micro
level

<p>Intentional/subjective dimension</p> <p>People's experience Motivation and meaning Attitudes, mindsets and emotions Personal and leadership development</p>	<p>Behavioural/objective dimension</p> <p>Business process Measurement and metrics Performance and results Behaviour and skills</p>
<p>Cultural/inter-subjective dimension</p> <p>Culture and values Shared purpose Vision and mission Teambuilding and group dynamics</p>	<p>Social/inter-objective dimension</p> <p>Whole system Interrelationships and patterns Larger environment Stakeholder networks</p>

Collective
or macro
level



The four perspectives of management theories and models

Interior world

Exterior world

Individual
or micro
level

Intentional/subjective perspective

Motivational model – from psychology

Intrinsic motivation theories (Y)

Personal development

Emotional intelligence



Behavioural/objective perspective

Command and control model - from military

Taylor's scientific management

Extrinsic motivation theories (X)

Competency models

Collective
or macro
level

Cultural/inter-subjective perspective

Shared vision model - from culture studies

Organisational culture change

Team building and group dynamics

Value systems



Social/inter-objective perspective

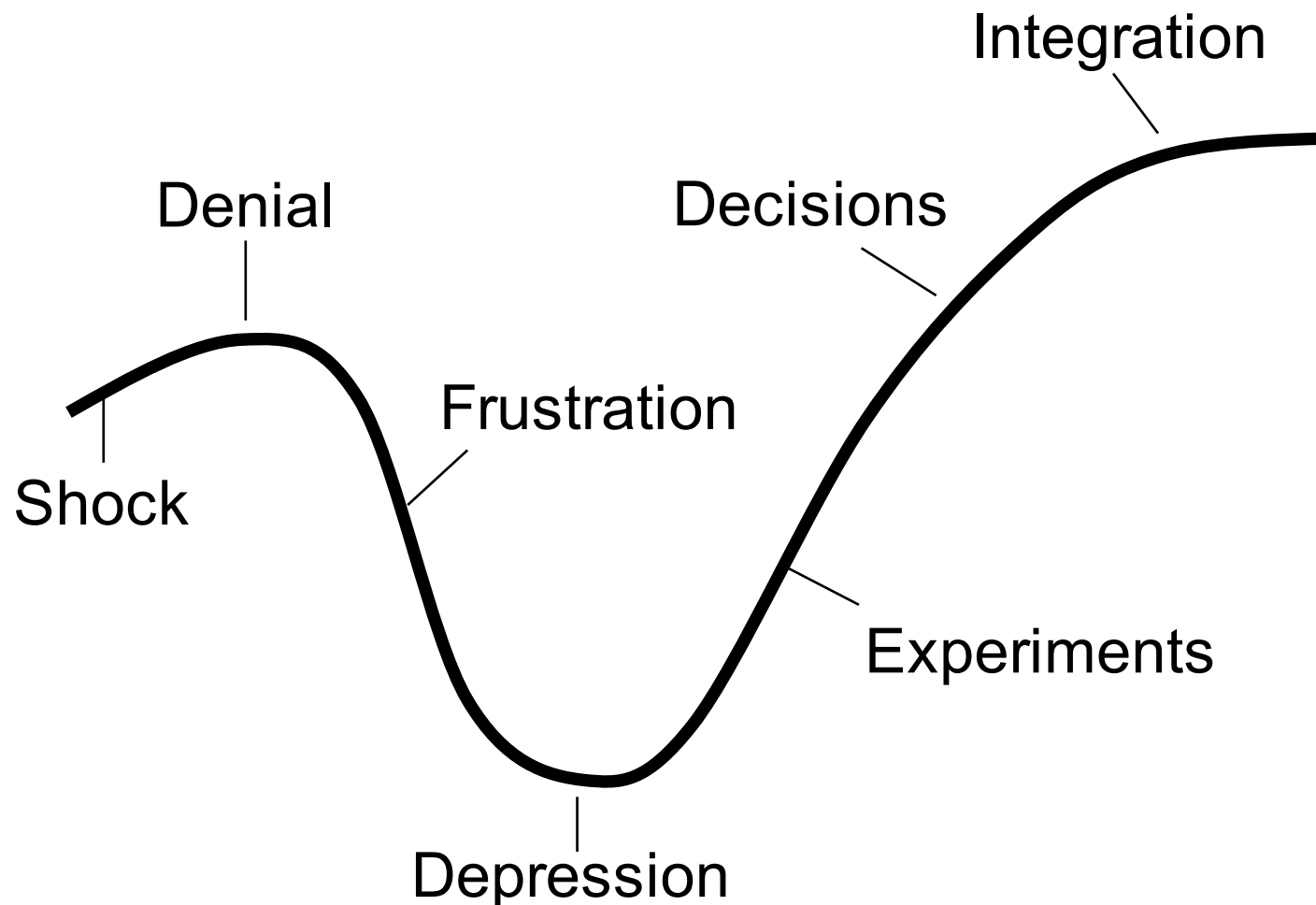
Systemic model - from social sciences

Systems thinking

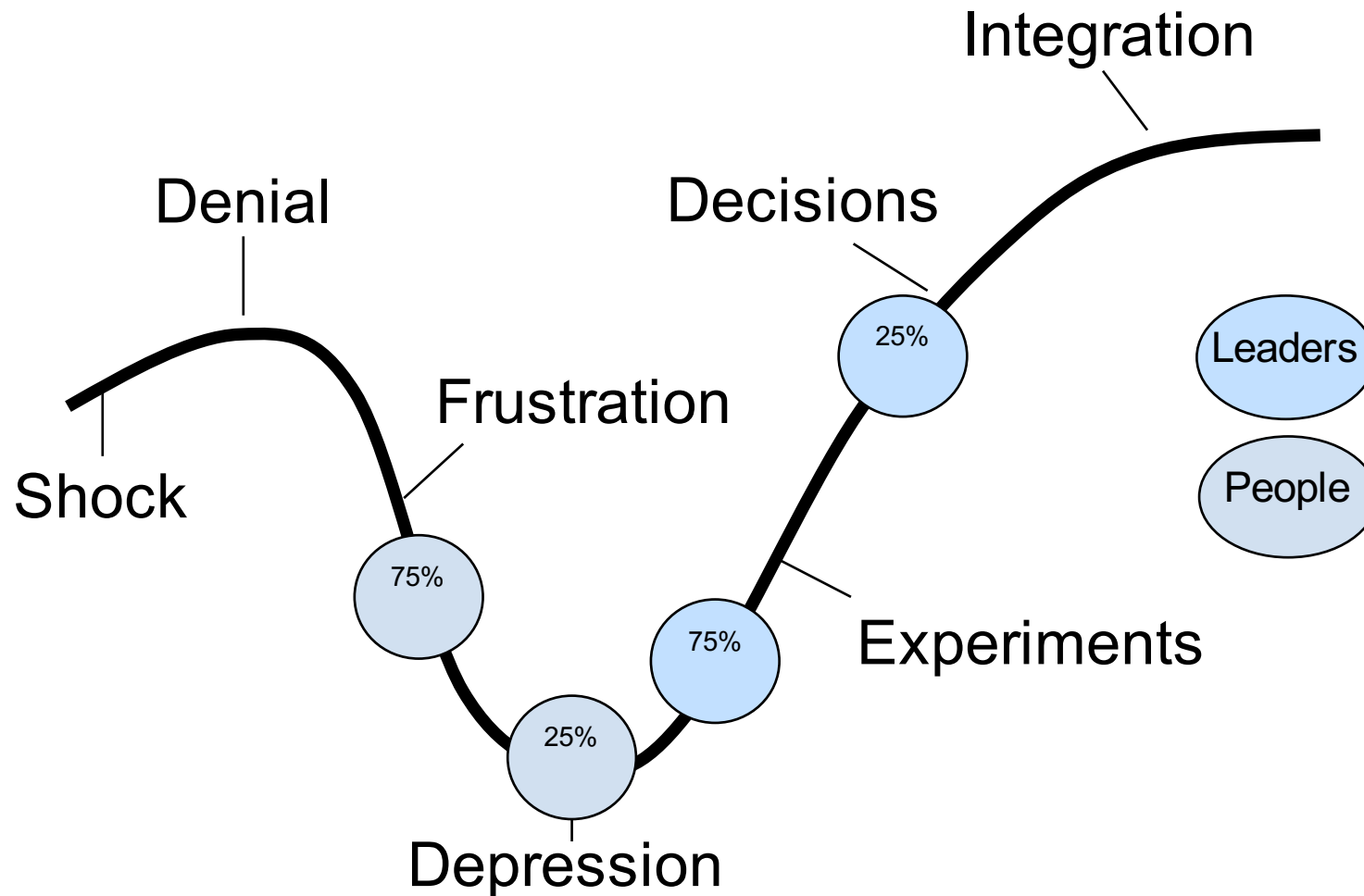
Strategic leadership

Complex adaptive systems

The Kübler-Ross Change Curve Personal Transitions

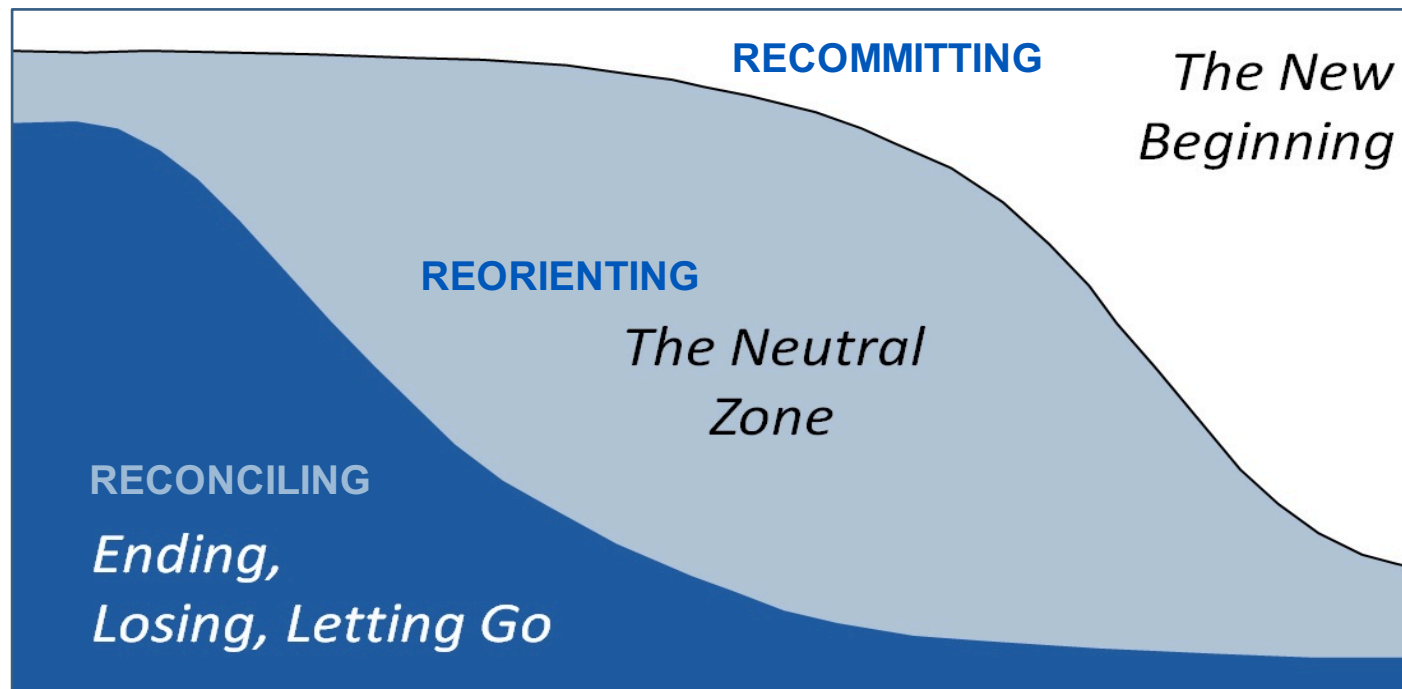


The Kübler-Ross Change Curve Personal Transitions



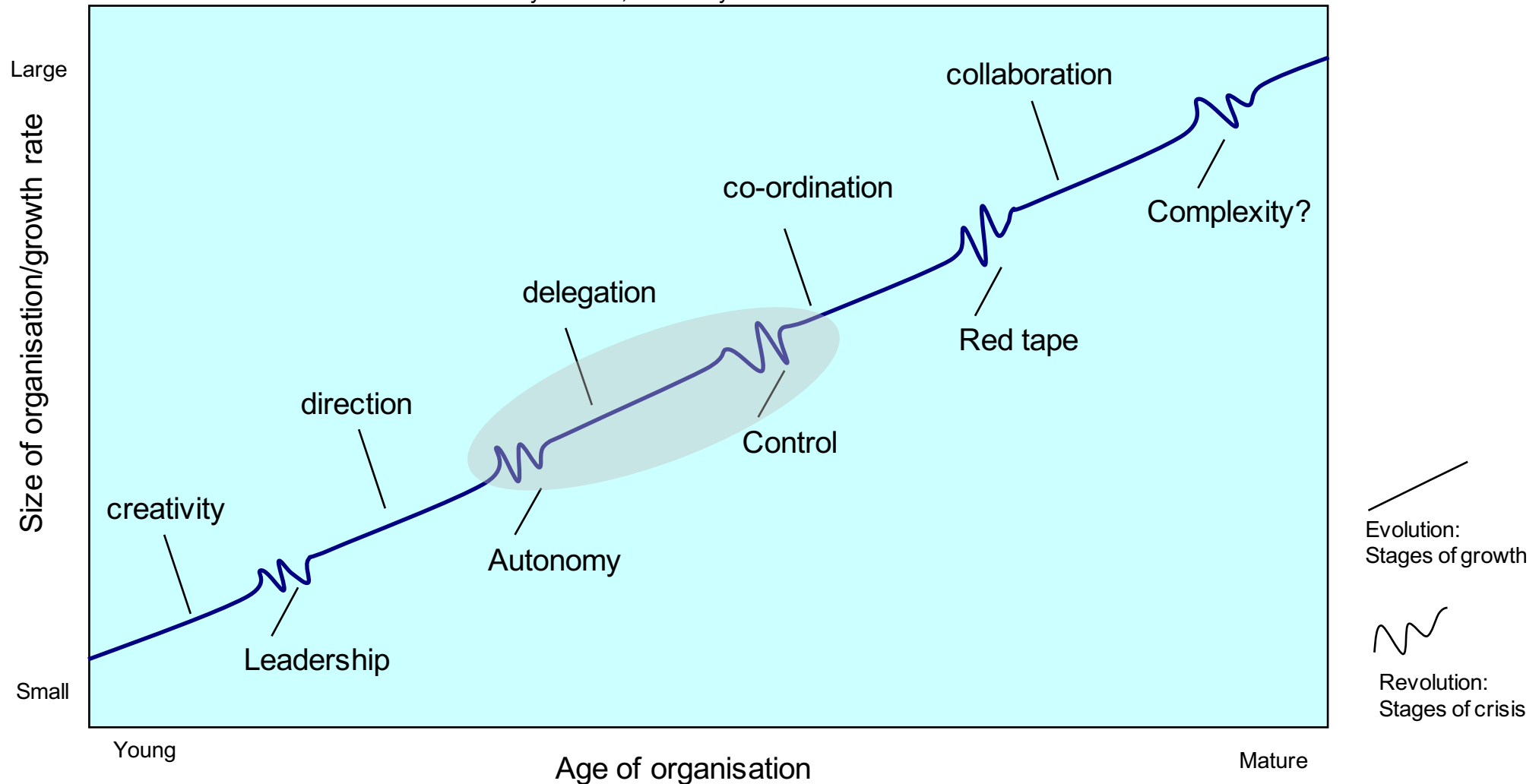
Stages of Transitions (William Bridges)

1. **Ending, Losing, Letting Go** - Letting go of the old ways and the old identity people had. This first phase of transition is an ending, and the time when you need to help people to deal with their losses.
2. **The Neutral Zone** - Going through an in-between time when the old is gone but the new isn't fully operational. We call this time the 'neutral zone': it's when the critical psychological realignments take place.
3. **The New Beginning** - Coming out of the transition and making a new beginning. This is when people develop the new identity, experience the new energy and discover the new sense of purpose that make the change begin to work.



Outer crises: the challenges of organisational growth

The Five Phases of Growth - Larry Greiner, HBR May-June 1998



The challenges of organisational growth

ORGANIZATIONAL PRACTICES IN THE FIVE PHASES OF GROWTH

Category	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Management Focus	Make and sell	Efficiency of operations	Expansion of markets	Consolidation of organisation	Problem solving and innovation
Organisational Structure	Informal	Centralized and functional	Decentralized and geographical	Line staff and product groups	Matrix teams
Top Management Style	Individualistic and entrepreneurial	Directive	Delegative	Watchdog	Participative
Control System	Market results	Standards and cost centres	Reports and profit centres	Plans and investment centres	Mutual goal setting
Management Rewards Emphasis	Ownership	Salary and merit increases	Individual bonus	Profit sharing and stock options	Team bonus

Critical Success Factors of Change Management

Planning Change

1. Change definition
2. Shared change purpose
3. Change leadership
4. Change legacy, readiness and capacity
5. Change management infrastructure

Implementing Change

6. Engagement processes
7. Connection and commitment
8. Barriers and resistance
9. Quick wins and communication

Sustaining Change

10. Consolidation and adjustment
11. Embedding change
12. Learning and building for the future

Change definition

- What?
- Why?
- Who?
- How?
- When?

Engagement processes

- Informing
- Involving
- Learning
- Rewarding
- Communicating
- Modelling
- Aligning

Levels of learning & change

- Organisation
- Team
- Individual

The Neuroscience of Change: How to Reset Your Brain **by Matthew E May** Source: Rotman School of Management **Sep 01, 2012**

- ❖ Throughout history, sudden insights across industries and disciplines have had one thing in common: they tend to come at strange times and places, and they tend to happen after an intense, prolonged struggle with a particular problem, followed by a break. The author describes the importance of the break or 'broken pattern' in our day, showing that it comes in two types: breaks that we make and breaks that we take. In both cases, breaks enable us to think differently - and more resourcefully, and those who aspire to creative thinking should make them a regular habit. He provides three approaches to daily breaks: meditation, 'pulsing' and daydreaming walks, all of which enable you to stop looking for 'the answer' - and find it.
- ❖ Neuroscience has now confirmed something that most artists and creatives have long known intuitively: when a well-worn pattern is broken, creativity often emerges. When we need to find far-reaching connections between seemingly-unrelated ideas, and when we hit a wall, this is precisely when we need to relax and stop thinking about work.
- ❖ Countless examples indicate that the answer only arrives when we stop looking for it.

HBR October 2005

The Hard Side of Change Management

by Harold L. Sirkin, Perry Keenan, and Alan Jackson

- ❖ Two out of every three transformation programs fail. Why? Companies overemphasize the soft side of change: leadership style, corporate culture, employee motivation. Though these elements are critical for success, change projects can't get off the ground unless companies address harder elements first.
- ❖ The essential hard elements? Think of them as DICE:
 - **Duration:** time between milestone reviews—the shorter, the better
 - **Integrity:** project teams' skill
 - **Commitment:** senior executives' and line managers' dedication to the program
 - **Effort:** the extra work employees must do to adopt new processes—the less, the better
- ❖ By assessing each DICE element *before* you launch a major change initiative, you can identify potential problem areas and make the necessary adjustments (such as reconfiguring a project team's composition or re-allocating resources) to ensure the program's success. You can also use DICE *after* launching a project—to make midcourse corrections if the initiative veers off track.
- ❖ DICE helps companies lay the foundation for successful change. Using the DICE assessment technique, one global beverage company executed a multiproject organization-wide change program that generated hundreds of millions of dollars, breathed new life into its once-stagnant brands, and cracked open new markets.

HBR July-August 2012

Cultural Change That Sticks

by Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley

- ❖ When a major change initiative runs aground, leaders often blame their company's culture for pushing it off course. They try to forge ahead by overhauling the culture—a tactic that tends to fizzle, fail, or backfire. Most cultures are too well entrenched to be jettisoned. The secret is to stop fighting your culture—and to work with and within it, until it evolves in the right direction.
- ❖ Today's best-performing companies, such as Southwest Airlines, Apple, and the Four Seasons, understand this, say the authors, three consultants from Booz & Company. These organizations follow five principles for making the most of their cultures: *1. Match strategy to culture. Culture trumps strategy every time, no matter how brilliant the plan, so the two need to be in alignment. 2. Focus on a few critical shifts in behavior. Wholesale change is hard; choose your battles wisely. 3. Honor the strengths of the existing culture. Every culture is the product of good intentions and has strengths; put them to use. 4. Integrate formal and informal interventions. Don't just implement new rules and processes; identify "influencers" who can bring other employees along. 5. Measure and monitor cultural evolution. Otherwise you can't identify backsliding or correct course.*
- ❖ *When the leaders of Aetna applied these rules while implementing a new strategy in the early 2000s, they reinvigorated the company's ailing culture and restored employee pride. That shift was reflected in the business results, as Aetna went from a \$300 million loss to a \$1.7 billion gain.*
- ❖ Executives should pay attention to four areas:
- ❖ **Business performance.** Are key performance indicators improving? Are relevant growth targets being reached more frequently? What is happening with less obvious indicators, such as local sales improvements or decreases in customer complaints?
- ❖ **Critical behaviors.** Have enough people at multiple levels started to exhibit the few behaviors that matter most? For example, if customer relationships are crucial, do managers update the CRM database on a regular basis?
- ❖ **Milestones.** Have specific intervention milestones been reached? For example, has a new policy successfully been implemented? Are people living up to their commitments to key account targets?
- ❖ **Underlying beliefs, feelings, and mind-sets.** Are key cultural attitudes moving in the right direction, as indicated by the results of employee surveys? This last area is usually the slowest to show improvement. Most people will shift their thinking only after new behaviors have led to results that matter—and thereby been validated.

HBR June 2009

A Culture of Candor

by James O'Toole and Warren Bennis

- ❖ If there's one thing that the past decade's business disasters should teach us, it's that we need to stop evaluating corporate leaders simply on the basis of how much wealth they create for investors. A healthier yardstick would be this: *the extent to which leaders create firms that are economically, ethically, and socially sustainable. The first step toward accomplishing that task is to create a culture of candor.*
- ❖ *Companies can't innovate, respond to stakeholder needs, or run efficiently unless the people inside them have access to timely, relevant information, point out professors O'Toole, of the University of Denver's Daniels College of Business, and Bennis, of the University of Southern California. Increasing transparency can be an uphill battle against human nature, however. The obstacles are numerous: macho executives who don't listen to their subordinates or punish them for bringing bad news; leaders who believe that information is power and hoard it; groupthink among team members who don't know how to disagree; boards that fail to question charismatic CEOs.*
- ❖ *Nevertheless, leaders can take steps to nurture transparency. By being open and candid, admitting their errors, encouraging employees to speak truth to power, and rewarding contrarians, executives can model the kind of conduct they want to see. Training employees to handle unpleasant conversations with grace also will break down barriers to honest communication. To avoid being blinded by biases, leaders can diversify their sources of information—an obvious measure that's rarely taken. Perhaps the biggest lever for cultural change is the executive selection process—choosing leaders for their transparent behavior, not just their ability to compete. And a few companies have even gone so far as to share all relevant information with every employee.*

Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization

by Robert Kegan, Lisa Laskow Lahey

Harvard Business Press: Feb 15, 2009

- ❖ A recent study showed that when doctors tell heart patients they will die if they don't change their habits, only one in seven will be able to follow through successfully. Desire and motivation aren't enough: even when it's literally a matter of life or death, the ability to change remains maddeningly elusive. Given that the status quo is so potent, how can we change ourselves and our organizations?
- ❖ In "Immunity to Change," authors Robert Kegan and Lisa Lahey show how our individual beliefs -along with the collective mind-sets in our organizations - combine to create a natural but powerful immunity to change. By revealing how this mechanism holds us back, Kegan and Lahey give us the keys to unlock our potential and finally move forward. And by pinpointing and uprooting our own immunities to change, we can bring our organizations forward with us.
- ❖ The core concept of this book is that people and organizations want to change but often fail because they get in their own way. A fundamental mismatch exists between how they attempt to change and what they really need to do. Robert Kegan, who teaches at Harvard's Graduate School of Education, and Lisa Laskow Lahey, the associate director of Harvard's Change Leadership Group, address a problem many people encounter daily, and their synthesizing discussion of learning theory provides a framework for thinking about change and a process for achieving it. The first step: create an "Immunity Map" centered on clear, specific goals. Complete your map by identifying what actions you take that work against those objectives and establishing why you engage in that sort of self-sabotaging behavior. Determine what assumptions underlie your "hidden competing commitments" and continually test those beliefs. The results may help you develop "releases," phrases that you can repeat to free you from your assumptions, so you can begin to change your behavior.
- ❖ This persuasive and practical book, filled with hands-on diagnostics and compelling case studies, delivers the tools you need to overcome the forces of inertia and transform your life and your work.