



CUTTINGS...

Number 115 February 2015

Compiled and edited by Geof Cox

Welcome to the first edition of Cuttings in 2015 amidst turmoil in the political and economic landscape. The working environment is having to adapt, and we therefore need to continue with organisation development and change initiatives in order to survive and hopefully thrive.

With that background, I have three features this edition on the subject of organisation change. First of all a reinforcement of best practices in leading change coming from experiences of success. Secondly a great reminder of what underpins a great workplace (and if we are introducing change, why would we not want to create a great workplace at the same time?). And lastly, a tool to help stimulate positive organisation change in groups.

I hope 2015 will be fulfilling and positive for you and that Cuttings will go some way to helping this to come about...

Geof Cox

Leading Change Management

A recent article in *Strategy+Business*, the e-zine of PwC/Strategy& outlined 10 principles and tools that have been identified through experience to help companies transform quickly.

Organisation change is a permanent feature of the business landscape, yet according to a Katzenbach Center survey, the success rate of major change initiatives is still only 54 percent. Why do they fail?

65% of respondents to the survey reported "change overload" - trying to make too many transitions at one time - as a problem. Initiatives are poorly thought through, rolled out too fast, or put in place without sufficient preparation. 48% of initiatives fail because companies lack the skills to ensure that change can be sustained over time. Leaders might set out eagerly but then lose heart when the improvements do not happen immediately, lacking the ability to develop new cultures and processes. The third issue from the survey identified a lack of

In this edition

Leading Change Management - 10 principles for success based on experience at Strategy& and the Katzenbach Center

5 C's for a great workplace - some comments adapted from Tom Terez in the ideas that underpin great places to work

Review: Positive Organisation Development Cards - Sarah Lewis has produced an excellent tool for guiding discussion in positive change environments

Public Course course programme dates for 2015.

And **Snippets** to provoke your thinking and reflection.

Snippets

A collection of thought provokers and quotations...

"Hold a true friend with both your hands."

Nigerian Proverb

"Learn from yesterday, live for today, hope for tomorrow."

Albert Einstein

"People often say motivation doesn't last. Well, neither does bathing, which is why we recommend it every day."

Zig Zigler

"The best way to have a good idea is to have lots of ideas."

Linus Pauling

involvement of people in the initiative so that 44% reported not understanding the changes they were expected to make, and 38% not agreeing with the proposed changes.

What to do to avoid these pitfalls? Just like John Kotter's famous list of eight steps in the 1990s, the strategy+business authors identify 10 guiding principles building on known successful practices (including the Kotter steps) that ensure that change success is more likely.

1. Lead with the culture. In the Katzenbach Center survey, 84% said that the organisation's culture was critical to success, and 6% saw it as more critical than strategy or operating model. Yet leaders often fail to address the issue. Of the companies that failed to sustain change, an amazing 76% reported that executives failed to take account of culture when designing the transformation effort. On the other side, the successful companies always make the most of their company's existing culture. Instead of trying to change the culture completely, they look for the elements that are aligned to the change, bring them forward, and use this energy to support the change.

Appreciative Inquiry and other strength based techniques do just this - they seek to identify what works in organisations and then enhance that core strength to help overcome the weaknesses. As Peter Drucker puts it: "The task of organisational leadership is to create an alignment of strengths in ways that make a system's weaknesses irrelevant."

2. Start at the top. It's important to engage employees, but all successful change management initiatives start at the top. This links to Kotter's 'guiding team' principle: you can't take alignment for granted, you need to ensure that the CEO is onside and that there is a powerful team of people who agree about the case for the change and for implementing it.

3. Involve every layer. Strategic planners often fail to take into account the extent to which middle level and frontline people can make or break an initiative. Frontline people have massive amounts of real time knowledge about potential difficulties, what issues need to be addressed, and how customers react. Their engagement will smooth the way; their resistance will kill off the best ideas.

Companies who are successful realise that early engagement of multiple levels of the hierarchy is possible through using large group participation approaches, and can even speed up the implementation of change rather than slowing it down.

4. Go for hearts as well as minds. The case for major change is often made solely on the basis of strategic business objectives. These rarely reach people emotionally in a way that engages them and ensures genuine commitment to the cause. Human beings respond to calls to action that engage their hearts as well as their minds, responding to a sense of purpose and being part of something consequential.

5. Show the way. Many change initiatives seem to assume that people will begin to change behaviour following formal directives and structures. But people don't suddenly work together in cross-functional

"The best preparation for good work tomorrow is to do good work today."

Elbert Hubbard

"Live your beliefs and you can turn the world around."

Henry David Thoreau

"The secret of getting ahead is getting started."

Mark Twain

"Believe you can and you're half way there."

Theodore Roosevelt

"Go confidently in the direction of your dreams. Live the life you have imagined."

Henry David Thoreau

"He who has a mind to meddle must have a heart to help."

Emerson

"An investment in knowledge always pays the best interest."

Benjamin Franklin

"There is a wisdom of the head, and a wisdom of the heart."

Charles Dickens

"If there is a sin against life, it consists perhaps not so much in despairing of life as in hoping for another life and in eluding the implacable grandeur of this life."

Albert Camus

"Being in the moment involves giving maximum appreciation and love to your present experience."

Sara Paddison

"The fast pace of our lives makes it difficult for us to find grace in the present moment, and when the simple gifts at our fingertips cease to nourish us, we have a tendency to crave the sensational."

Macrina Wiederkehr

teams and start collaborating because the lines on the organisation chart have been changed. Managers and change leaders need to define the critical few behaviours that will be essential to the success of the initiative, and then conduct everyday business using those behaviours visibly. Employees will believe real change is occurring only when they see it happening at the top of the company and in their own immediate working environment. 'Walking the talk' is an essential element of implementing change, not just an idea slogan.

6. Engage, engage, engage. John Kotter pointed out that we tend to under-communicate. Recent research shows that leaders still don't get the message: many continue to imagine that if they convey a strong message of change at the start of an initiative, people will understand what to do. Successful change leaders use constant communication, not only throughout the rollout but long after the major elements of the plan are in place.

7. Mobilise informal leaders. The formal leaders need to be onboard, but so too do the informal leaders who wield authority and influence in the organisation. This group have and use personal rather than positional power - their expertise, the breadth of their network, or their personal qualities engender trust and respect from their colleagues and can be found throughout the organisation. These informal leaders are great at motivating others and inspiring them to take pride in their work and are great change or culture ambassadors. They serve as both exemplars and communicators, spreading the word about why change is important.

8. Build formal solutions. Structures, reward systems, ways of operating, training, and development—are need to be redesigned to support the behaviour changes needed. Many companies miss out in this area, for instance, maintaining an individual performance reward system when promoting teamwork and cooperation, or continuing to recruit based on an outdated set of competencies.

9. Leverage informal solutions. Even when the formal elements needed for change are present, the established culture can undermine them if people revert to long-held but unconscious ways of behaving. Formal and informal solutions must work together, and putting as much effort into the cultural elements as the structural ones.

10. Assess and adapt. The Katzenbach Center survey revealed that many organisations fail to measure their success before moving on. Just like John Kotter found - leaders declare victory too soon and don't take the time to find out what's working and what's not, and to adjust their next steps accordingly.

USEFUL LINKS

[Click here](#) to read the full article by DeAnne Aguirre and Micah Alpern in strategy+business

New Directions provides training and consultancy in change leadership, including facilitating change initiatives using large group processes and strength based tools such as Appreciative Inquiry which directly address

"When we learn to say a deep, passionate yes to the things that really matter, then peace begins to settle onto our lives like golden sunlight sifting to a forest floor."

Thomas Kincaid

"Ambition by itself never gets anywhere until it forms a partnership with hard work."

James Garfield

"Faith is taking the first step even when you don't see the whole staircase."

Dr. Martin Luther King, Jr.

"Wealth is the ability to fully experience life."

Henry David Thoreau

"What you get by achieving your goals is not as important as what you become by achieving your goals."

Zig Ziglar

"By three methods we may learn wisdom: first, by reflection, which is noblest; second, by imitation, which is easiest; and third by experience, which is the bitterest"

Confucius

"Ignorance of all things is an evil; but great cleverness and much learning, if they be accompanied by bad training, are a much greater misfortune."

Plato

"Never seem more learned than the people you are with."

Lord Chesterfield

"Learning to draw is really a matter of learning to see - to see correctly - and that means a good deal more than merely looking with the eye."

Kimon Nicolaides

"If people knew how hard I worked to get my mastery, it wouldn't seem

a number of these principles for success. [Click here](#) for information about our services.

5 C's for a Great Workplace

I am indebted to Tom Terez (buildabetterworkplace.com) for pointing these out in a blog. I have taken the liberty to develop his idea a little...

1 content. As Peter Drucker said, "if you want people to do a good job, give them a good job to do." If you build jobs so that people can use their strengths, then you will get great job satisfaction and results.

2 choice. When people can make their own choices and decisions to shape how they do their work, their engagement and enjoyment go way up. Giving autonomy is a major positive, especially for technical staff.

3 collaboration. When people can freely team up and help each other as the workday unfolds, it's like getting additional brainpower.

4 community. A sense of belonging affirms that we are human beings, not human doings. Social stuff is a big deal in the workplace if it is to become a place where people will invest their energy not just their time.

5 caring. In great workplaces, people care - about their customers, about their co-workers, about each other. Bosses care about the people they manage, and vice versa. They show appreciation, they show concern and strive to help others succeed.

My addition is a sixth 'C' - a challenge to managers to put these into effect...

USEFUL LINKS

[Click here](#) to read Tom Terez's blog.

Public Courses 2015

New Directions runs a number of public training courses in association with partners. Click on the date to reserve a place or get more information direct from our partners' websites.

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so wonderful after all."

Michelangelo

Positive Organisation Development Cards

Sarah Lewis has produced an excellent tool to help facilitators and managers use elements of positive psychology and Appreciative Inquiry in addressing workplace issues.

The tool is a pack of twenty action cards that cover some core topics such as strengths, positive emotions, engagement, connecting, mindfulness, flow, resilience and flourishing. Each card includes a brief introduction to the idea alone with some appropriate questions to stimulate discussion and pointers for action.

Used singly or as a pack, I can see these cards being useful in introducing ideas and stimulating discussion in change processes, especially following the application ideas included in the pack.

At £15.00 plus VAT and p&p, they are a very affordable addition to the change leader or facilitator toolkit.

Cuttings

Cuttings is free to subscribers, and has been published continuously for more than 20 years by *New Directions*, an international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

New Directions is also a partner in the European consulting organisation *Learning Consortium* who are the providers of one of the

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