

Excellence is the result of



Caring more than others think is wise; **risking** more than others think is safe. **Dreaming** more than others think is practical and **expecting** more than others think is possible.

Today's Outcomes

- Reflect, integrate, synthesize, adapt (feedback)
- Plan and organize ourselves
- Continue shift towards a process mind-set as a dominant orientation
- Discuss key strategic BTC issues across the department.
- Continue to develop a common framework of the role of leadership in implementing fundamental change.
- Provide a forum for learning, growth, and challenge of self and each other.

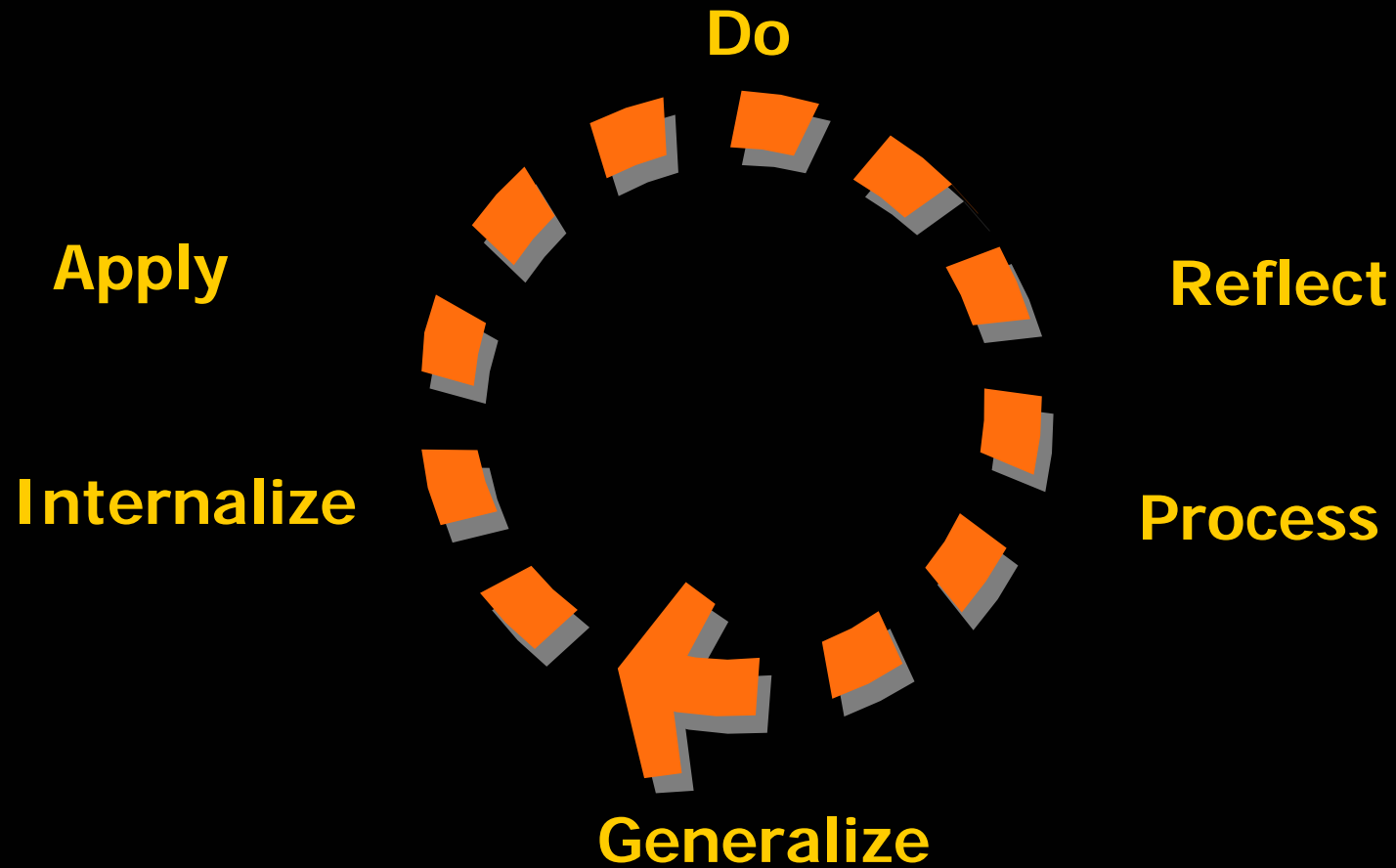
Agenda - Flow

- Data collection
- Assessment
 - ◆ I – G – O
- Change: input
- Path to competence
- Write chapter 1
- Plan and organize
- Adjourn

Learning Community Behaviors

- Speak for myself, use “I”
- Listen, listen, listen
- Be aware of judgments
- Be self challenging and self responsible
- Speak my thoughts and feelings
- Stay present, focus on learning
- Honor confidentiality
- Manage time
- Make assumptions explicit; clarify meaning
- Have fun!

Experiential Learning Cycle



Six Attributes of a Manager-Leader

- Act with honesty, fairness and consistency
- Are effective communicators, engaging in two-way communication, giving feedback and open to receiving feedback.
- Develop a compelling vision with clear implementation strategies.
- Are adaptable and able to change roles as needed.
- Are risk takers and assume responsibility for their actions.
- Have a sense of humor.

Four common approaches to change

- Top-down strategies
- Bottom-up strategies
- Representative cross-section strategies
- Pilot strategies

Why change efforts fall short

- Less informed and less effective
- A few people trying to convince many
- A partial responsibility mindset
- Change occurs sequentially
- Perceived as disruption to “real work”
- Pace of change too slow
- Substantial in part vs modest in whole

Three types of organizational change

- Developmental
- Transitional
- Transformational

Developmental change (Improvement)

- It is prescribed against a standard
- Improvement of skills, knowledge, practice, and performance
- To do better in a certain area: project oriented
- Change occurs through training, skill development, communication, process improvement
- Level of personal development required low

Transitional change (fix a problem)

- It is designed against a criteria
- Redesign of strategy, structures, systems, processes, technology or work practices (not culture)
- Project oriented: largely focused on structure, technology, and work practices
- Controlled process, support structures, timeline
- Level of personal development required med.

Transformational change (survival)

- Outcome is not initially known; emerges or is created through trial and error and continuous course corrections
- **Overhaul** of strategy, structure, systems, processes, technology, work, culture, behavior and **mind-set**
- Process oriented requires shift in mindset, behavior, culture
- Conscious process design and facilitation; high involvement; emergent process
- Level of personal development required high

Wake-Up Calls for Transformation


4. Transformation requires me to personally change my mindset, behavior, style
3. Transformation demands new strategies and practices
2. Change required is transformational
1. We must change

Approaches to Transformation

- By approach = state of awareness
- Leaders approach determines what they are aware of and what they do not see
- Expanded approach (conscious) or
- Limited approach (“reactive” or unconscious)

Reactive approach

- Typically don't differentiate types of change – don't see more subtle people and process dynamics
- Limited in approaching transformation based on current conditioning, beliefs, leadership style, etc.
- Not open to hearing wake-up calls 3,4
- Often have strong denial mechanism
- Attend mostly to surface symptoms
- Attempts to gain control – flavor of month
- Urgent need for certainty



“Reactive leaders’ unwillingness to see that they need to transform themselves in order to transform their organizations is often the biggest stumbling block to their organization’s successful transformation.”[Anderson & Ackerman Anderson, 2001]

Impact on employee morale

- Reactive leaders add change-related work to employees' already full plates.
- When change continues to be poured into a saturated sponge, consequences:
 - ◆ Morale deteriorates
 - ◆ Initiatives that are attempted result in only short-term, superficial application of intended goals
 - ◆ People stop listening to the leaders

Conscious approach

- Possessing conscious awareness
- Witnessing your experience
- Reflecting
- Being alert, clear minded, observant
- The witness and the autopilot
- Internal reality – external reality

What is mindset?

- **Worldview; orientation from which you experience your reality**
- **Fundamental assumptions about reality**
- **Core beliefs about self, others, life**
- **The filter through which you screen what gets drawn and interpret its meaning.**

Culture is to the organization what mindset is to the individual.

- Indicators of culture:
 - ◆ Leadership style
 - ◆ Communication patterns
 - ◆ Decision-making styles
 - ◆ Use of information
 - ◆ Level classifications and privileges

Indicators continued . . .

- Performance standards and expectations
- Consequences of failure
- Space / layout
- Norms and behavior
- Stories, myths, traditions, and rituals
- Heroines and heros
- Symbols (brands, logo, motto, language, relics)

Industrial

- Separate parts
- Power and control
- Certainty, predictability
- Objective, knowable
- Discrete events
- Entropy
- Order into chaos
- External causation
- Scarcity

Emerging

- Wholeness, relationship
- Co-create & participate
- Uncertainty, probability
- Subjective, mysterious
- Continuous process
- Self organization
- Order out of chaos
- Internal causation
- Abundance

Conscious Transformation Principles

1. Wholeness
2. Interconnectedness
3. Multi-dimensional
4. Continuous process through time
5. Continuously learn and course correct
6. Abundance
7. Balance planning with attending to emerging dynamics
8. Lead as if the future is now
9. Optimize human dynamics
10. Evolve mindset

Path to Competence

