



People, Culture, and Organization Transformation

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Discussion Points



- Dynamics of Organizational Change
- Understanding Culture
- People are at the Heart of Change
- Roundtable Discussion
- Wrap Up

Why do organizational change efforts fail?



- Lack of commitment and understanding
- Staff have responsibility without authority
- Loss of impetus after the initial hype
- Over ambitious – try to do everything at once
- Unrealistic implementation timeline
- Tools are unable to support the processes
- Lack of appreciate for discipline required to implement processes

Other reasons for failure...



- No structured project management controls
- Lack of clear accountabilities/ownership
- Difficulty changing the culture of the organization
- Lack of effective “champions”
- Lack of education, communication, and training
- People not skilled to support the processes

John Kotter's Eight Steps



1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches into the culture

What is culture?



An informal set of values, norms, and assumptions that controls the way people and groups in an organization interact with each other and with people outside the organization.

Cultural Frameworks

Lee G. Bolman & Terrence E. Deal



Structural

- Command and control
- Formal relationships
- Rules, policies, procedures, and hierarchies

Human Resources

- Company works for employee
- Focused on feelings, skills, and limitations
- Self-managing teams
- Peer-controlled projects

Political

- Power brokering / contests of will
- Individual interests compete for limited resources
- Internal conflict is rampant
- Focused on negotiation, coercion, and compromise

Symbolic

- Focus on cultural and social values
- Direction driven by traditions and ceremonies
- Attention not placed on what should happen, but what it means

Working within Cultural Frameworks



- **Structural**
 - Play by the rules
 - Respect and leverage chain of command
- **Human Resources**
 - Threats are not effective
 - Relationships are key
- **Political**
 - Work with instead of against the players
 - Establish win wins for middle management
- **Symbolic**
 - Ensure you tie the organizational change initiative back to the values and traditions of the organization

Six Layers of Resistance to Change

Eli Goldratt



1. Disagreement about the problem
2. Disagreement about the direction of the solution
3. Lack of faith in the completeness or maturity of the solution
4. Fear of negative consequences generated from the solution
5. Too many obstacles on the road to reach the solution
6. Not knowing what to do

People are at the Heart of Change



Executive and Senior Management	<ul style="list-style-type: none">• Changes with impact usually initiated from the top down
Middle Management	<ul style="list-style-type: none">• Don't always "think inc"• Need to know "What's in it for me?" or the WIFMS
Operational Staff	<p><u>Care most about...</u></p> <ul style="list-style-type: none">• Effect on day-to-day work• Increased workload• Tools and things to make it easier

Increase Awareness and Communications



Communicate 7 times, 7 ways

- Determine the direction of the desired change
- Analyze current culture and communication structure
- Identify target audiences
- Determine the communication goals for each
- Define communication strategy for each
- Develop a communication plan
- Prepare the communications and execute the plan
- Measure and evaluate the effectiveness and adjust strategy

Lessons Learned



- Get involved
- Focus on evolution, not revolution
- Be a leader
- Define the value and promote it
- Show empathy
- Choose objectivity over subjectivity
- Identify the naysayers and take action
- Involve the people



Roundtable Discussion



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Thank you for your time!

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