



Getting There
From Here:
What the experts have to say about organizational change
Webinar, June 16, 2011

Developed by Linda J. Camp, Turning Point Consulting for the Minnesota Association of Volunteer Administrators (MAVA) pursuant to grants from : Stevens Square Foundation, F.R. Bigelow Foundation and the St. Paul Foundation

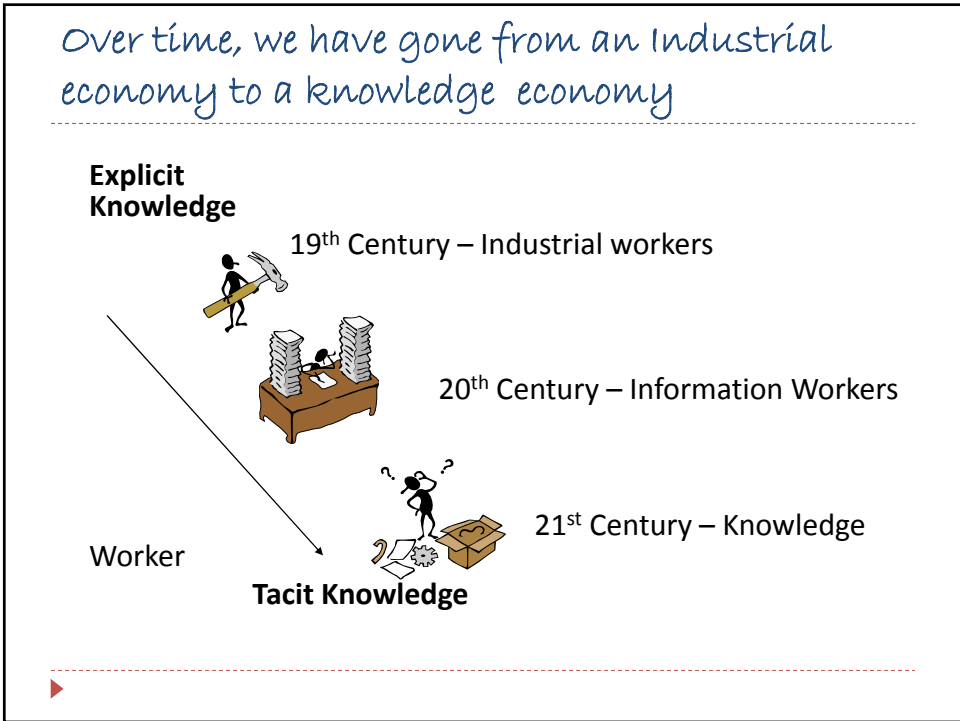
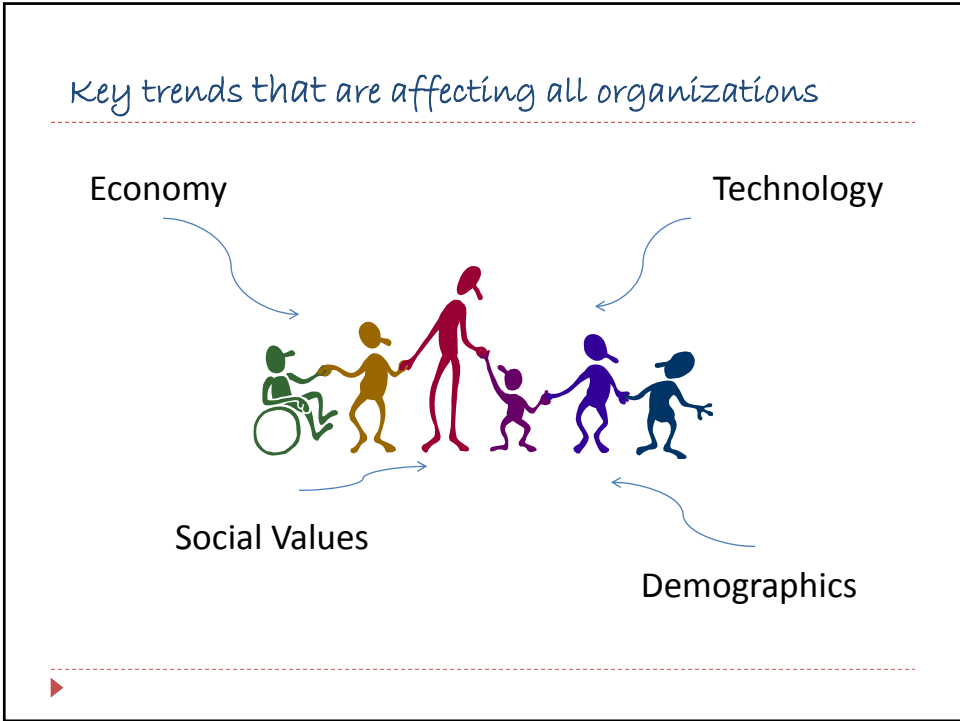
Poll

1. Are you involved in a change process at your organization, or thinking about one?
2. If so, how is it going? (pick one)
Wonderful
Stressful
Need help
Too early to tell

Framing Change, from the global to the individual:
It is mostly about people



Principle # 1: You are not crazy!



There has been a shift from *Explicit Knowledge* to *Tacit Knowledge*

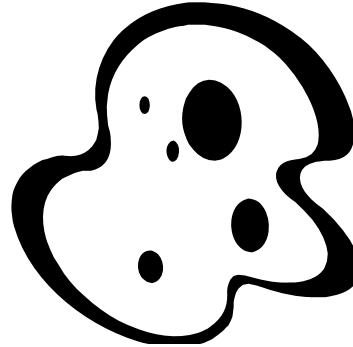
<i>Explicit Knowledge</i>	<i>Tacit Knowledge</i>
▶ Follows rules, repetitive tasks	Ability to handle ambiguity and complex problems based on experience

Principle # 2:
You might have a ghost problem

The different economic climate calls for different kinds of organizations

The Industrial Economy resulted in structured, hierarchical organizations—a model that still remains today

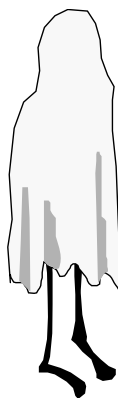
Organizations that thrive in a Knowledge economy must be flexible and look more like an amoeba than a box.....



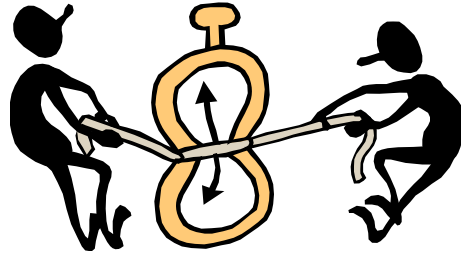
Many of the tools we use to recruit and manage people are ghosts of our Industrial past

Examples:

- ▶ Top-down management/supervision
- ▶ Job descriptions
- ▶ Departmental structures
- ▶ Recruiting based on “explicit knowledge”
- ▶ Performance evaluations based on tasks

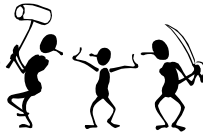


Change can be difficult because of the tug and pull of old and new systems and other environmental forces that we aren't fully aware of



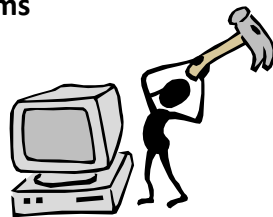
And, sometimes there are "hard" barriers

Legal obstacles

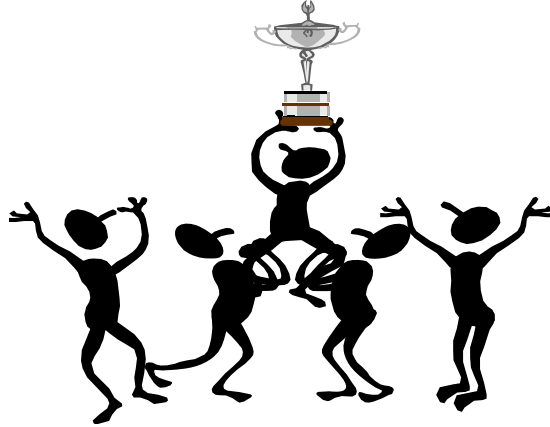


Resource Problems

Information Technology Problems



People are at the root of most difficult problems.....

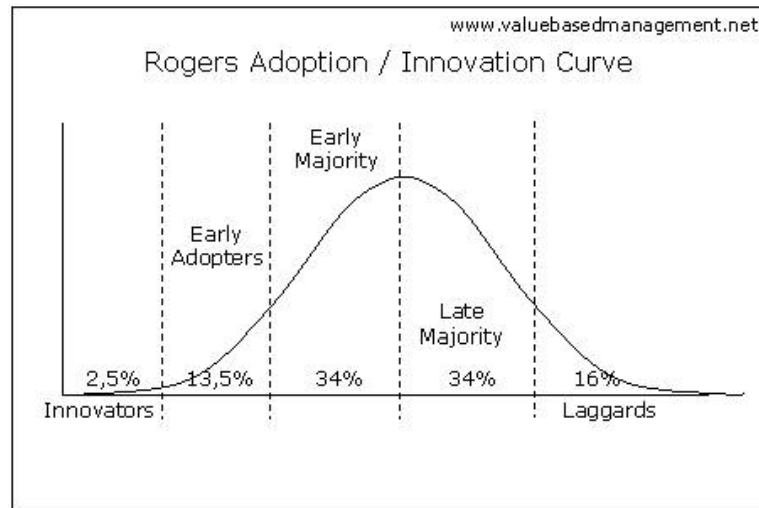


.....and the key to success

How People Adopt New Ideas:

Some of the research.....

Everett Rogers: Diffusion of Innovations

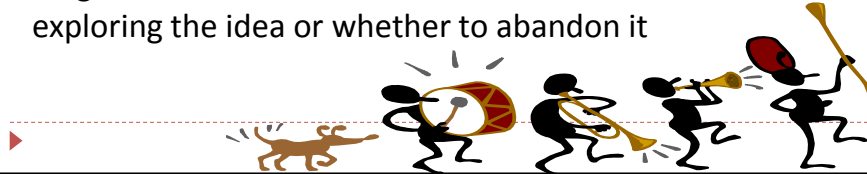


What Rogers discovered about each group:

- Innovators** Risk takers, use multiple sources of info, interact with other innovators
- Early Adopters** "Connectors," significant opinion leaders, socially forward, educated
- Early Majority** Have contact with early adopters, sometimes are opinion leaders, "watchers"
- Late Majority** Highly skeptical of change, less well connected, rarely function as opinion leaders
- Laggards** Have an aversion to change agents, focused on tradition, contact with family and close friends

Rogers: Five-Stage Adoption Model

- ▶ Stage 1: **Knowledge** – Are first exposed to idea, lack knowledge
- ▶ Stage 2: **Persuasion** – Become interested in the idea and start seeking information
- ▶ Stage 3: **Decision** – Weigh advantages and disadvantages, decide whether to accept or reject the idea
- ▶ Stage 4: **Implementation** – Decide to try out the idea
- ▶ Stage 5: **Confirmation** – Decide whether to continue exploring the idea or whether to abandon it



Response from the field

- ▶ Put in name of responder



Poll

Where do you see yourself on the change curve?

Innovator

Early Adopter

Early Majority

Late Majority

Laggard



Rogers: Five-Stage Adoption Model

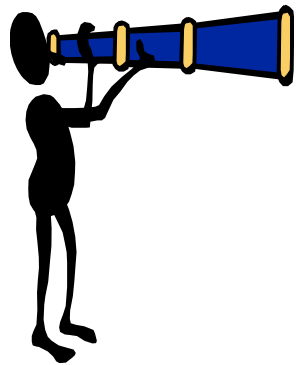
Discussion – How could you see this model might help in creating change in your organization?

Questions?



Change From the Personal Perspective

Our view of the world and approach to it is shaped by many things



Experiences,
values,
beliefs,
education,
cultural heritage,
biology, etc.

What the experts say....

- ▶ *“Mental Models” are deeply ingrained assumptions, generalization, or even pictures or images that influence how we understand the world and how we take action.....*
 - ▶ *A “Dominant Idea” = a polarizing idea. It gets in the way because it creates the organizing principle.*
 - ▶ *Peter Senge – **The Fifth Discipline: The Art and Practice of the Learning Organization** (1990) New York: Doubleday*
 - ▶ *Edward de Bono – **Lateral Thinking: Creativity Step by Step** (1970) New York: Harper and Row*
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Edward de Bono's Principles of Lateral Thinking

- ▶ 1. Recognize the dominant idea(s) [*i.e. assumptions or mental models*]
 - ▶ 2. Pull out the key elements
 - ▶ 3. Destroy the dominant idea until it loses its identity [*change relationships, exaggerate one feature, carry an idea to extremes*]
 - ▶ 4. Explore the results
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Wrap up

New insights from today, remaining questions, next steps

Kurt Lewin's 3-Step Model of Change

- ▶ 1. "Unfreeze" -- gain perspective, unlearn bad habits, open up to new ways of reaching objectives
 - ▶ 2. "Change" -- unroll new processes procedures, start doing new things; deal with resulting chaos
 - ▶ 3. "Freeze" – make it stick; reinforce and support new process and procedures
- ▶ Source: Kurt Lewin, "Frontiers in Group Dynamics" (1947)
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Action Steps

- ▶ 1. Identify one thing you will do in the next month to begin using what you learned today.
 - ▶ 2. Write it down.
 - ▶ 3. Follow through.
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- ▶

References

*Getting There From Here:
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- ▶ Edward de Bono – **Lateral Thinking: Creativity Step by Step** (1970) New York: Harper and Row
 - ▶ Everett M. Rogers – **Diffusion of Innovations** (4th Ed) (1995) New York: Free Press
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