



Peer Learning Programme

Inspiring organisational change



24th September 2013

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INTRAC

Outline of session



- Short introduction
- Talk through simple change model with examples and individual reflection (some limited feedback)
- Question and answer session
- Use chat function throughout to ask questions

Why change?

“You cannot step twice into the same river, for other waters are continually flowing on. Everything flows and nothing abides; everything gives way and nothing stays fixed... It is in changing that things find repose”



Heraclitus (circa 500 BC)

Why change?

“The sooner an organisation is willing to change – ahead of the time it has to change – the more options it has open to it. Always better to take change by the hand and lead it where you want it to go before it takes you by the throat and leads you off in any direction.”



John Adair

The challenge of change

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. Because the innovator has for enemies all those that have done well under the old conditions, and lukewarm defenders who well may do well under the new.”



Machiavelli, (16th Century)

The value of change

“Make a habit of regularly observing the universal process of change: be assiduous in your attention to it and school yourself thoroughly in this branch of study: there is nothing more elevating to the mind.”

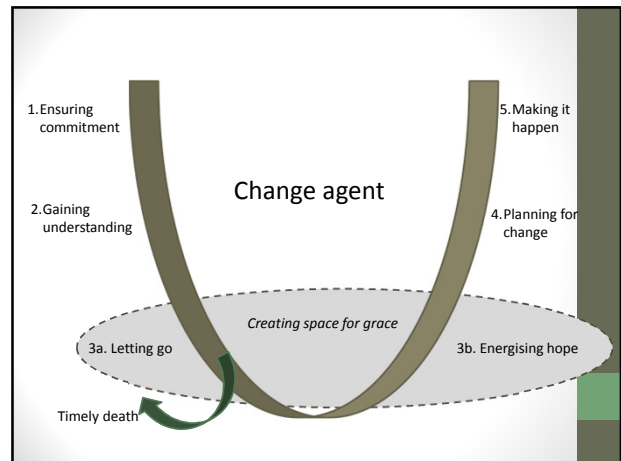
Marcus Aurelius Roman Emperor 160 AD

An experience of change

Think of a significant positive change that has occurred in your own life:

- *What were some of the factors leading up to it? What was the trigger? What held you back? How did you feel at different points in the process? What helped you adjust? What hindered?*



1. Ensuring Commitment

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- a. Motive to change > inherent resistance. How painful?
- b. Needs critical mass internally, especially from leadership
- c. Facilitator needs to interrogate motive and earn trust
- d. No point moving forward without genuine will to change

1. Ensuring Commitment

Useful questions to think about

- Where has this initiative come from?
- What were the triggers, prompts, or drivers?
- What is the attitude of the leadership and board? Are leaders taking responsibility or externalising blame?
- Who is the process for? Why do they want it?
- Who is taking responsibility for the problem?
- Where do they see the problem?
- Who within the organisation is motivated to change? Who needs to be motivated to change?
- What will happen if they do nothing? How intolerable is the pain?
- What have they already tried? How much have they invested in this?
- What are they prepared to invest in the future? Time? Money?
- What are they prepared to stop doing? Give up?

1. Ensuring Commitment

Individual reflection

Think of a change process in your organisation or in a partner:

- *What is the attitude of leadership?*
- *Are they committed enough to overcome the inherent resistance?*

1.Ensuring Commitment

2.Gaining Understanding

1.Ensuring Commitment

2.Gaining Understanding

a. What is going on in communities and also under the waterline?

1.Ensuring Commitment

2.Gaining Understanding

The diagram illustrates the concept of 'under the waterline' by using a hippopotamus. The part of the hippo above the water represents what is visible or understood, while the part below the water represents what is hidden or not understood.

1.Ensuring Commitment

2.Gaining Understanding

a. What is going on in communities and also under the waterline?
b. How is behaviour affected by culture and context?
c. Shared understanding more important than expert diagnosis
d. Cannot assist without empathy and understanding

1.Ensuring Commitment

2.Gaining Understanding

The diagram shows a funnel-like structure representing organizational layers. The top layer is 'The Environment'. Below it are several layers: 'Identity, Values, Culture, Leadership, Relationships', 'Vision, Mission, Purpose, Strategy', 'Systems and Structures', 'Competencies and Staff Skills', and 'Physical and Financial Resources'. A horizontal line is drawn across the top of the funnel, just below the environment layer.

1.Ensuring Commitment

2.Gaining Understanding

3a. Letting Go

1. Ensuring Commitment

2. Gaining Understanding

3a. Letting Go

- Let go of past behaviour and thinking – endings are the starting point
- Face fears, awaken conscience and responsibility
- Truth - honest feedback
- Inside-out process involving expression of regret (saying sorry)
- Hard choices – de-cide

1. Ensuring Commitment

2. Gaining Understanding

3a. Letting Go

How have I contributed to this situation?

1. Ensuring Commitment

2. Gaining Understanding

3a. Letting Go

“The failure to identify and be ready for endings and losses that change produces is the single largest problem that organisations in transition encounter”
William Bridges

1. Ensuring Commitment

2. Gaining Understanding

3a. Letting Go

Timely death

- Sometimes there is no turning point
- The most positive step forward may be to close something down – strategic funeral
- Accepting death is a part of life

1. Ensuring Commitment

2. Gaining Understanding

3a. Letting Go

Timely death

Native Indian saying:
“When you are riding a dead horse, the best thing to do is dismount”

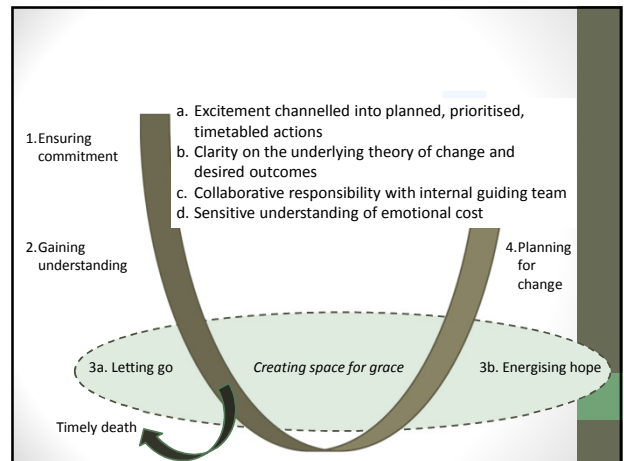
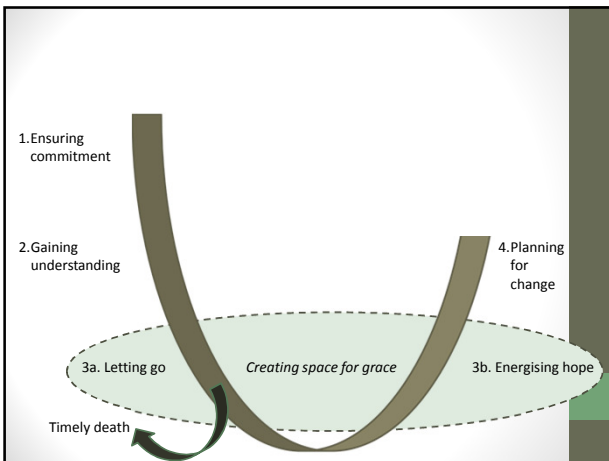
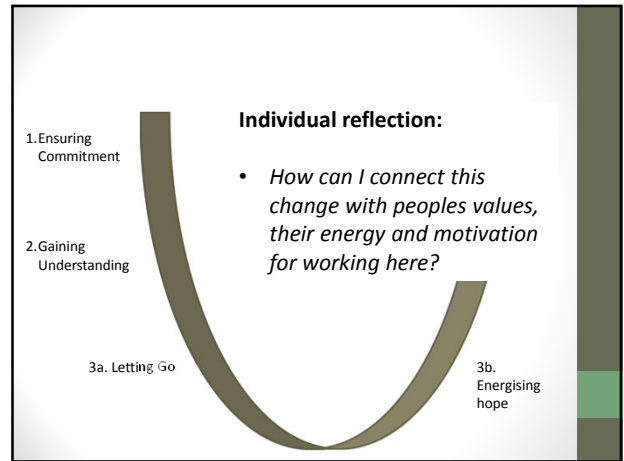
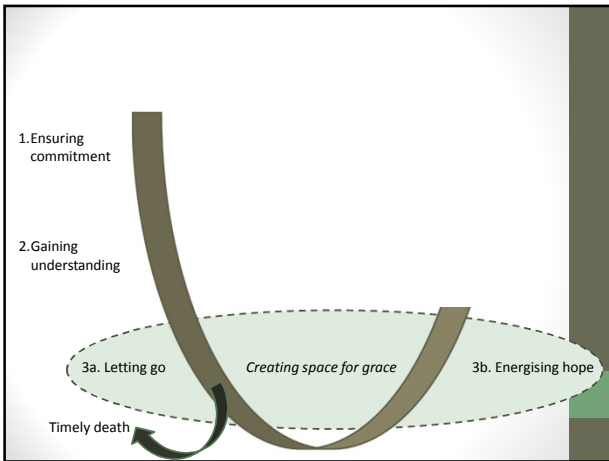
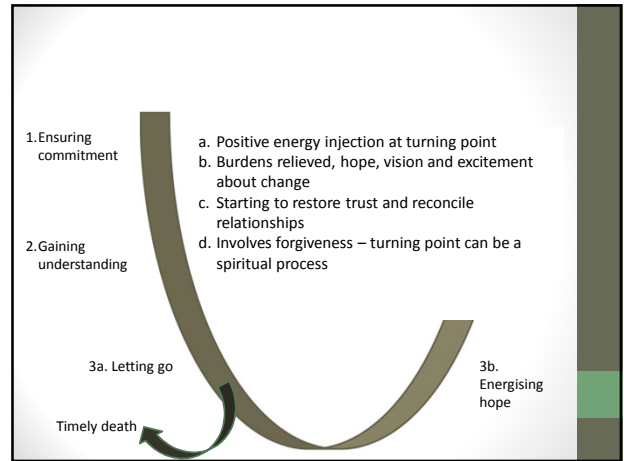
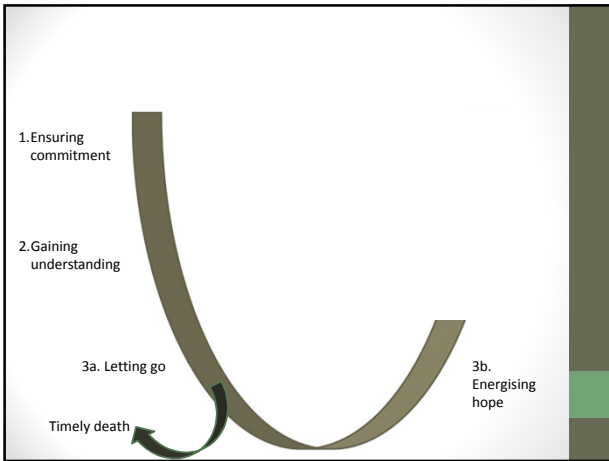
1. Ensuring Commitment

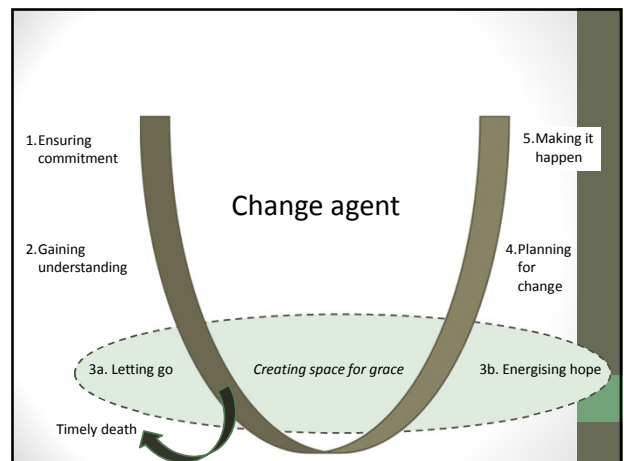
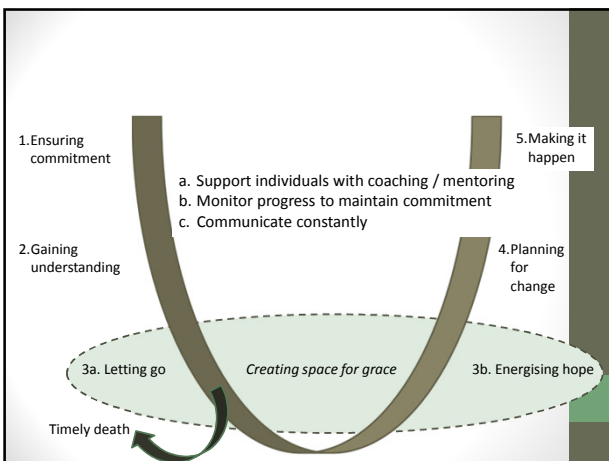
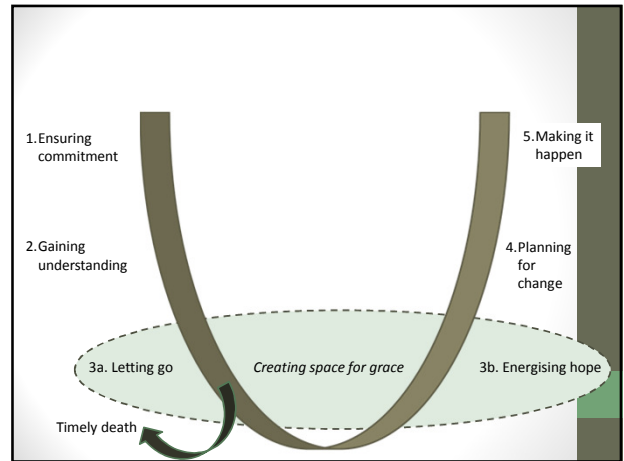
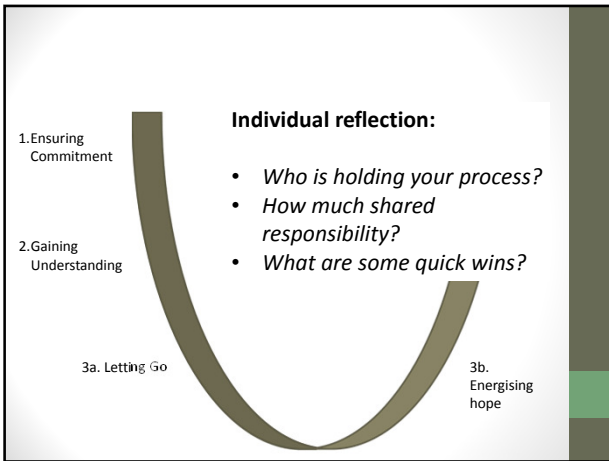
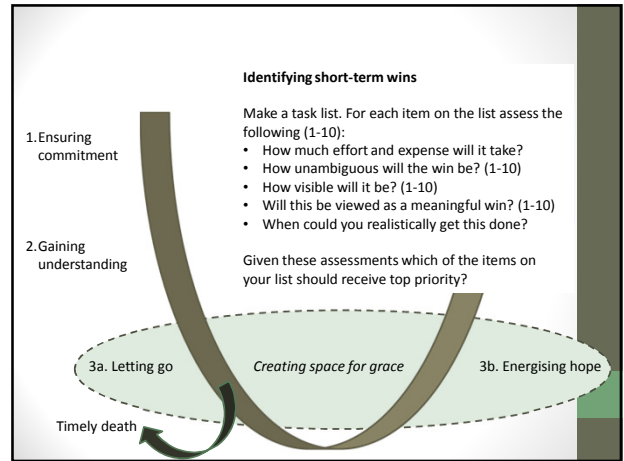
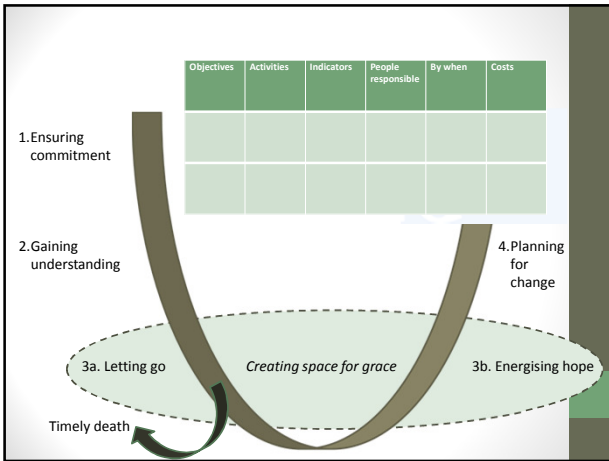
2. Gaining Understanding

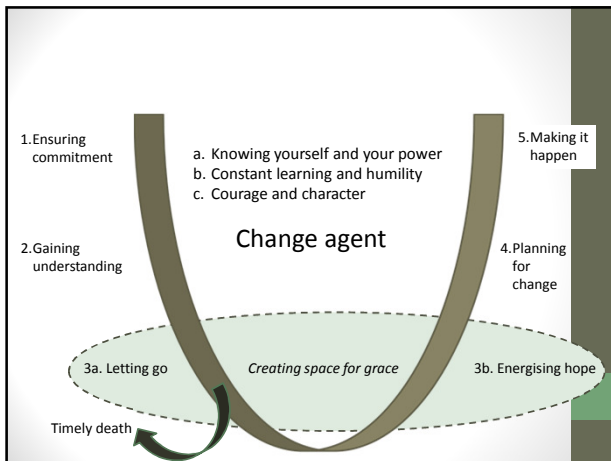
3a. Letting Go

Individual reflection:

- *What do different people fear about this change?*
- *Who will lose what?*
- *Is there a need for apology and forgiveness?*







Question and answer

Write down any final questions in chat box

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Questions to ponder

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Questions to ponder

- *What are the three main things that I want to take away from today?*

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