Mapping change through innovation (the “all star” way)
The Nature of change

R.L. Ackoff f-law no 2 states
Knowledge is of two types, explicit and implicit, and knowing this is implicit!

Explicit knowledge can be consciously captured in manuals, procedure protocols. Tacit knowledge is also required. This is what organisations and individuals do without thinking. It is done unconsciously - like riding a bike, reading etc.
Make the IMPLICIT

EXPLICIT

ICEBERG’S - 90% below the surface
Nature of change

“How do you change anything in an organisation and particularly the way people in it relate to the public and other professionals?”

It’s not the change. It’s the way the change is managed and specifically the way that change is introduced is crucial and yet - few managers have explicit approaches to introducing innovation and many do not recognise the need for planned approaches to managing change. Managers tend to have implicit ways

• re organisation
• new policies
• re training
• replacement of staff

It is clear that many of the above do not work and some actually work against the change or innovation.
First... Choose the Right Problem
What's Blocking?

- Burned Out Staff
- Unclear Vision
- Fear
- Lack of Courage
- 503 Priorities
- Budget
- Power Struggles
- Team?
- Schedule Conflicts

Paper Overload
Listening

F-law 80 - Complex problems do not have simple solutions, only simple minded managers and their consultants think they do

People want simplicity. It’s easier to deal with than complexity. The business books that sell best are “seven easy steps to....” or “the six habits of....” etc.

Problems that arise in organisations are almost always the product of interactions of parts, never the action of a single part.
The Answer is:
COLLABORATE COLLABORATE COLLABORATE COLLABORATE COLLABORATE

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F-law no 72 – Conversations in a lavatory are more productive than those in a boardroom

Informal conversation is often more productive that a long, stifling, formal meeting. There is unlikely to be posturing or political infighting. And it has the open ability to be able to converse without constraint.
F-law 1 You cant teach an old dog or executive new tricks, or even that there are any new tricks

F- law 1 –there is a great deal of “we tried it and it didn’t work” syndrome. Most organisation change happens when changes occur of the corporate guard. Either leaving their mark or making one!
F-law 17 The more lawyers an organisation employs, the less innovation it tolerates

F-law 17 - An executive wondered why everytime he asked his legal dept if he could do something new they said NO. “What should I ask?” he enquired to a retired law professor. “Dont ask anything”, the retired law professor said “Tell them what you are going to do and remind them its their job to keep you out of trouble when you do it”. Permission is almost always harder to obtain than forgiveness!

Ask forgiveness not permission* M Forrest
Innovation and Change

Dr. Martin Luther King Jr. said:

I have a DREAM
not
I have goals & objectives

CHANGE
Innovation and Change

Innovation is typically seen as “good”, as a luxury that can be entered into at times of relative calm and dropped when under pressure.

Change is seen as inevitable, fast and immediate.
Make the explicit

Iceberg's - 90% below the surface
F-law 19 The only thing more difficult than starting something new in an organisation is stopping something old.

This is actually all about motivation and momentum. If you want to do something - whether stop or start - and you have the momentum, you can do it. With the right people and the right reasoning, innovations can certainly gain momentum and create change.
F-law 50 - The *sine qua non* of leadership is talent, and talent cannot be taught

One can be taught to draw but one cannot be taught to be an artist. The difference is talent, a gift at birth. One's talent can be enhanced. The essential requirement of a leader is an ability to inspire. Inspiration is an art, not a science. Leadership development courses and programmes can develop those who already have the requisite talent but they cannot make leaders out of those who are without it.
Comfort Zone
Behaviour of organisations
Behaviour of organisations

Military model

- Sales campaign
- Price war
- Troops in the field
- Front line staff
- Hierarchy
- Line of command
- Officers
- Officer in charge
- Strategy (The art of war, generalship, especially the art of directing military movements so as to secure the most advantageous positions and combinations of forces. Concise English Dictionary.)
- Targets
The military model

It has been taken for granted that the military model is the only way to run a business. Indeed, the military model is so ingrained in our consciousness that using any other model has seemed peculiar, and even suspect. Management books are full of techniques applied to business strategy; marketing, personnel management and training which were developed and perfected in the military.

The military model to mean “screwing the mostest out of the leastest” - using the foot soldiers, as cannon fodder has corrupted the concept of performance. The ultimate sanction of the court martial and firing squad becomes redundancy notice and being fired from the job.
Think of the implications of this model on the hearts, minds, souls and inevitably the performance of the foot soldiers – the people.

Some anger at employers and unions not winning their battle

Some getting more education to know their rights and get better jobs elsewhere

Foot soldiers using their minds and creating a culture where they become more and more employable rather than reliant on one organisation, one employer.
F-law 67 - The higher their rank, the less manager perceive the need for a continuing education, but the greater the need for it.

The educational part of a senior executive course must be restricted to no more than a few hours per day, with attendance optional but enticing!
Language we could be using

- High flying
- Staging a new event
- Getting the show on the road
- The show must go on
- Getting your act together
- Orchestrating
- Scenario planning
- Conducting meeting
People in performance

There are very successful companies using an “all star” model in business. The people in this model tend to be motivated to achieve mastery in what they do. Performers need to rehearse, which in business is called training and development.
When you think about an organisation that is successful, what are the key facets you are interested in, the key criteria that define the journey to success? Or, conversely, when you look at failure, what do you want to know about how it was managed to understand their path decline?
**VISION** - What is the company trying to do, where is it trying to go?

**LEADERSHIP** - How is the company led and managed?

**MARKETPLACE** - How does it view the marketplace

**PEOPLE** - How do people and roles interrelate?

**VALUES** - What does it believe in, what is the code of ethics?
Dr. Martin Luther King Jr. said:

I have a DREAM,

not

I have goals & objectives.
F-law 60 - a corporation’s external boundaries are generally much more penetrable than its internal ones.

The competition for personal power and resources between managers and units within a corporation is often much more intense and less ethical than competition between corporations for customers. Hierarchical structures encourage people to compete with each other rather than work with each other. They focus on the internal world instead of the external world they are supposed to be their serve!
BILLIONS have been ‘wasted’ in Job Training schemes....

Research Assignment - 5 years:

What helps a person get and keep a job?

- Harvard
- Carnegie
- Stanford

15% Technical Skills

85% PEOPLE Skills
What is Most Important in this world?

Tis People!
Tis People!
Tis People!
People think differently

There is always an easy solution to every human problem – neat, easy and wrong (H L Mencken)

Why do people resist change?
3. Monsters of Change

FEAR

COMPLACENCY

CONTROL
Fear of:

- Failure
- Success
- Losing power
- Hard work
- Having to be difficult
Why do people embrace change?

Excitement at the prospect of:

- The unknown
- The possibility of success
- Being the best you can be
- Proving something
- Being able to be different
If you imagine a blazing hoop, which is symbolic of the gateway between the present way we do things now and the new way we could do things. It is spectacular and dangerous, but there isn’t much risk in jumping through it when you do it quickly with confidence.
For change, focus your energy.

Most don't move, but a few change the balance.
JOURNEY OF 1000 DAYS

HOPE to DESPAIR

RAZAMATAZZ

SPIRIT

THE VOID

NOTHING SHOWING

DARK NIGHT OF THE SOUL

BREAKTHROUGH

SOME RESULTS

LOOKING GOOD

SHOWTIME

1000 DAYS
If you are TIRED...
If you are SCARED...
If you are HUNGRY...
If you want to TASTE FREEDOM...

Keep Going!
Keep Going!
Keep Going!
Keep Going!

Harriet Tubman
Having ideas, new methods rarely follow a straightforward path. The route of the path from idea to widespread implementation is often a road full of bumps, twists, bends, brickwalls, U-turns and changes in direction.
Can you guarantee compliance not just through superficial obedience?

It's like the addicted smoker who says "giving up smoking!! No problem I do it all the time."

Making a difference to practice means changing behaviour and the relationship between them.
Changes in practice come about through ‘convergent thinking’ and ‘contagious processes’

Go start a virus!!
Cowardice asks the question: "Is it safe?"

Expediency asks the question: "Is it polite?"

Vanity asks the question: "Is it popular?"

But Conscience asks the question: "Is it right?"

Martin Luther King, Jr.
ON CHANGE

Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has.

Margaret Mead
Management by consequence

From whom are you getting positive feedback?

From whom are you getting negative feedback?

Who is reacting positively and negatively to the innovation itself?

Who is reacting positively or negatively to the way the innovation is being introduced: change is being managed?
• Do more of what works – less of what provokes hostility
• Work with allies – do not put all your energies into “overcoming resistance”
• Resistance and hostility are negative feedback: change the way innovations are being introduced or change the innovation
• Manage by identifying consequences, not by objectives alone
• Beware the assumption that successful implementation will be “good”
• All changes should be judged by their impact on all those that they affect and not simply on whether they happen or not
• Do not just focus on whether the adoption of the innovation
Teaching The Caterpillar to Fly
"One cannot become a butterfly by remaining a caterpillar."
"In the change from being a caterpillar to becoming a butterfly, you're nothing more than a yellow, gooey sticky mess."
Things are this way because they got this way and unless things change, things will continue to remain the same.
"Even caterpillars can fly, if they just lighten up!"
• **Knowing "The Answer"** will prevent you from seeking out other possibilities and ideas, limiting possibilities.

• **Groups generate better ideas than individuals** - do things in teams of 5 to 7 people. Get support from others around you in any change initiatives.

• **There are more ideas available than one might initially think.** Play generates creativity and innovation. Pressure doesn't.

• **Not all the good ideas are immediate or even obvious until a problem is discovered and discussed.**
People will often resist change because they are comfortable with how things are, right now. By identifying Square Wheels and Round Wheels, we increase discomfort with the way things are and we make change more likely.
Max DePree said:
"We cannot become what we want to be by remaining what we are."
Go to the people
Learn from them
Love them
Start with what they know
Build on what they have
But of the best leaders
When their task is accomplished
Their work is done
The people will remark:
"We have done it ourselves."

2000 Year Old Chinese Poem
The Answer is: COLLABORATE COLLABORATE COLLABORATE COLLABORATE COLLABORATE

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Values - what we believe

The fundamental beliefs that inform in Control’s work are as follows:

1. We believe that every human being has equal dignity and the right to be treated with equal respect, whatever their impairment, age or health status. We are all different, but we are all entitled to be treated with respect.
2. More than this, we believe that the natural diversity of human beings should be welcomed and cherished. We are all different, and our differences and our needs help make the world worth living in.

**Stephen Hawking**
Physicist/mathematician has Lou Gehrig's Disease and is in a wheelchair. He needs a computer to speak.

**Ludwig van Beethoven**
Known to be deaf.

**Albert Einstein**
The Mathematician/Physicist who had a learning disability and did not speak until age 3. He had a very difficult time doing maths in school. It was also very hard for him to express himself through writing.

**Robin Williams**
(famous Hollywood Star) was diagnosed to be suffering from Attention Deficit Hyperactivity Disorder (ADHD) as a child. He never refuses a role related to medicine e.g Awakenings, Patch Adams.
3. We believe that people truly flourish not as lone individuals but when they are part of communities: families, friendships, neighbourhoods and all the organisations of civil society.
4. We also believe that all these communities only flourish when they welcome the full membership and support the active participation of everyone, regardless of their impairment, age or health status.
5. We all need extra help from time to time, and some of us need that help regularly and throughout our life. This might be as a result of disability, old age or ill health. The fact that this need for extra support exists is both natural and an important opportunity for all of us to recognise our need for support and our mutual interdependence. There is no reason for people who need extra support to be excluded from full and active participation in community life and it is wrong that so many current systems do so exclude people.
The Answer is:

Collaborate
Collaborate
Collaborate
Collaborate
Collaborate

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"Blessed are we who can laugh at ourselves, for we shall never cease to be amused."

Author Unknown
Given the right circumstances, from no more than dreams, determination, and the liberty to try, quite ordinary people consistently do extraordinary things."

Dee Hock, founder of VISA International

"Never doubt that a small, committed group of people can change the world. Indeed, it is the only thing that ever has."

Margaret Mead

God gives every bird his worm, but he does not throw it into the nest.

Swedish proverb
How wonderful it is that nobody need wait a single moment before starting to improve the world.

—Anne Frank