

Transforming Organizations



Challenge each “dancer” to find their own logic.

Evolution



It happens whether you transform or not.

Failure!

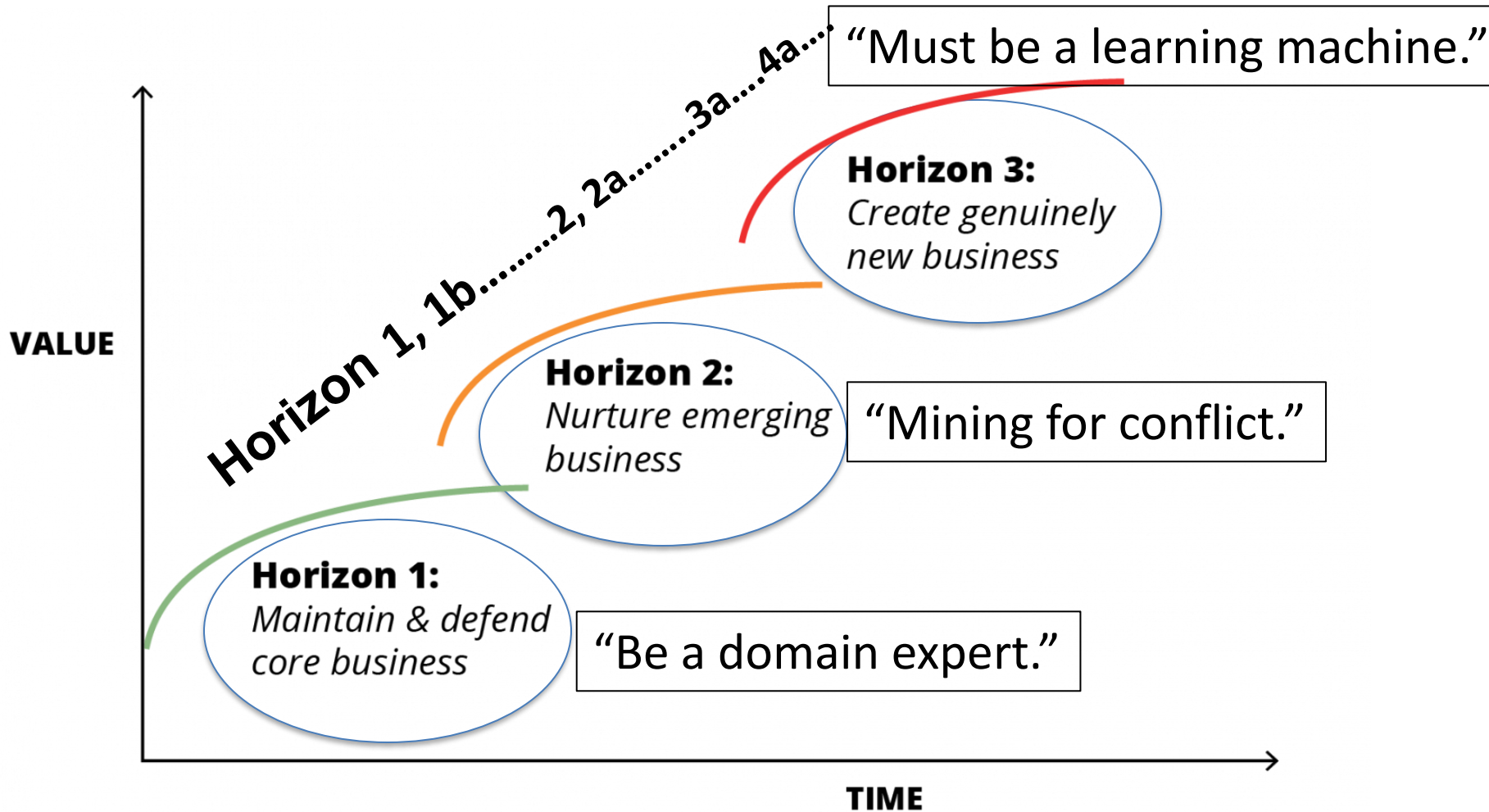


Very few organizations survive as long as human beings

Objectives

- To explore current & emerging horizon(s)
- To examine first principles of transformation
- Distinguish the 4 'states' of transformation
- To leave with 'choices'

3 “Traditional Horizons...Plus”



First Principle #1: Motivation



- People focus on completing assigned tasks.
- People focus on avoiding failure.
- People spend a lot of time fulfilling aspirations.
- People are motivated by hope and challenges.

How does your leadership make sense of the future?



First Principle #2: Purpose



Do you know why you are running?



What is the narrative?

And Where?



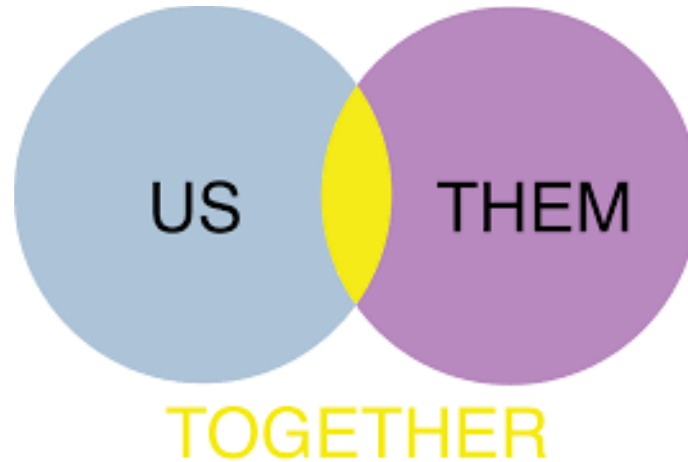
First Principle #3: Goodwill



Has your leadership built an authentic foundation to promote goodwill.

First Principle #4: Self-Concept

Changes in organizations are rooted in the self-concept.



Your “self-system”

“I won by the brute force of my great ideas.” CFO

Is Becoming?

“ I apologize in front of others and seek to develop their greatness.” CFO

A “Compelling Change” Survival Checklist

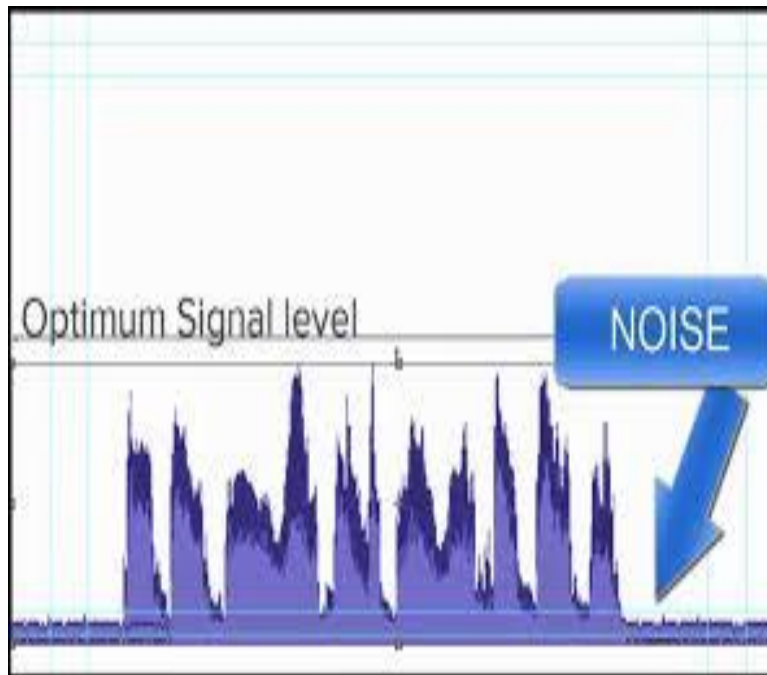


Disagree....Disagree...Disagree.....COMMIT!

4 States of Transformation

1 Identifying the Signal

“There was an overarching sense that the world had changed and we had not.”



“We had a miserable relationship with our most loyal customers.”



2 Initiating

2007



Just one thin dime.

“Our leaders built a broad coalition up front to support and own the change.”

“Understanding that if this was a go, we were committing to years and years of something because this was a cultural intervention, this wasn’t a project.”

2018



3 Impending & Sustaining

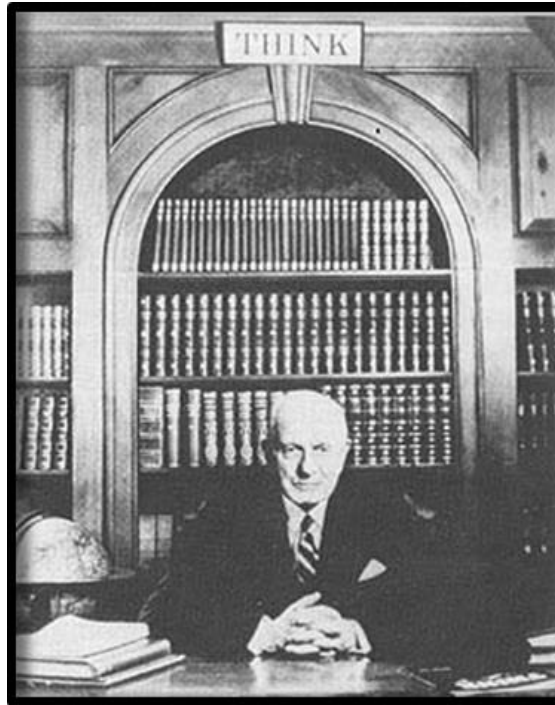


“The silos started breaking down and it was this cross-divisional collaboration becoming a reality.”

What issues are you selling?

“Our leaders listen to new ideas”

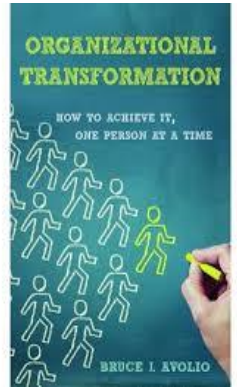
#4 Institutionalizing



“We understand how important process is for sustainability. You just can’t do it on people’s love for the company; there has to be some structure that holds it together.”

“When someone praises my organization, it feels like a personal compliment.”

Reflective Questions



1. What is the “imbalance” that your leadership create between what is your promotion vs. prevention orientation?
2. How does your leadership position your organization to raise the signal to noise ratio?
3. What are facets of your organization’s mission, design or culture, that foster **liberty**, **curiosity** and **exploration** for all?
4. Where are you in terms of risk tolerance vs. risk promotion?