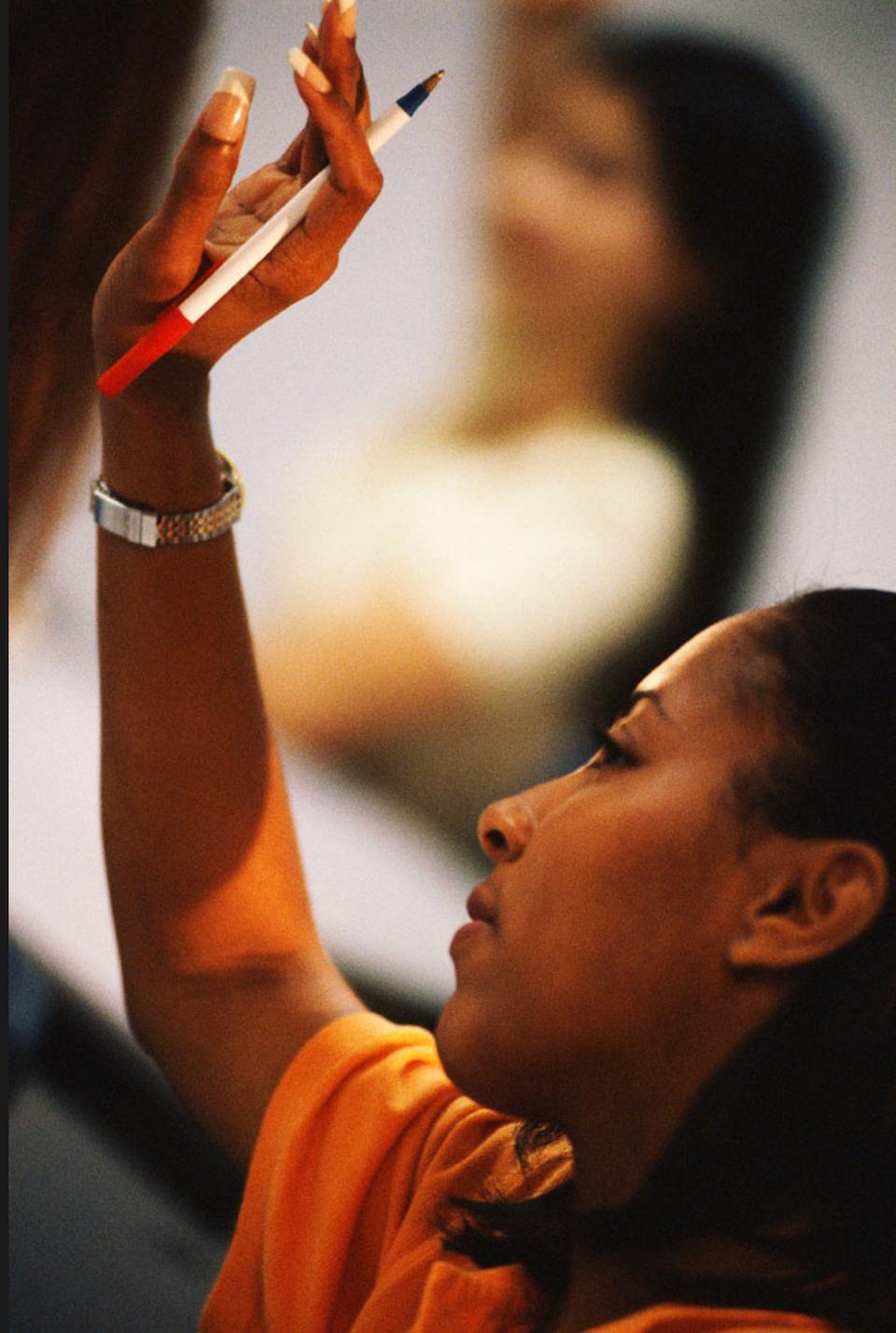


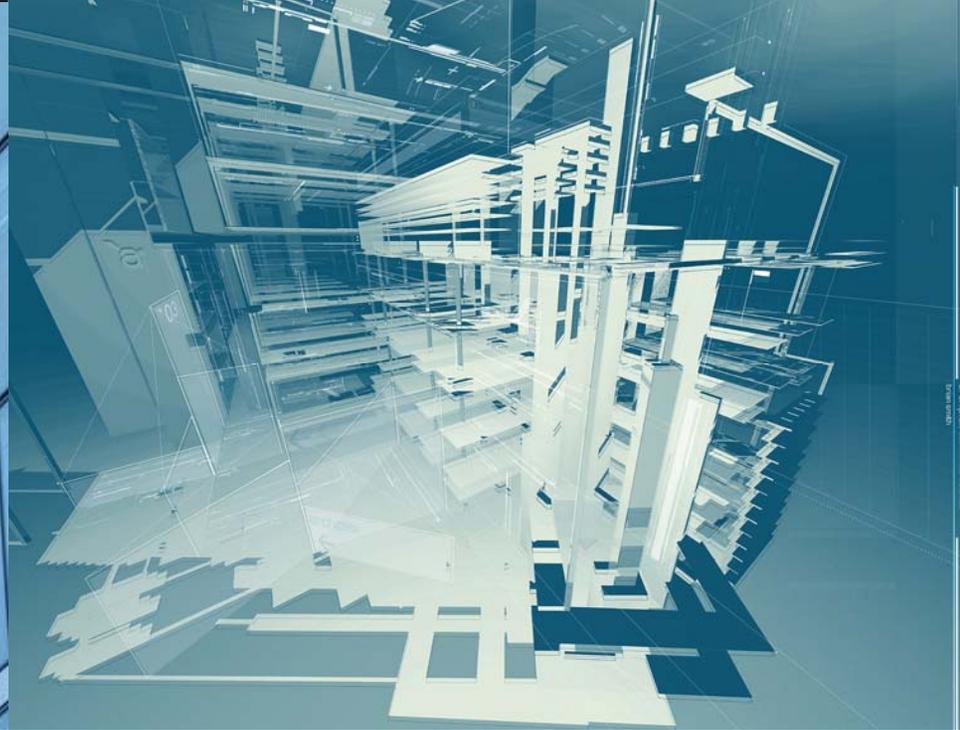
WORKING EFFECTIVELY
THROUGH TIMES OF CHANGE

INTRODUCTIONS





COMPLEXITY IN TIMES OF UNCERTAINTY



CYNEFIN DOMAINS

COMPLEX

Probe

Sense

Respond

COMPLICATED

Sense

Analyse

Respond

CHAOS

Act

Sense

Respond

SIMPLE

Sense

Categorise

Respond



CYNEFIN DOMAINS

COMPLEX

COMPLICATED

CHAOS

SIMPLE

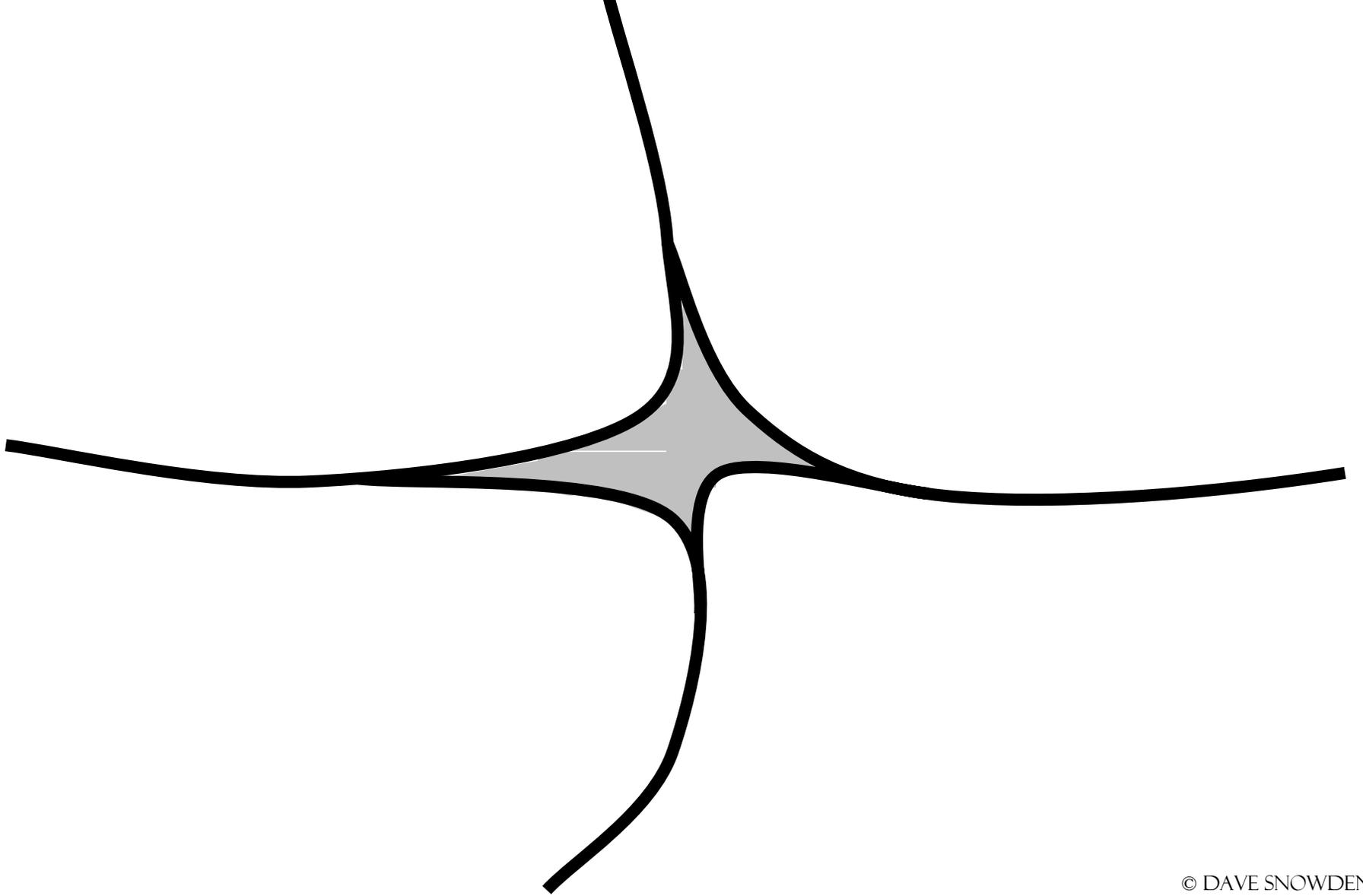


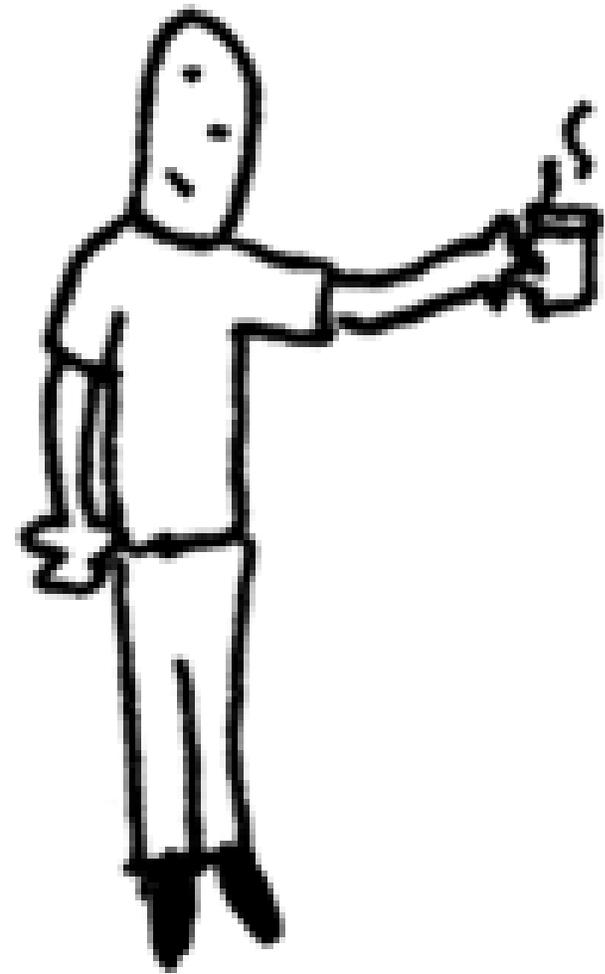
EFFICIENCY...

...is rarely effective

THE PUBLIC SECTOR ENVIRONMENT

- Social, financial, legal, organisational and political factors all collide
- Massive historical patterns and narratives
- Different perspective filters within a single organisation





only coffee
can get me
through this
economic crisis

IMPLICATIONS FOR CHANGE PROGRAMMES

- Which quadrant?
- What does that tell us?

WHERE ARE WE GOING?

- Where do we want to be?
- Where do we really believe we'll be?
 - Organisation-limiting beliefs

METAPHORICAL CRYSTAL BALLS

- Scam
- Victim
- Conflict
- Quest

TAKING THE TEMPERATURE

FEEDBACK STORIES



- Moving from an internal focus to an external one
- Helping leaders listen to input from the frontline

NAVEL-GAZING TO PEOPLE-LISTENING

- *Scam*
- *Victim*
- *Conflict*
- *Quest*

HERTS CONNECT

- The big questions
 - What's in it for the people of Hertfordshire?
 - How are we going to do it?
 - Is it ambitious enough?
- Key areas of activity
 - Integrated children's service
 - education and social care
 - Partnership between adult care and health

THE CHALLENGE

- Professionals working together
- Changing partners
- Changing leadership
- Changing national environment

GP

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POLICE

EDUCATION
AUTHORITY



SCHOOL

HELPING LEADERS HEAR

- Examples of perceptions

EXTERNAL PERCEPTIONS

HELPING LEADERS HEAR

- Examples of perceptions
 - Facilitated reflection afterwards
- Reflect on own experiences
- Generate their own Caroles



- "Every person's map of the world is as unique as their thumbprint. There are no two people alike. No two people who understand the same sentence the same way... So in dealing with people, you try not to fit them to your concept of what they should be."

Milton Erickson

FRAMEWORKS FOR
UNDERSTANDING AND
COMMUNICATING
CHANGE

today

vision arc

tomorrow

THE VISION ARC

- Converting visions into action
- Tracing the complex path through reality
- Steps along the way
- Adaptation and evolution
 - Making sense together dynamically

MOVING THE CULTURE

- Formal/informal structures and power
 - Creating conversations
 - Social networks and formal hierarchies
- Framing the picture

THE BARRIERS AND OBSTACLES

- Praise not bury
- Denial destroys
- Using obstacles constructively to generate greater trust

TESTING AND MONITORING

- Approaches
- Attitudes
- Frames

HEROES AND VILLAINS

- Allies, mentors, guardians
- Archetypes in the organisation
 - Complex archetypes
- Changing perspective to allow greater understanding and drive for change

VIVE LA RESISTANCE

- Arguments are engagement
- Seek to understand
- Lack of action is not necessarily deliberate resistance to the change
 - We value what we lose more than what we gain
 - Understand what they believe they will lose



FILM
Mike Figgis tries
Hollywood again
and gets a
pleasant surprise.
Page C15.

TOOLS AND TECHNIQUES

PRACTICAL TECHNIQUES AND ADVICE

MAKE THE ABSTRACT PERSONAL

- Real, relevant and dirty, not clean and idyllic
- Senses appeal
 - Touch, hear, see, feel, smell
- Feelings and perceptions trump theories and facts
- Personal as well as professional



CHANGE

WHEN THE WINDS OF CHANGE BLOW HARD ENOUGH,
THE MOST TRIVIAL OF THINGS CAN TURN INTO DEADLY PROJECTILES.

EMOTIONAL AUDITS

- To identify current patterns of perception around the organisation
- To illuminate emotional issues and perceptions out of reach of rational tools
- Create safe environment
- Prompt playful narrative responses
- Allow free-reign
- Look for patterns
- Facilitate understanding
- Don't interpret or analyse

ENDINGS AND GRIEVING

- To identify the blockages in slow-changing areas
- To start the change-averse moving
- To draw a line under the "Good Old Days"
- Listen to the nostalgia stories
- Look at the day to day experiences
- Identify psychological losses
- Help managers to help their staff
- Help staff devise bridges
- Clarify gains

CHANGE AGENTS

- To make use of the informal organisation – social networks
- To support the early adopters of change
- To create a snowball effect of change
- Identify those who “get it”
- Open-ended meetings and conversations
- Give them legitimacy and permission from the top – explicitly
- Self-recruiting network, with eventual diversity

LEADERSHIP

- Listening to customers, staff, partners
- Modelling the behaviours you aspire to
- Honesty and authenticity
- Different actions in different contexts
- Multiple examples and models of leadership

SPARKING DISCUSSION

- To engage staff with ideas and expectations of change
 - To build common understanding and language
 - To give staff a sense of ownership and responsibility
- Events based on facilitated roundtables
 - Initiate discussions in team meetings around real life cases
 - Feedback from the highest levels on the solutions/comments that emerge
 - Give blogs to key influencers and frontline agents
 - Newsletters at coffee machine/smokers corner

CHANGING PERSPECTIVES

- To change people's perceptions of obstacles/behaviours
- To focus on the real customers
- To challenge and innovate processes
- Build customer archetypes, not stereotypes, from real information
- Listen to customer stories
- Guide staff to reflect on their own experiences
- Identify touchpoints

ASSESSING THE RESULTS

- Embracing the cynics
- Adaptation
- Navigating through fog
 - Limits
 - Direction

WHAT'S YOUR CHANGE
CHALLENGE

WHAT WILL GIVE YOU MOST
VALUE OUT OF THE TIME
REMAINING



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