Organizational Change Through Participative Networks

Driving Organizational Change With Empowered Collaboration

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Slime Mold Intelligence Regarding Organizational Change

Organization Chart

Managing Director

- Accounting & Finance Dept.
  - Marketing Manager
  - Senior Sales & Marketing
  - Sales Engineer
  - Sales Representative
  - Marketing Manager
  - Senior Sales & Marketing
  - Sales Engineer
  - Sales Representative
- Marketing Dept.
  - Web Service Director
  - Web Team Manager
  - Web Designer
  - Graphic Designer
  - Graphic Artist
  - Web Content Editor
- Web Service
  - Application Service Director
  - Project Manager
  - Application Programmer Analyst
  - System Analyst
  - DB Administrator
  - Application Programmer Analyst
  - Programmer Analyst
- Application Service
  - Multimedia Manager
  - Print Graphic Designer
  - Senior Application Programmer Analyst
  - Network Services Specialist
  - Technical Support Specialist
- Multimedia Service
  - Network Section
  - Server Section
  - Administrator
  - Senior Technical Support Specialist
- Network & Server Service
  - Output & Mail Center Team Lead
- Customer Support Center
  - Senior Technical Support Specialist
Slime Mold Intelligence Regarding Organizational Change
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Only one-third of change efforts are very successful or extremely successful.
The Dominant Change Paradigm
What do we know about change?
• Volatility
• Uncertainty
• Complexity
• Ambiguity
Interdependent
The Need

innovation/ customer focus/ agility/ collaboration/ speed/ commitment/ learning/ ethics/ high performance/ real diversity/ global acuity/ inspiration/ engagement/ creativity/ volunteerism/ efficiency + effectiveness/ vision/ external focus/ open dialogue/ truth-telling/ respect for others/ valuing the whole person/ servant leadership/ sustainability/ community/ humanistic values/ success/ execution/ alignment/ interdependence/ citizenship

What We Have

Resistance to change/ control/ disengagement/ internal competition/ politics/ self-protection/ internal focus/ xenophobia/ old boy’s club/ short-term focus/ constraints/ failure to meet targets/ dishonesty/ lack of respect for others/ transactional employment contracts/ submission/ disregard for environment/ fear/ have-s and have-nots/ greed/ machine bureaucracy/ dependence/ independence/ minimal investment
In most Western cultures, we’re still stuck here
When in Actuality
Vertical Boundaries Create Change Issues

- Incomplete information leads to poor decisions, improper direction (D)
- Insufficient attention to interdependencies, local emergent issues and siloed-efforts to comply with top-down objectives leads to horizontal misalignment (A)
- Lack of inspiration, a view that change benefits leaders but not followers, and first-hand knowledge that changes won’t work in practice leads to lack of commitment (C)
- Difficulties in speaking truth to power required for two-way dialogue makes strengthening DAC difficult
Increasing Complexity Demands Different Leadership

Lawrence & Lorsch, 1967, Organization and Environment
Change is Never as Straightforward as we Believe

1. Increase urgency
2. Build the guiding coalition
3. Get the vision right
4. Communicate for buy-in
5. Empower action
6. Create short-term wins
7. Don't let up
8. Make change stick

John Kotter
Even Kotter is Saying
In reality, change happens through empowered, participative networks.
Why the dominant change paradigm doesn’t work

The secret to successful change is the activation of empowered, collaborative networks that can work across boundaries of all kinds at multiple levels simultaneously.
The 5 Boundaries of Leadership

**Vertical**
across levels & authority

**Horizontal**
across functions & expertise

**Stakeholder**
across external groups & interests

**Demographic**
across diverse groups & differences

**Geographic**
across markets & distance
6 Boundary Spanning Practices

- Buffering
- Connecting
- Weaving
- Reflecting
- Mobilizing
- Transforming
Brokers Help Create DAC During Change

Brokers and connectors

- **Central connectors**: People whom others consult frequently for information, expertise, or decision-making help in network.
- **Brokers**: People who connect different subgroups in network; subgroups are often functions, departments or divisions, hierarchical levels, tenure levels, or physical locations.
- **Others in network**: Direction of information flows among employees in network.

Source: Network Roundtable at the University of Virginia; McKinsey analysis
Creating empowered, collaborative networks that develop trust, interdependence, safety, community, respect and reinvention

• Collateral organizations, Parallel organizations (Zand, Bushe & Shani)
• Direct participation (IBM Jam sessions, Large Group Interventions, Fast Cycle Full Participation)
• Empowerment (self-managing teams; deregulation)
• Enhancing vertical feedback (TruePoint – Strategic Fitness Method; Cardo Example)
What are you seeing?
• Competition for resources, power, prestige, safety creates “us –them” dynamics
• Emergent events, seen through perceptual filters, add fuel to the fire
• Extremists act on these perceptions, creating “clear proof” that “they” are bad people
• Collaboration breaks down; a pattern of “stuckness” develops
• Interdependent challenges are attacked from independent, often competing, angles
• The entire system deteriorates
Examples of Issues with Horizontal Boundaries and Change
Creating empowered, collaborative networks that develop trust, interdependence, safety, community, respect and reinvention

- Truth Commissions (Tutu)
- Jewish and Palestinian children learning together in schools
- Intergroup mirroring (Beckhard)
- Interest-based bargaining
- Enhancing connectivity in social networks
What are you seeing?
The “Revised” Change Paradigm: Emergent Empowered Collaboration

1. Coalesce the need for change
2. Analyze the network to identify key players (energizers, brokers, connectors)
3. Activate the network
4. Enable boundary spanning leadership
5. Empower action at multiple levels
6. Create DAC as change emerges
Is There a Role for Formal Leadership?

Formal leadership facilitates, empowers, helps design deliberations, makes resources available
Combining Change Leadership & Change Management to Create DAC

- **Inside – Out Change Leadership**
  - Emotions, Relationships

- **Outside – In Change Management**
  - Structures, Processes

**Organizational Capabilities**

- Vision
- Challenge for Change

**Implementation Strategy**
In conclusion...

Leaders and their advisors share the responsibility for changing change management.
In conclusion...

We need to activate empowered, collaborative networks to accelerate change