



OD, CULTURE & CHANGE COMMUNITY

REBUILDING THE WORKPLACE CULTURE POST PANDEMIC

Thursday 10 March



CHANGE MANAGEMENT IS NOT ONE THING

Continuous **VS** Discontinuous
Planned **VS** Unplanned
Tactical **VS** Strategic
Transitional **VS** Transformational

CHANGE DIMENSION

Time – Urgent or not

Money – Resources or not

Scale – Large, small

Who – HR, IT or someone else

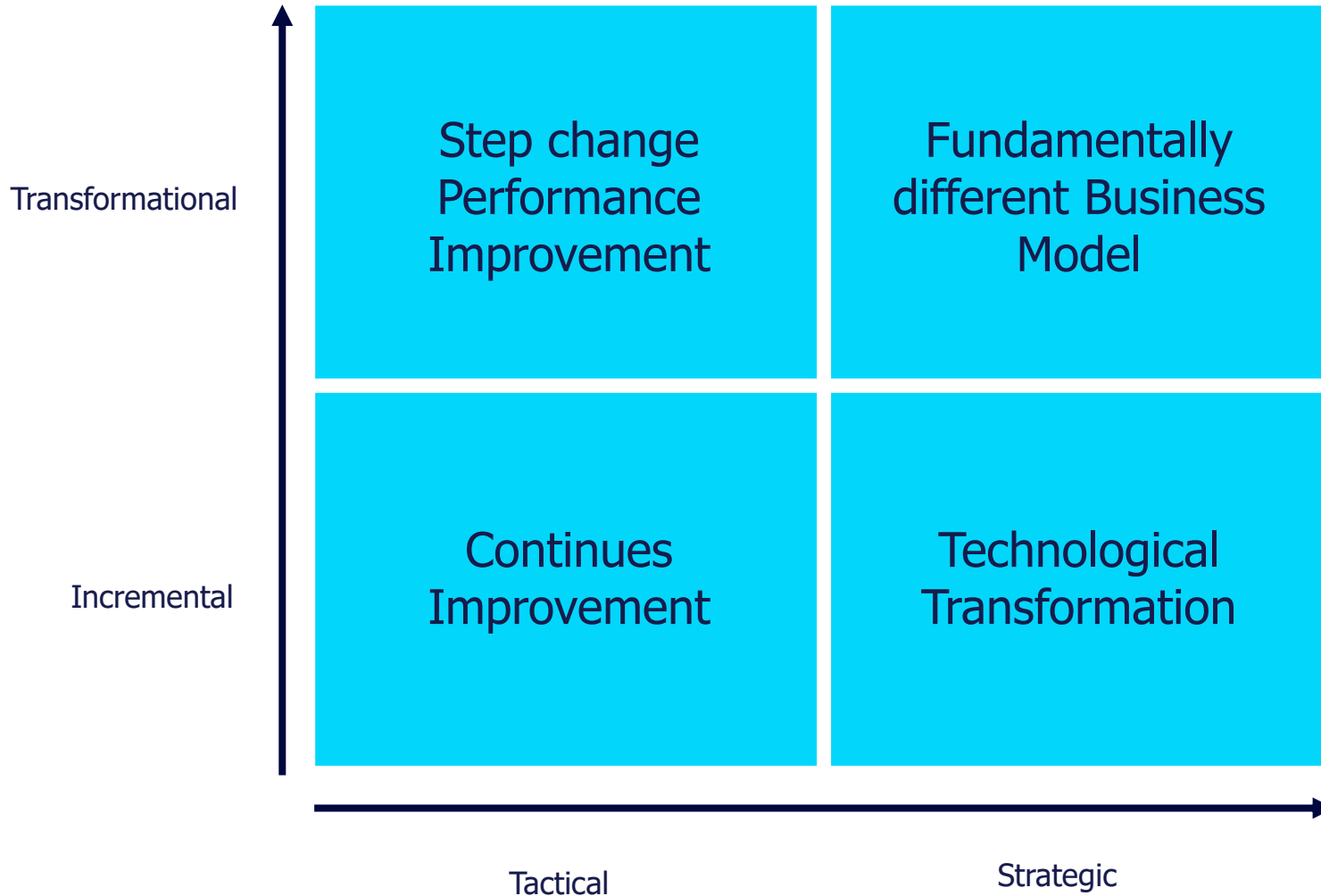
What is current situation?

Skills needed?

Who wants it?

ESSENTIAL CHANGE INGREDIENTS

- Analysis of situation
- Agreed, written and approved outcomes
- Clear plan with objectives
- Senior management buy in (more than head nod)
- Involvement of those impacted
- Agreed budget
- Possible consequences
- Prepare the ground rules
- Remember Beckard!



- Where are you?
- Different approaches needed
- Blend of external/internal skills



	APPROACH X	APPROACH Y
Strategy	Not clear, Top down Not communicated	Very clear, communicated, Team based
Leadership	Invisible, important, Not in touch	One of us, MBWA, Clear
Structure	Fudged, rigid, functional, hierarchical	Clear, process, flat,
Focus	Costs	Customers, innovation
Style	Bureaucratic, survival of the individual	Focussed informality, collaboration and teams
Communications	Top down – if any – but no one cares! Unions communicate	2 way – no union communication communication is management responsibility
Productivity	Machines – reduce labour	Process improvement
HR processes	Everything to improve people!	Everything to improve organisation
	<i>LOW PERFORMANCE</i>	<i>HIGH PERFORMANCE</i>

THE CHANGE EQUATION



Context

Developed by Richard Beckhard, one of the founding fathers of OD, the change equation presents the key preconditions for successful change to happen. Like all good models it has stood the test of time, is accessible and useful.

Material presented

$$C \cdot f \cdot (a.b.d.e) > x$$

This simple, but versatile model proposes that change –[C] - will only occur when the product of ...

a – **dissatisfaction** with the way things are

b – a shared **vision** of how things should be

d – knowledge of the **practical first steps** to get you from where you are to where you want to be

e – **belief** that change is achievable

... is greater than X - the perceived **costs** of making the change. Costs can be financial, emotional, people, time etc.

Applications

- You can use the change equation in a number of settings and throughout the change cycle. Possibilities are:
- as a diagnostic tool at the start of a proposed change – review each of the elements of the change equation, e.g. How much dissatisfaction is there? How do we know? How is dissatisfaction manifested? or ask people to rate each elements of the equation and justify their rating;
 - use the equation as a means of evaluation: Has the level of dissatisfaction changed? In what way has it changed? What additional interventions might we need to make?
 - use it to design workshops or other events
 - as a way of structuring communication about a change
 - use it as a framework to get people talking about a proposed change

Further reading

R Beckhard and R Harris, 'Organisational Transitions'

WHAT HAVE CURRENT CIRCUMSTANCES CAUSED US TO THINK ABOUT?

- What is not in a desirable state?
- How do we improve 'involvement' and communication?
- Is there a shared and understood vision?
- Have all jobs got clear deliverables?
- How good is our management/leadership?
- How good are our policies?
- How good is our technology?
- Reward practices – Have they/should they change?
- Teams unite around task