

“...we’ve found (that going through a life challenging) awakening is healthy and necessary. Leaders need to go through it every few years to replenish their energy, creativity, and commitment—and to rediscover their passion for work and life. Indeed, leaders cannot keep achieving new goals and inspiring the people around them without understanding their own dreams.”
– Boyatzis, McKee, & Coleman
Harvard Business Review, April 2002

“If a man succeeds, he must deal with the bittersweet consequences of success. The world he enters is likely to differ enormously from anything he had anticipated and to raise fundamental questions about himself and his life.”
– Daniel J. Levinson
The Seasons of a Man’s Life

Building a High-Performance Organization That is Value-and Values-Driven

Changing an organization —changing a human system —is, at its heart, a process of finding and then using sources of organizational leverage. From the very beginning of the change process — the Discovery Phase — to the final step in the cycle — the Monitoring and Refinement Phase, mastering the change process is about identifying an array of leverage points (organizational levers) and then taking advantage of these levers’ multiplier effects. What follows is an overview of the leveraging process, as we practice it in our work, for shifting or redesigning an organization’s culture, social architecture, and people practices.

Phase 1 Discovery: Build an Airtight Case For Change

GOAL: Make an airtight case for change which will either create (or call upon a preexisting) sense of urgency and a must-change mindset.

TOOLS:

- Web-enabled survey system
- High-impact interview protocol
- Competitive Analysis
- Benchmarking
- Customer/Client assessments
- Gap analysis

Phase II Leadership Signs on: Generate Maximum Motivation And Energy In The Leadership Team

GOAL: Prepare the organization's top leaders intellectually and motivationally to plot the course, sell it to the entire organization, and deploy resources.

KEY STEPS

- First build trust and then a common sense of urgency and commitment
- Team composition is critical
- Inundate team with data
- Surface and then hammer away at the gaps: *How We Are vs. How We Should Be*

“Who I am was a gift to me. Who I become is my gift to others.”
– Source unknown

“...for the great majority of men—about 80% of our subjects—the Mid-life Transition evokes tumultuous struggles within the self and with the external world. Their MLT is a time of moderate or severe crisis. Every aspect of their lives comes into question... They cannot go on as before, but need time to choose a new path or modify the old one.”
– Daniel J. Levinson
The Seasons of a Man's Life

Phase III Change Strategy: Create A Bold Vision And Bold Goals

GOAL: Create the blueprint for a high-performance enterprise which serves as an action plan and delivers a compelling call-to-arms which commits the organization to a bold future.

KEY STEPS:

- Conduct *Future Mapping*
- Create Transformational Vision, Mission, and Core Values
- Craft business strategy linked to Vision

TOOLS:

- Driving-Forces Analysis
- Organizational Performance Scorecard
- Competency Modeling
- Strategic Performance Development System

Phase IV Build Consensus And Commitment Throughout The Entire Organization

GOAL: Create a consensual mindset and commitment to the Mission, Vision and Core Values. Deliver a workable plan which effectively aligns leadership behavior, invites broad participation and rallies the troops.

TOOLS and METHODS:

- Inundate organization with Study findings and the developing Response Strategy
- Coach leadership on how to exhibit the behavior they have promised
- Dramatically expand communication infrastructure
- Start working the Twelve Levers that impact organizational performance
- Be open to resistance and confront it directly and with finesse
- Broadly involve managers and individual contributors in launching Response Initiatives Teams (RIT)

Phase V Launch A Broad Initiative Capitalizing On An Array Of Organizational Levers

GOAL: Launch the change initiative; Identify and exploit every possible organizational lever.

“Ours is a world where people do not know what they want and are willing to go through hell to get it.”

– **Don Marquis**
American humorist
& poet

CRITICAL LEVERS:

- Deliver a series of near-term wins
- Eliminate counter-Vision barriers
- Realign all systems and people practices with Vision and Core Strategy
- Hold quarterly retreats for Leadership Cabinet
- Charge key line managers with leadership of RIT’s
- Maximize involvement and feedback
- Train people in Vision-mandated competencies

Ultimately, people should not ask what the meaning of life is, but rather must recognize that it is each of us who is asked. In a word each person is questioned by life; and we can only answer to life by answering for our own life; to life we can only respond by being responsible.”

– **Dr. Viktor Frankl**
Man’s Search for
Meaning

Phase VI Continually Test And Rework The Change Process

GOAL: Test, Rework, Test, ...Create a learning organization.

METRIC TOOLS:

- *Strategic Performance Development System*
- 360°/540° feedback instruments
- *Organizational Performance Scorecard*
- Continuous learning/improvement mechanisms

CRITICAL SUCCESS FACTORS:

- Unswervingly focus on best-of-class people practices *and* on business performance
- Challenge leadership’s complacency and/or frustration with the change process
- Progressively take on more and bigger change projects
- Acknowledge that consolidation will take several years
- Pay serious attention to succession decisions

CASE STUDY: A Multifaceted Entertainment Company

Situation: A privately held company that was newly acquired by a Fortune 500 Company. A new president that rose through the ranks of the target company. A traditional management culture (aka, a *command-and-control* style). US \$0.5B annual gross revenues. 5,000 employees. Three major operating divisions.

“No one on his deathbed ever said, I wish I’d spent more time on my business.”
– Paul Tsongas
U.S. Senator

OBJECTIVES:

- Create high-performance people practices
- Build leadership competencies and bench strength
- Ready the organization for dramatically heightened competitive environment
- Become employer of choice in newly competitive environment
- Become premiere entertainment destination

Blueprint & Achievements:

“Money achieves value only through the use made of it. That wholly depends on the human qualities of those who create, perpetuate, and utilize it.”
– Harry Martin,
ex-President
Cargill/MacMillan
family, controlling
owners of Cargill, Inc.

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| Phase I | Discovery: <ol style="list-style-type: none">1. Organizational Audit — ODS Survey and 80 interviews2. Competitive Analysis3. Benchmarking and Gap Analysis |
| Phase II | Leadership Signs On: <ol style="list-style-type: none">1. Debriefed Leadership Cabinet as a group2. Then a debrief of each Divisional leader by CEO, VPHR, & Consultant3. Gap Analysis conducted for each Division |
| Phase III | Development of Change Strategy: <ol style="list-style-type: none">1. Cabinet retreats: Vision, Mission, and Core Values2. Strategic Business Plan crafted3. <i>Organizational Performance Scorecard</i> designed4. Each Division devised Roll-Out Strategy |
| Phase IV | Alignment of the Organization: <ol style="list-style-type: none">1. One-on-one coaching of top three levels of management re: walking the values2. Executives debriefed entire organization3. Summary of Strategic Plan distributed to 5,000 employees4. Multiple Response Initiative Teams (RITs) formed to own/execute various parts of Roll-Out Strategy5. Built dozens of new communication channels |
| Phase V | Implementation, Integration, and Coordination: <ol style="list-style-type: none">1. Institute Succession Planning and Development2. Initiate Upward Evaluation process for supervisors/managers3. Form cross-functional Marketing Team |

“To exist is to change;
to change is to mature;
to mature is to
re-create oneself
endlessly.”
– Henri Bergson
Philosopher

4. Form Customer Service Task Force
5. Deliver Customer Service Training to entire company
6. Implement Mystery Customer Study
7. Refine compensation system
8. Launch RITs: e.g., one Division identifies 27 key action items

Phase VI **Consolidation, Evaluation, and Refinement:**

1. Maintain high-level of feedback: 360°, upward evaluations, customer data, repeat employee survey, etc.
2. Monitor *Organizational Performance Scorecard* progress
3. Continually improve: Came on-line during second year — mentoring program, day-care center, company store, enhanced recruiting/selection protocols, Customer Service II, etc.