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CONVERGE NETWORKING

TUESDAY, NOVEMBER 15, 2022

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Unstoppable

CHANGE MANAGEMENT IS DEAD

THE AGE OF TRANSFORMATION

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- **Kevin is the source of Unstoppable being a certified B Corp.**

- **He frequently attends sustainability and social impact conferences**

- **Two decades experience in consultative sales, corporate management, board governance, information technology, human resources and , professional recruiting.**

- **In addition to extensive training in Ontology, Phenomenology, Leadership, Entrepreneurship and Governance, Kevin is a Certified Mediator and Negotiator**

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Change Management is Dead

The Age of Transformation

www.UnstoppableConversations.com
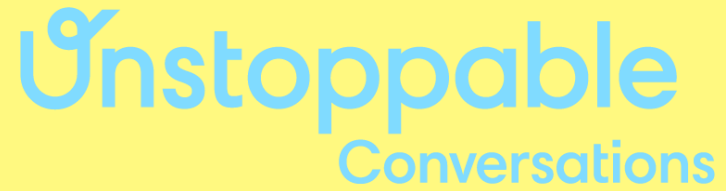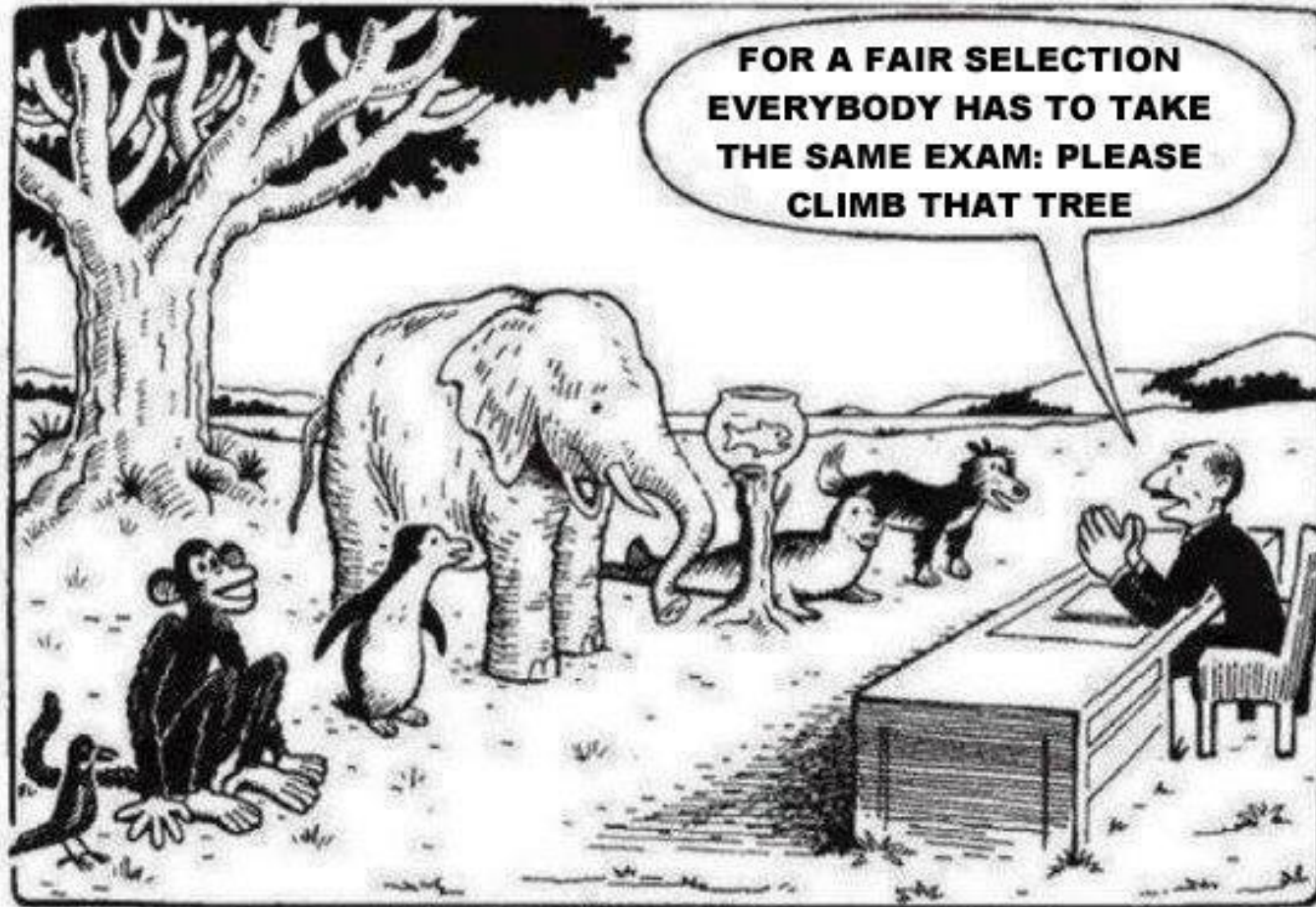
Three Ways People Change

Information

Knowledge
Books
Tips
Tools
Strategies
Processes

Experience

Actions
Success
Failure
Interpretation

Context

World View
Paradigm

OUR EDUCATION SYSTEM

One of the background contexts that dooms change to failure when we don't surface and deal with it…

The Threat of Change Limits
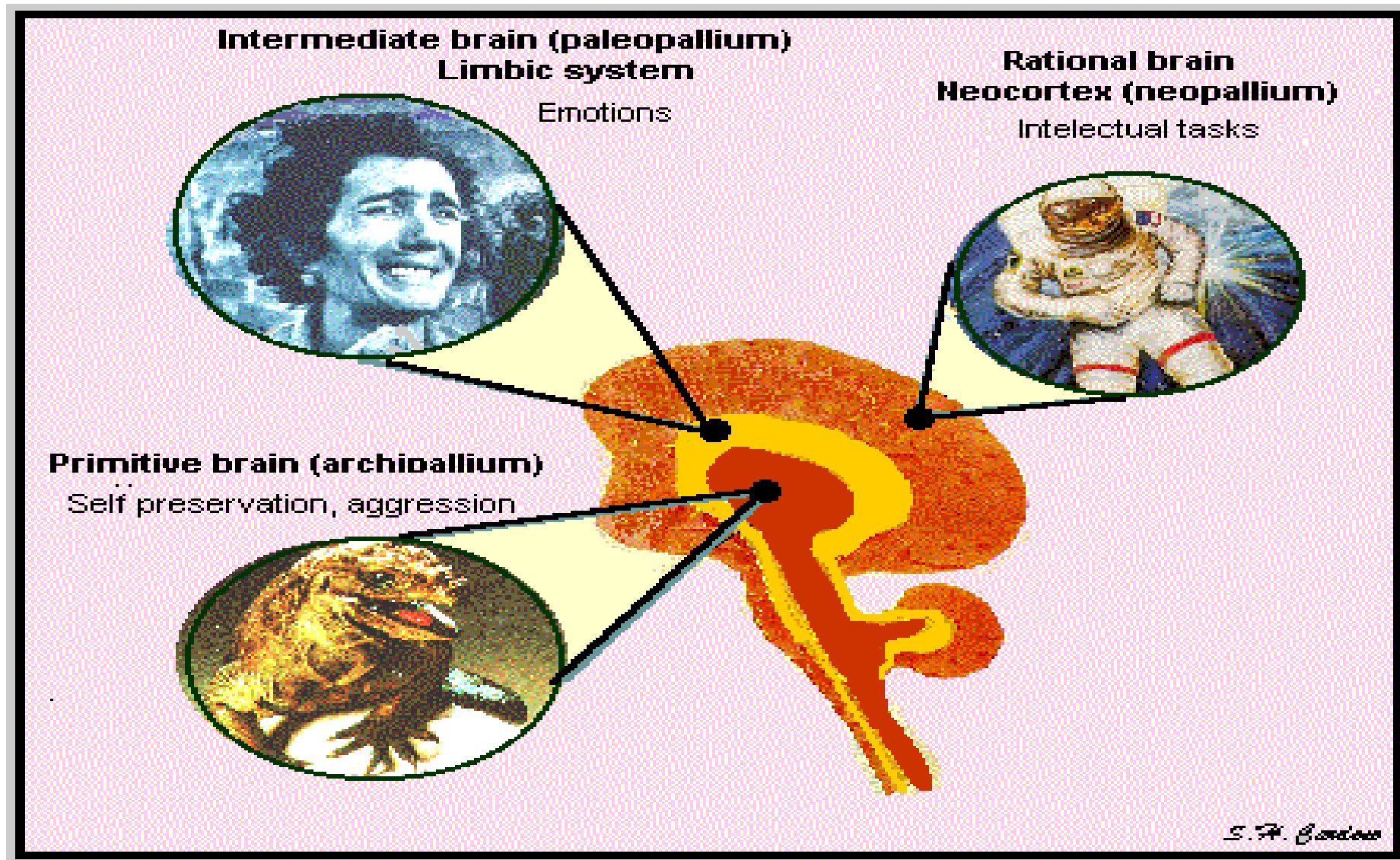# The Possibility of Change...

The Threat of the Car

A turn of the century Law in Pennsylvania stated:

"Any motorist who sights a team of horses coming toward him must pull well off the road, cover his car with a blanket or canvas that blends with the countryside, and let the horses pass. If the horses appear skittish, the motorist must take his car apart, piece by piece, and hide it under the nearest bushes."

Three Brains...Three Responses

Intermediate brain (paleopallium)
Limbic system
Emotions

Rational brain
Neocortex (neopallium)
Intelectual tasks

Primitive brain (archipallium)
Self preservation, aggression

Looking in the wrong place…
again, and again, and again

What's in the Light for Systems Change?

What We are Constantly Looking for…

More and better Information

Increased motivation

Tips and tricks

Tools

Tried and true formulas

Applying what worked elsewhere

Best Practices

Certainty / Consistency

Ways to avoid failure

How to get it right

Favorable Comparisons

Fairness / Equality

A Perspective is a "Trim Tab"

Trim Tabbing

Without Moving the Trim Tab – Nothing Else Matters!

Shuffle the deck chairs

Shed ballast and throw people overboard

Increase engine speed

Hire a new captain

Change the name of the ship

Re-vision a new destination

Deliver motivational messages over the PA

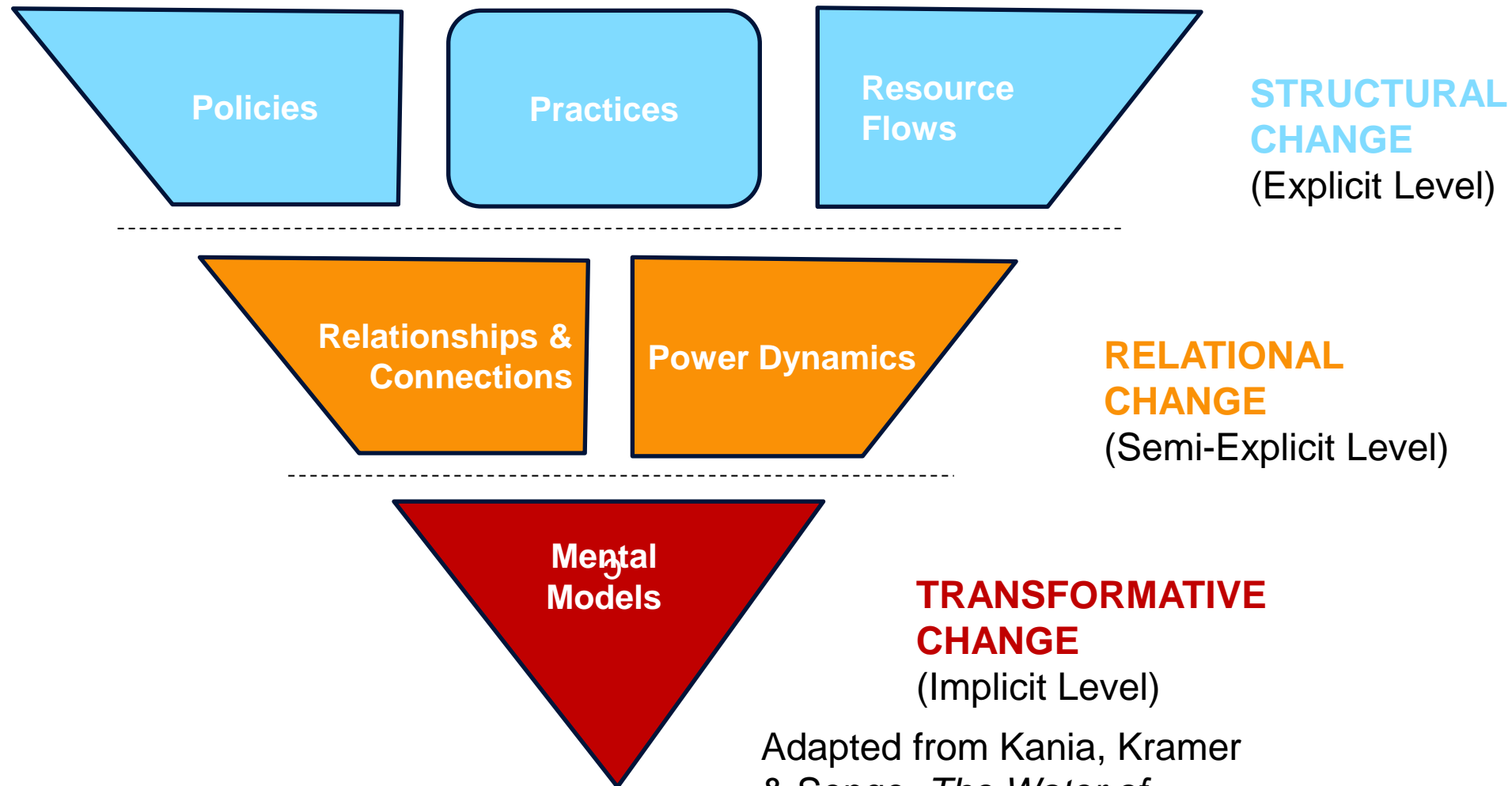Crew listens to TED talks and reads best selling "ship turning books"

Bring in "directional consultants" to recommend what other great ships have done

An alternative to change that provides rapid, scaleable, lasting results

Six Conditions of Systems Change

Policies

Practices

Resource Flows

STRUCTURAL CHANGE
(Explicit Level)

Relationships & Connections

Power Dynamics

RELATIONAL CHANGE
(Semi-Explicit Level)

Mental Models

TRANSFORMATIVE CHANGE
(Implicit Level)

Adapted from Kania, Kramer & Senge, *The Water of System Change*, 2018.

The Good News and The Bad News

1.   GOOD NEWS!

All organizations (and all of YOU) already have trim tabs

2.   BAD NEWS!

It's already oriented, and in a direction in which you never had a say

3.   GOOD NEWS!

There IS a way to shift the group perspective, altering the trajectory of the entire ship!

4.   BAD NEWS!

You have to consider approaches outside the light!

Change Agent's Default

In The Light

Survival Thinking

"I know best"
"They can't handle it"
"Stay positive"
"Stay on message"
"Look good"
"Don't screw up"

"They're the problem"

Ineffective *Actions* or *Inactions*

<u>Justify</u> our actions
<u>Pretend</u> we know
<u>Convince</u> people
<u>Ration</u> Information
<u>Blame</u> others
<u>Wait</u> for clarity
<u>Hide</u> our real thoughts

Circumstances and Results

- Resistant people
- Silos
- Lack of skills
- Lack of clarity
- Lack or time/resources
- Other change initiatives
- Pressure to perform

In The Light

Staff's Default

Survival Thinking

"More hollow promises"
"This doesn't matter"
"I don't matter"
"You're lying"
"This too shall pass"
"More make work"

"They don't get it"

### Ineffective *Actions* or *Inactions*

<u>Complain</u> and gossip
<u>Nod</u> and <u>smile</u>
<u>Wait</u> you out
<u>Blame</u> management
<u>Wait</u> for clarity
<u>Hide</u> their real thoughts

Circumstances and Results

- Lack of clarity
- Lack of information
- Multiple change initiatives
- Pressure to perform
- Leaders talk but say nothing
- Feedback that goes nowhere

Context Shapes Content

"You're the problem"

THE CHANGE ISSUE

"They don't get it"
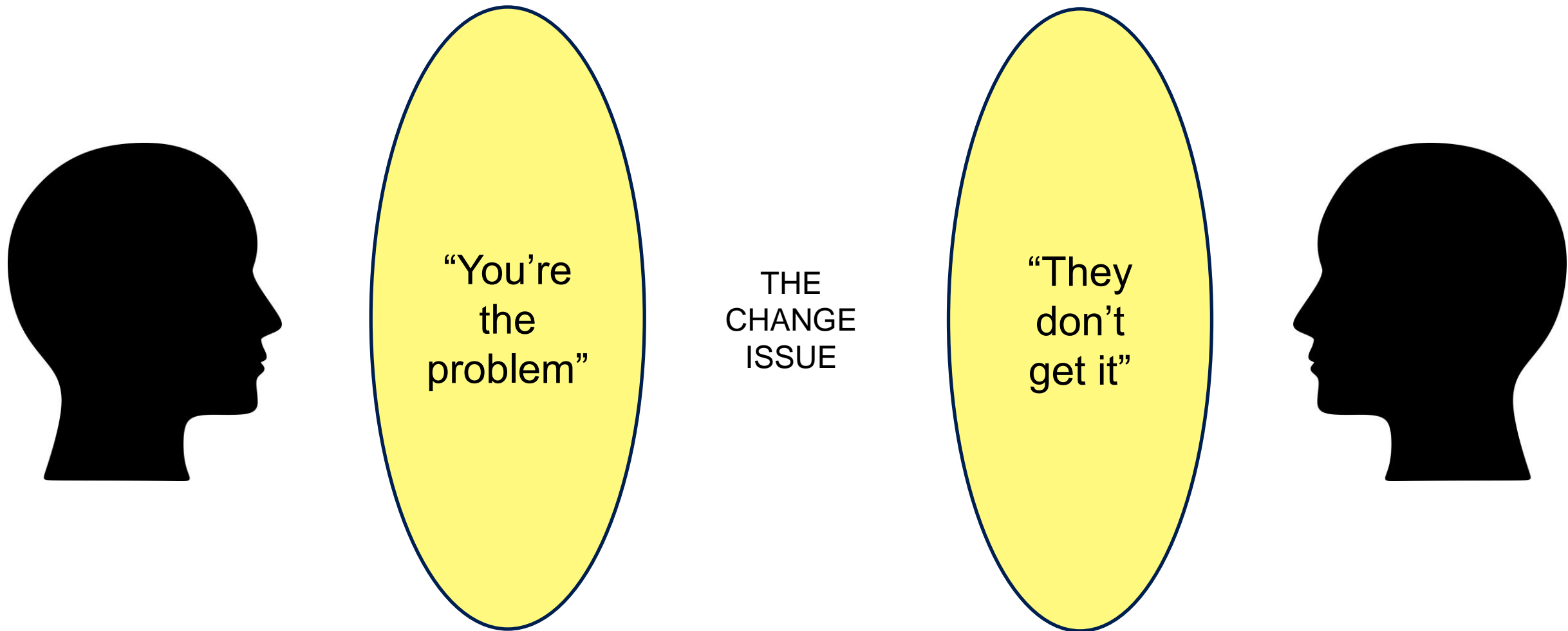
Survival
Change
Status Quo

Creation
Transformation
Unpredictable Futures

Design Future

Design Thinking

"In it together"

"We can handle it"

"Freedom to fail"

"Short term pain for long term gain"

"All views are valid"

"Anything is possible"

"This matters"

New Actions

Transformative Conversations

Share Vulnerability

Tell the Truth

Disrupt the existing Paradigm

Do what you say

Authentically test your assumptions

New Outcomes

Corporate—Lululemon
New third-space Concept Stores

Government/NGO—Slovakia
60% reduction in elected nazi party members
Eastern Europe's first woman president

Social Justice / Dene Nation
Pope Francis apologizes for

Conversations for Transformation

1. Be 100% responsible (for your survival thinking)

2. Share the impact (actions and circumstances that don't work)

3. Offer something new (design thinking/deep commitment)

4. Make promises and requests (big or small, matches to #3)

Sample Conversation for Transformation

1. **Be responsible (for your default thinking/interpretation)**

   Hey, when we talked last, I realized I had the whole conversation from a perspective of "I'm right and you're wrong" and I want to apologize and be responsible for the impact of me getting stuck there and having that dominate the whole conversation.

2. **Share the impact (on them, on you, on the situation)**

   It's not even the first time, and I can see that when I do that, when I listen from and speak from "I'm right and you're wrong" the impact on you is that I'm not listening to you, I don't give you and space to say what you want to say or need to say, I dominate the conversation by just waiting for my chance to talk and make my point. You must notice it happening and I'm guessing it leaves you upset, annoyed, unheard, and wondering what the point of talking ever is. And, the impact on me is that I'm being upset, angry, feeling guilty and I want to walk away. And all that's on me, as I can see it's a direct result of that view I'm stuck in and it isn't even true.

   (check in with them at this point with a question…"is that pretty close?" "Am I right that's what it's like for you?" "Any impact that I missed?"

3. **Create something new (design thinking/core purpose)**

   So, from now on I'm done with that. I'll be on the lookout for that old way of thinking sneaking back in, and if you ever catch a whiff of it, please tell me and I'll stop it. And, my new promise to you is to have our conversations from the perspective that "we're in this together" "We can handle anything" and "it's not personal"

4. **Make promises and requests (big or small, matches to #3)**

What's Next

For the next 2 weeks….

Pick one ineffective "change" action each day—right before you take the action, or right after—and discover the default behind it

Have a conversation and…
1. Be responsible for the default
2. Be responsible for the action (that you took or were about to take)
3. Be responsible for the impact (or the narrowly avoided impact)
4. Make a new promise and take a different action together

Notice where you're at in 2 weeks & what difference your actions have made for the transformation you are committed to

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Q&A

Breakout Session 3

Feel free to discuss

1

Are you going to try to Pick one ineffective "change" action each day and change the conversation? Why?

2

For yourself what would make it worth it to really go for it and disrupt the status quo?

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