

***“Creating Rapid,
Sustainable Change – A
Whole Systems Approach”***

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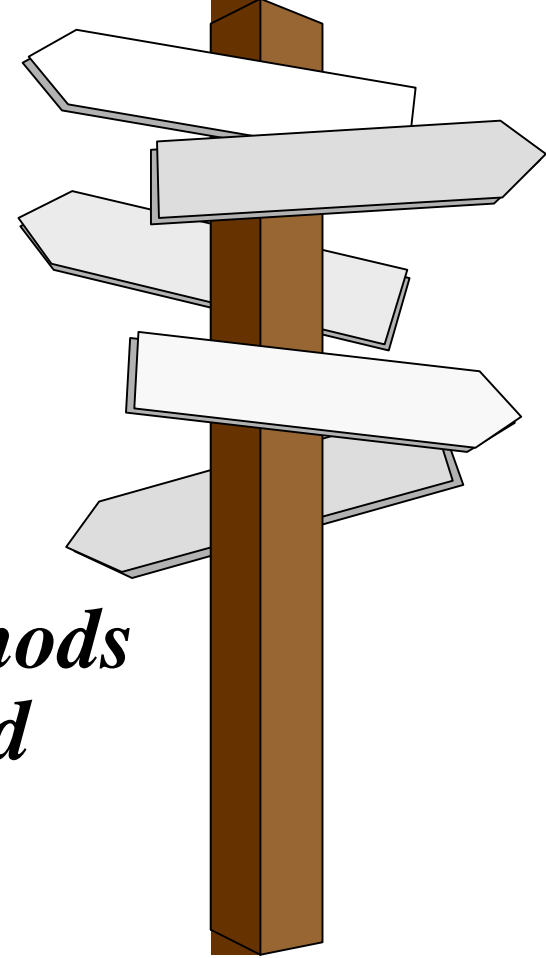
January 10, 2003

THIS SESSION...

▼ *Will focus on the principles and methods underlying whole systems change and facilitation.*

▼ **Agenda:**

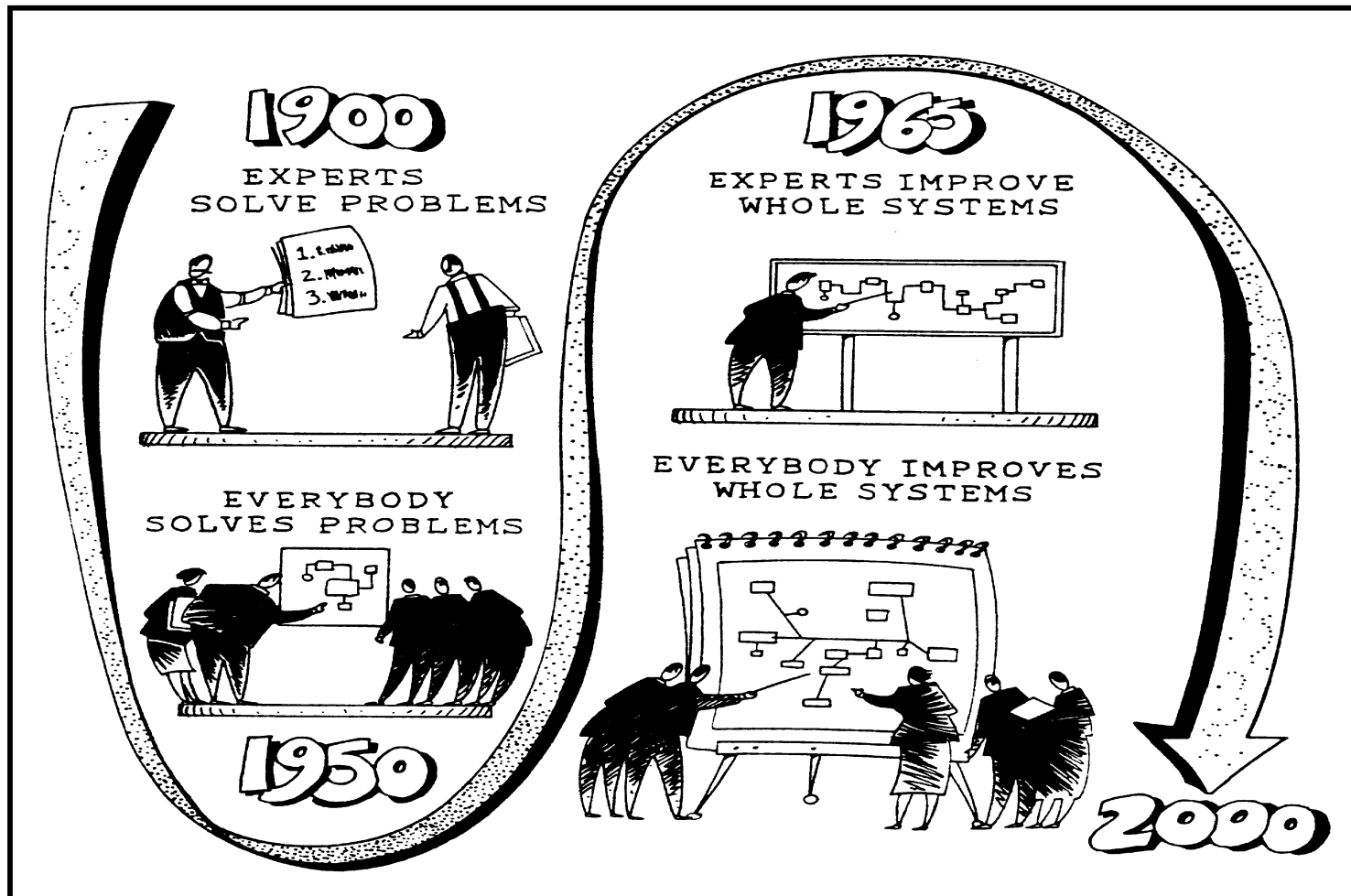
- *Description of models/principles*
- *Experience an activity that clarifies different perceptions of the “system”*



Strengths/Drawbacks Of Traditional Approaches?



CHANGES IN HOW WE CHANGE



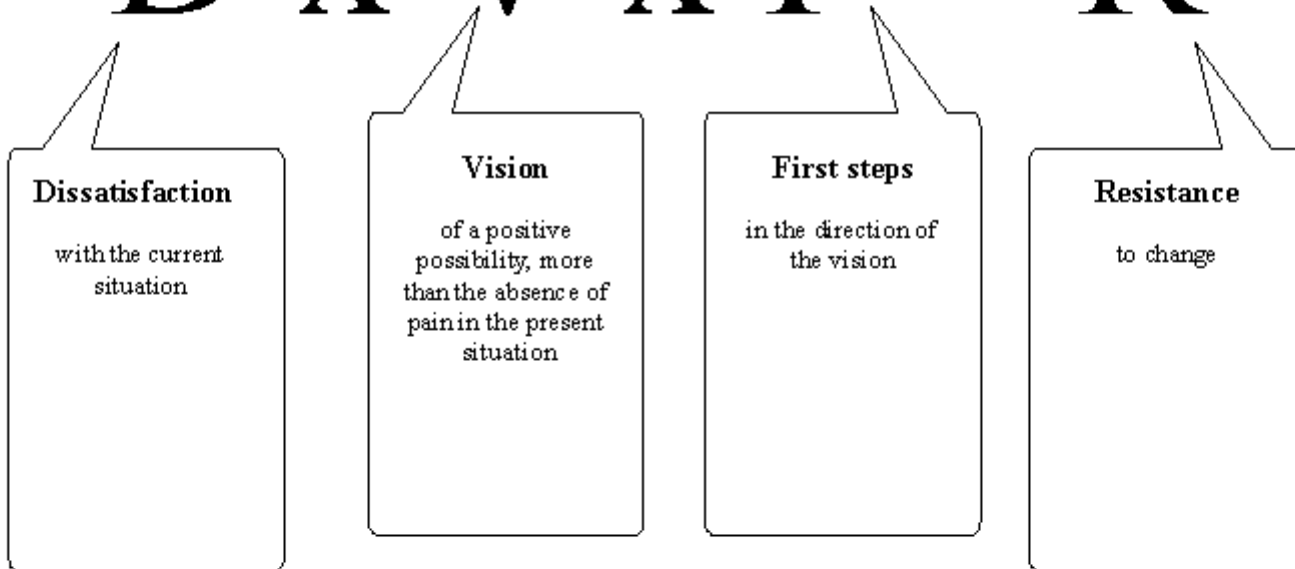
OUR PREMISE

If you want your organization to create dramatic new futures on exciting ideas.....

Then you need to use structures and processes congruent with your aspirations.

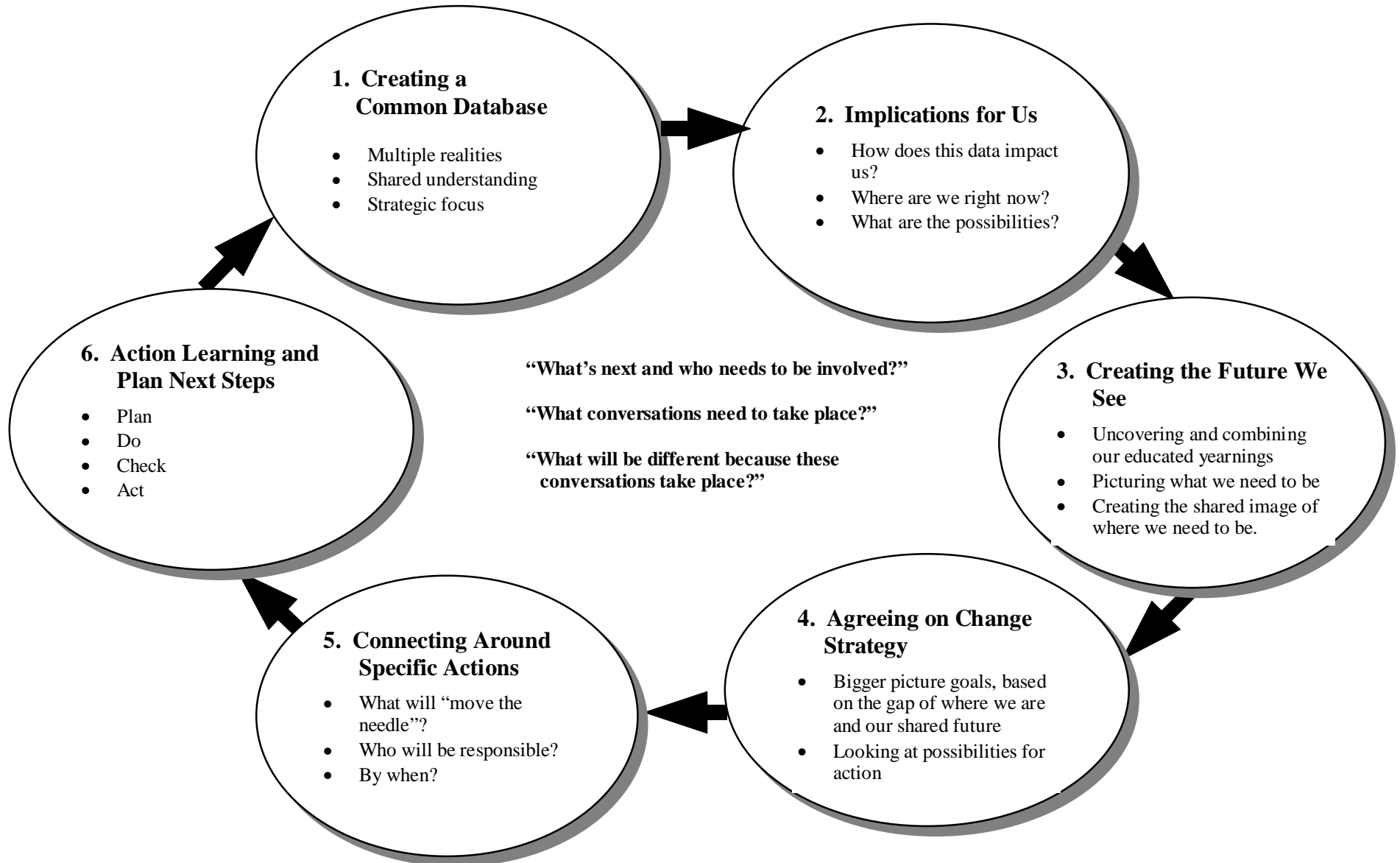
THE DVFR FORMULA

$$D \times V \times F > R$$



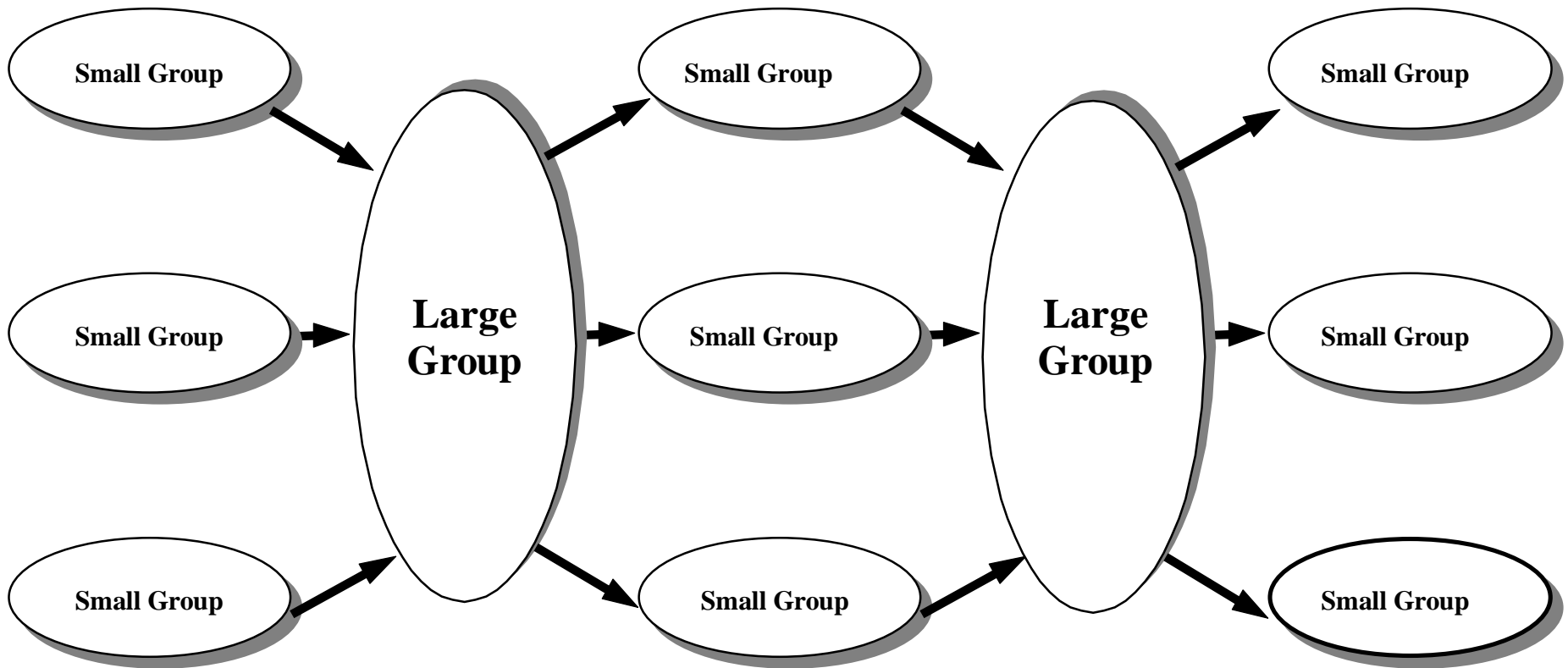
Copy from: Whole-Scale Change by Dannemiller Tyson Associates
Based on work of Richard Beckhard, Organizational Transitions: Managing Complex Change

ACTION LEARNING MODEL



Copy from: Whole-Scale Change by Dannemiller Tyson Associates
Based on Kurt Lewin’s Action Research Theories and Ron Lippitt’s Experiential and Change Theories

CONVERGE/ DIVERGE MODEL



Copy from: Whole-Scale Change by Dannemiller Tyson Associates
Based on work of Paul Lawrence and J.W. Lorsch, Organization and Environment

Guiding Principles

- Engage The Whole System
- Explore The Context
- Small Groups Self Manage
- Equal Standing Of All Participants
- A Visible, Common Data Base Of Information
- A Transparent Decision Making Process
- Full Attendance
- Focus On Common Ground
- Focus On The Future
- Acknowledge Conflict And Make It Respectful

PRINCIPLE #1: ENGAGE THE WHOLE SYSTEM

- ▼ The power of the microcosm
- ▼ Uncovering the wisdom of the whole system
- ▼ Provides availability of first hand expertise and data
- ▼ Participation breeds commitment
- ▼ Creates possibility for (self) organized action
- ▼ Results are communicated easily

PRINCIPLE #2: EXPLORE THE CONTEXT

- ▼ Aligns the whole system with its environment
- ▼ Global context, local action
- ▼ Establishes and strengthens the whole system as the “identity group”
- ▼ Creation of a shared context as key
- ▼ “People have more confidence and comfort to journey into the future (the unknown) when they carry forward parts of the past (the known)”

PRINCIPLE #3: SMALL GROUPS SELF MANAGE

- ▼ Creates self-sufficiency
- ▼ Decreases depending on outsiders
- ▼ Shared leadership, shared work
- ▼ Breaks down barriers and changes perceptions
- ▼ Participants take personal responsibility

PRINCIPLE #4: EQUAL STANDING OF ALL PARTICIPANTS

- ▼ Enables dialog between all elements of the whole system
- ▼ Reflecting, learning and creativity is done best with peers
- ▼ “Each person’s truth is truth”

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PRINCIPLE #5: A VISIBLE, COMMON DATA BASE OF INFORMATION

- ▼ Enables dialog
- ▼ Encourages openness
- ▼ Provides access

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PRINCIPLE #6: A TRANSPARENT DECISION MAKING PROCESS

- ▼ Provides clarity
- ▼ Builds trust

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PRINCIPLE #7: FULL ATTENDANCE

- ▼ Protects the integrity of the “identity gap”
- ▼ Creates community

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PRINCIPLE #8: FOCUS ON COMMON GROUND

- ▼ Agreements become the foreground while disagreements become the background
- ▼ Encourages action on what is possible
- ▼ “What we focus on becomes our reality”

PRINCIPLE #9: FOCUS ON THE FUTURE

- ▼ Honor and understand the past, but focus on the future
- ▼ Enables creativity
- ▼ Aligns action with what is important tomorrow
- ▼ Avoids the trap of “prioritization” of issues

PRINCIPLE #10: ACKNOWLEDGE CONFLICT AND MAKE IT RESPECTFUL

- ▼ Sharpens boundaries of the common ground
- ▼ Avoids pitfalls of consensus decision-making
- ▼ Supports action on the common ground

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THREE STAGES OF THE PROCESS

▼ Planning

- *Choosing the focus and stakeholders*
- *Marshaling resources*
- *Understanding implications for change and leadership*

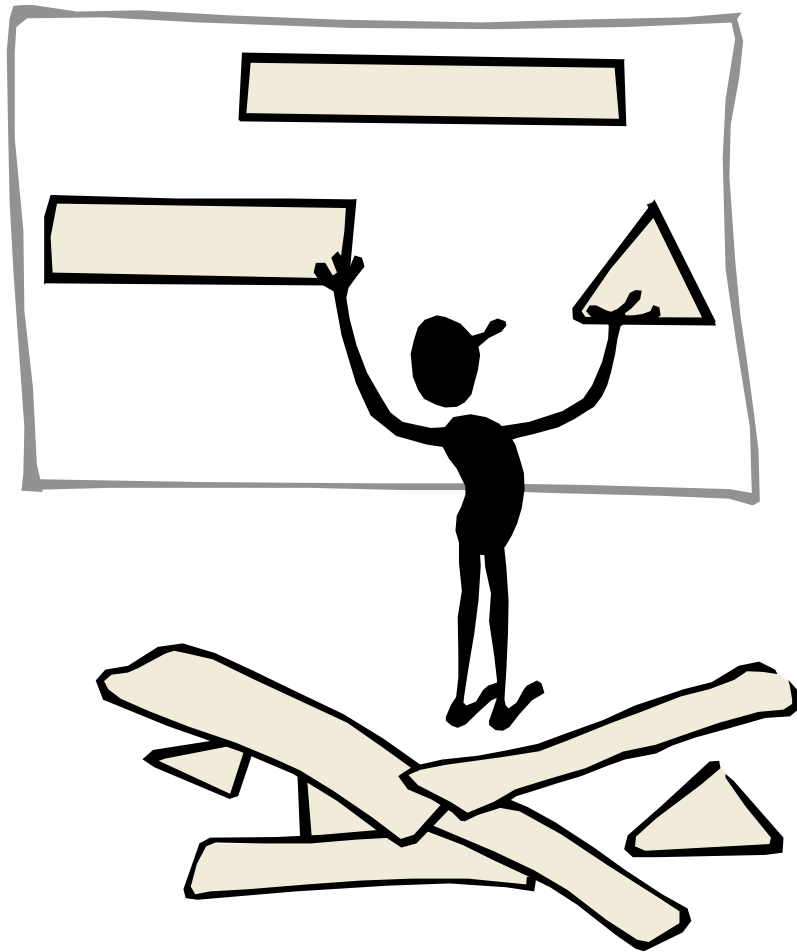
▼ The Interaction(s)

- *Building common ground*
- *Involving everyone*
- *Capturing the talent*

▼ Implementation

- *Freeing the talent, channeling the energy*
- *Organizing and communicating the follow-through*

I. PLANNING



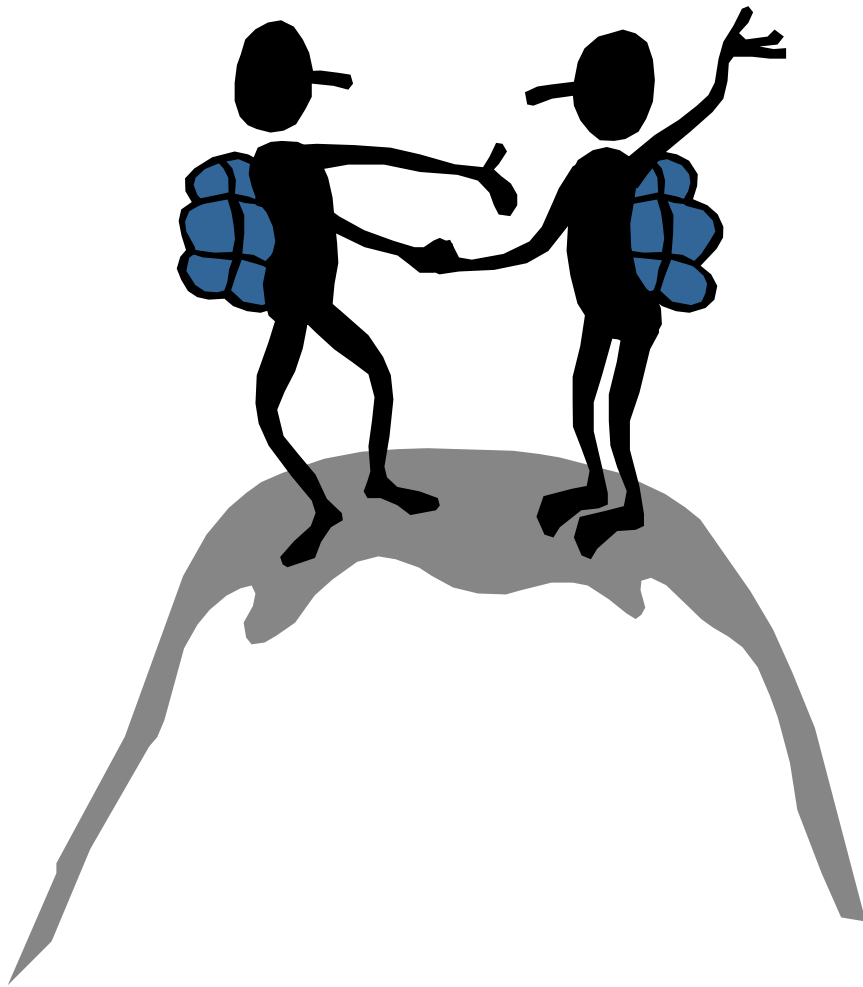
- ▼ *Assemble planning committee*
- ▼ *Determine the outcomes and design of the interaction*
- ▼ *Decide which stakeholders are key*
- ▼ *Consider the shifts in the system you may experience*
- ▼ *Plan the follow-up, too*
- ▼ *Take excellent care of logistics*

II. THE INTERACTION(S)

What's possible with a large group

- ▼ *The acknowledgment, understanding, and exploration of differences and varied perceptions.*
- ▼ *The construction of “data bases” that become a shared basis of understanding and communication.*
- ▼ *The creation of visions of the future.*
- ▼ *The seeking, confirmation and documentation of priorities.*

III. FOLLOW-UP / IMPLEMENTATION



- ▼ *Assign outcomes*
- ▼ *Circulate results, visions, expectations*
- ▼ *Specify accountabilities*
- ▼ *Communicate 3X*
- ▼ *Be transparent*
- ▼ *Everybody. Together.*

ODDS/ENDS

- Success & recruitment
- The design team
- Use of groundrules
- Role sheets for facilitators, scribe, reporter
- Pre-work well in advance
- Clarity at the end
- Color distributions, JIT through the Logistics Team
- Framing questions with precise instructions
- Space considerations
- Transparent multi-votes
- Importance of sound & music

“MIND MAPPING”

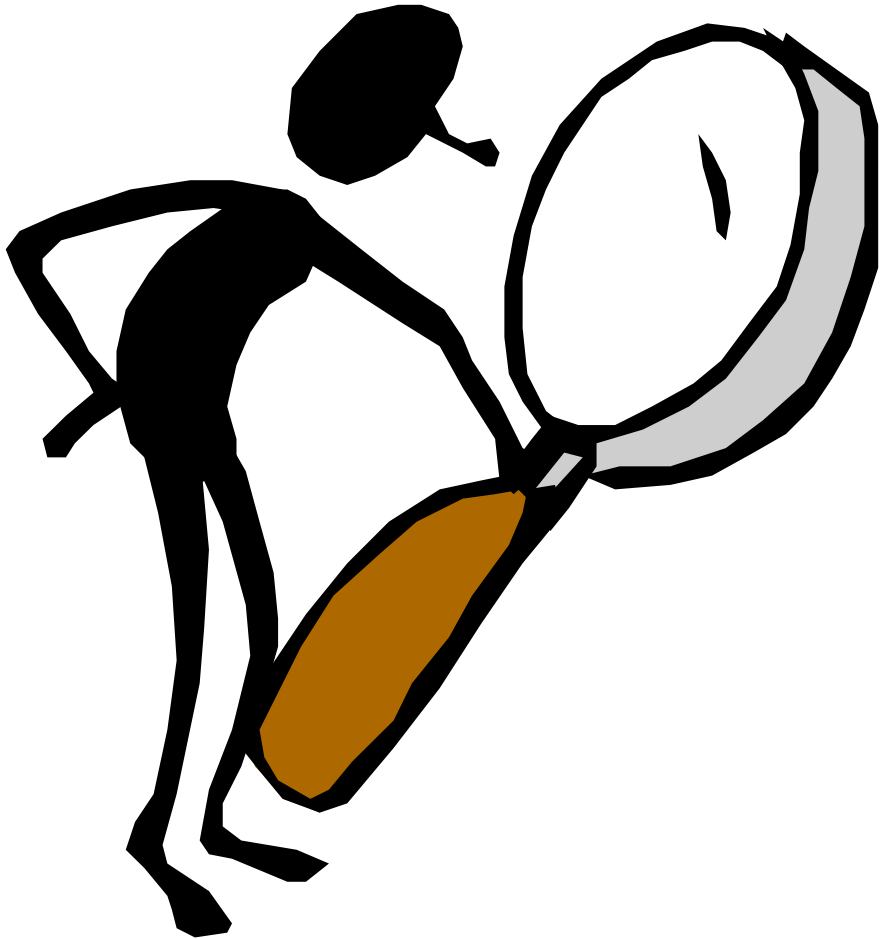


“MIND MAPPING”

Framing Question:

What are all of the things you must consider when using a whole systems change process?

ADDITIONAL CONSIDERATIONS:



- **DON'T Do This IF...**
- *Top level needs control over outcomes*
- *You're looking for a "quick fix"*
- *You seek a "buy-in" on predetermined strategy*
- *You're not prepared to support the follow-through*

DO IT BECAUSE...



- ▼ *You want to bring out the best in people*
- ▼ *It gives the entire system a clear focus*
- ▼ *It links yesterday & today with tomorrow*
- ▼ *Literally and figuratively, it brings everyone together*
- ▼ *It clarifies the focus of leadership energy and time*
- ▼ *It's effective, efficient and productive*
- ▼ *You want what you do to count*

Parting Shot...

-When in doubt....

Don't just do something....

Stand there!

Contact Information

To learn more or to get started...

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