



# A SYSTEMS VIEW OF CHANGE

Identifying and employing the Critical Few

# THE CRITICAL FEW

- Cultural Change Management 2014 (The Katzenbach Center)
- The majority of system wide top down change management programs struggle because they fail to take into account the informal culture of an organisation.
- It only requires a small number of critical new symbolic behaviours consistent with positive elements of past culture modelled by trusted informal leaders to activate significant change.

# THE CRITICAL FEW

- Identify a 'few' existing positive organisational traits which can evolve to provide a base for specific changes
- Clarify a 'few' positive aligned behaviours which clearly signify changes
- Collaborate with a 'few' authentic informal leaders who are influential first followers

# SYSTEMS GRID

	<b>Formal</b>	<b>Informal</b>	<b>Tacit</b>
Rules	<i>Policies</i>	<i>How we do things..</i>	<i>Hidden rules</i>
Roles	<i>Position Descriptions, titles</i>	<i>Gatekeepers, team builders</i>	<i>Assumed roles</i>
Rites/Rituals	<i>Agenda</i>	<i>Acceptance processes</i>	<i>Subconscious processes</i>
Goals	<i>Vision, Values</i>	<i>Team motives</i>	<i>Unacknowledged drivers</i>

# PEOPLE CREATE SYSTEMS

- Multiple relationships create systemic behaviour so that we can manage complexity.
- Human beings are socially attuned to detect and operate within systems.
- Systems are inherently stable and will resist change.
- Systems can be aligned and functional or highly oppositional and dysfunctional.

# CONSTANT ELEMENTS OF CULTURE

- Effective change management depends on locating 3 -4 system (cultural) constants that can be both preserved but also developed form the basis of the change.
- These need to be distinctive and clear (this is who we are)
- They need to carry emotional power (they move people)
- They need to be widely recognised (validity)
- They need potential for greater realisation with the change

# POSITIVE ALIGNED BEHAVIOURS

- Effective change management depends on defining a small number of critical behaviours which embody the change (mind-set follows behaviour)
- These need to be new, visible and distinctive
- They need to carry consequence for the organisation (real positive differences)
- They need to be easily modelled and replicated (contagious through natural networks and peer relationships)
- They need to be coherent and relatively simple



# AUTHENTIC INFORMAL LEADERS

- Every system has its informal leaders who are trusted and credible but do not have formal roles or power, these are critical to effective change management.
- They network, model and influence behind the formal process.
- In relation to change these individuals need to “get it”, “need it” and “want it”.
- They are NOT change agents in the formal sense or top down messengers.



# THE CRITICAL FEW

- Putting the critical few together...
- Leveraging a number of positive current elements of culture to support a few key new visible behaviours modelled by authentic internal leaders creates a significant potential for embedding change.
- What are your culturally constant values?
- What are your aligned behaviours?
- Who are your trusted informal leaders?