

Regenerative Change

The way to sustainable success

John Kay

Transforming Business, Cambridge University

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An early implementer of technology, for people

Implemented some of the first...

personal computers

word processors

office systems

intranets

...in UK industry

Conscience of the company

Charity worker

Astronomer

Outdoorsman

Learned to focus on people...

participative change

leadership development

coaching

...as the route to success

Today we will talk about...

Why are 75% of change projects still seen as failures?

What could be the root causes of this long-standing issue?

The strengths and weaknesses of change methodologies

A more balanced way of running a business

A stronger focus on the sustainability of change

Helping organisation and people thrive together

Issues for the consulting business

People know how to do change

Surveys over 20 years all say...

Clear objectives

Strong programme management

Adequate, skilled, resources

Rigorous testing of the end game

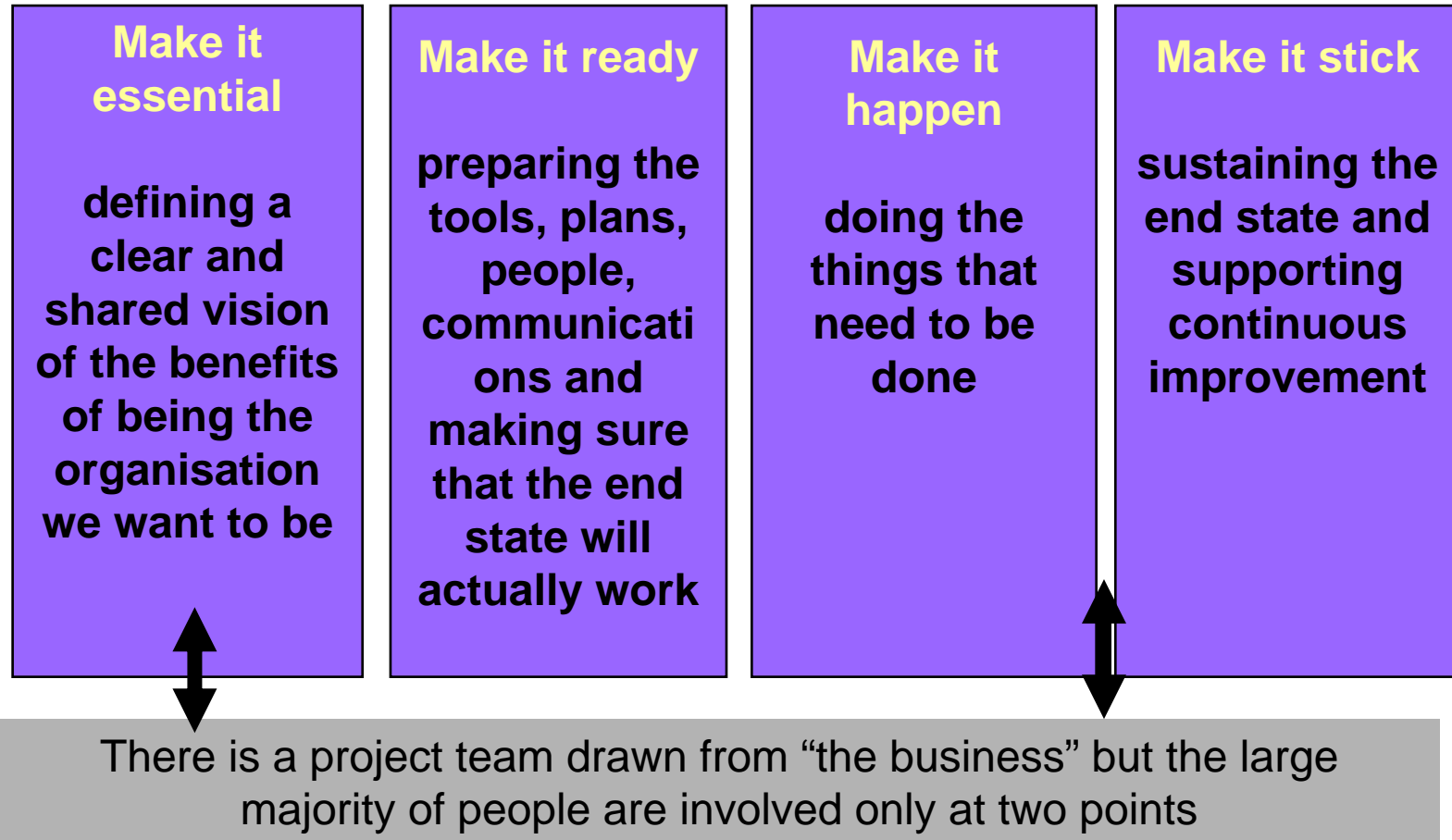
Keep it simple

Clear budget

Keep business case under review

But 75% of change initiatives fail

Most change methods are linear



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Transforming Business research 2010 says, in addition....

Big picture, truly shared

Dialogue across stakeholders

Multitasking, committed, engaged staff

Servant and supportive leadership

Deal with obsolescence of the old

Remove corporate bureaucracy

This is how change, and high performance, is sustained

Change Project /Programme Approach	Sustainable change
A planned programme of change with goals and milestones (centrally lead and “imposed”); the big picture is defined by the few and “sold” to the many	Change is about releasing energy and is largely self-directing (bottom-up and “natural”); a movement that starts with a shared “big picture” which the “leaders” amplify
‘motivating’ people; rational	‘moving’ people; emotional
Change is driven by an appeal to ‘what’s in it for me’	Change goes in a direction that people want, even though there may be personal costs involved
Talks about ‘overcoming resistance’ within the group being changed	Thrives on dialogue with opposition – broadens the commitment to, and quality of, the “movement”
Change is done ‘to’ people or ‘with’ them – leaders and followers	People change themselves and each other – peer to peer, inspired by key leaders – because they know they can make a difference
Driven by formal systems: structures (roles, institutions) lead the change; business process is the vehicle for sustaining performance	Driven by informal systems: structures consolidate, stabilise and institutionalise emergent direction; relationships are the vehicle for sustaining performance

Adapted by John Kay from Bate et al (2004:63), cited in Bate, Bevan & Robert (2004)



Maximising the potential of our people is key to success

.....A manager's job is to identify those areas where their employees are most creative, most productive and/or most fulfilled, and then come up with ways to give them autonomy to pursue ideas in those fields. It's less about having a carrot out there as an incentive and more about figuring out where this person will bloom and taking constraints out of his or her way...

Harvard Business Review, late 1990s

But most people cannot, or will not, follow this advice

Modern themes that struggle to take off

40% additional discretionary effort is available

We have centralised and cut costs...now lets engage the people who are left

“Well being at work”

Spirit at Work

Organisational energy

Participative change

Even enthusiasts for these themes feel constrained by the conventional mindset of business

We know what a high performing organisation looks and feels like

Humble servant leaders; inspiring, engaging, empowering, challenging

Emphasis on people who can be autonomous and entrepreneurial

Be well informed, honest and optimistic

Balance money, ability, excitement

Know what the customer values

Innovate (with technology)

Agility and incrementalism balance strategic initiatives

Have a bias towards doing not thinking – low bureaucracy

Shaping a programme that will succeed

*Financial results will be better,
customers will be even more delighted,
and staff will thrive*

*where we can **more rapidly** find the **balance** between two management systems:*

the currently-dominant industrial system (finance based, short term, process, rational, controlling..);

and the emergent social system (relationships, ethics, inspiration..).

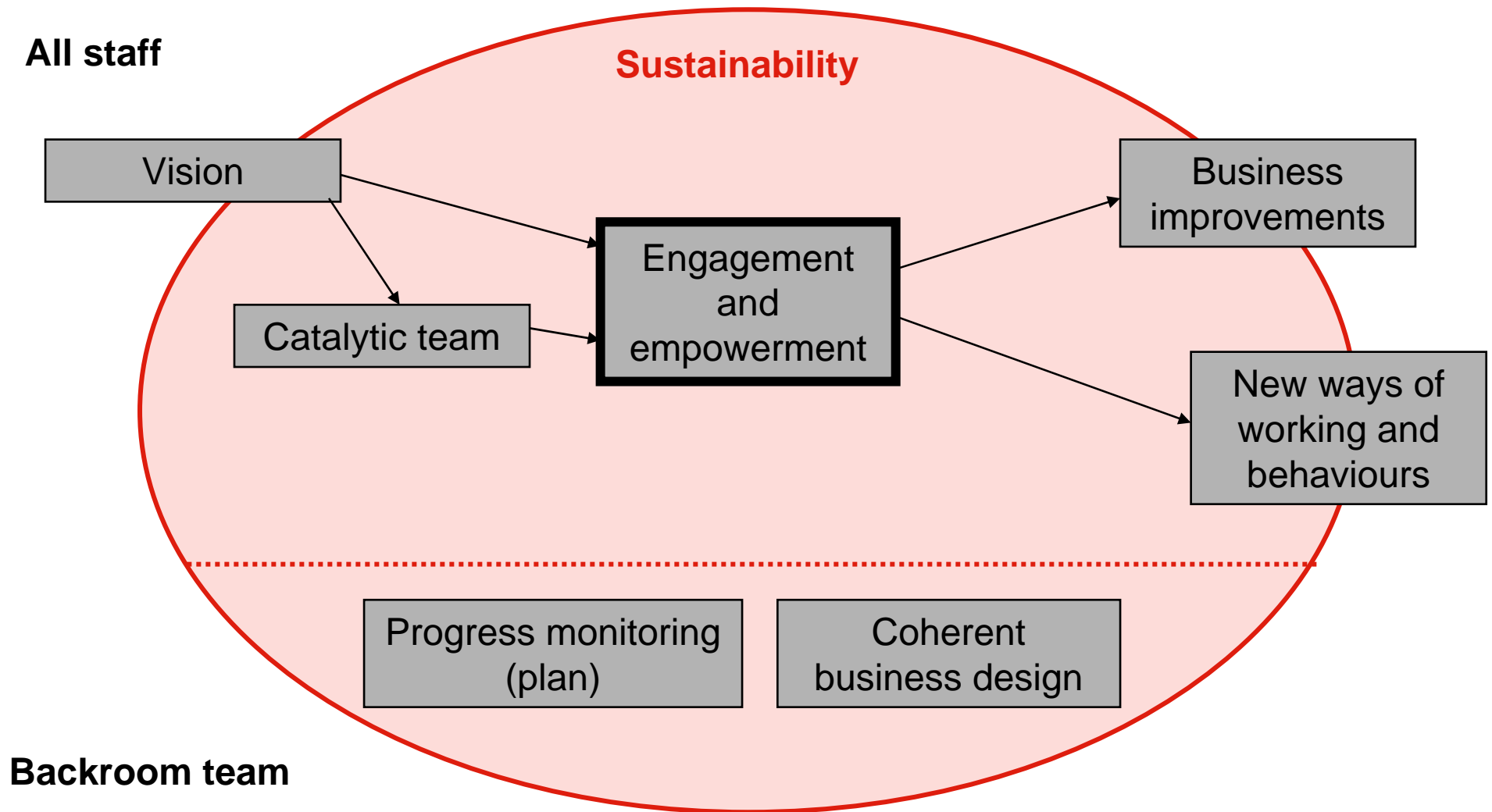
“Social capital refers to the institutions, relationships and norms that shape the quality and quantity of a group’s social interactions”

(World Bank)

The factors affecting decisions and work management

Industrial	Post industrial
Finance	Finance, people, knowledge
Maximum profits	Sufficient profit
Short term	Long term
Competition	Cooperation
Winners and losers	Many can win
Individual, self interest	Altruism, common good
Instant gratification	Temperance
Rights	Responsibilities
Control	Participation
Conformity	Empowerment
Regulation	Virtues
Mechanics	Dynamics
Logic	Emotion, empathy
Process	Relationships
Failings, differences	Building on strengths
Exclusion	Inclusion
Business focused	World focused

Sustainable change is planned from the end, backwards



Using social capital to bring practical success

	Internal	External
Individual	<p>Moral strength</p> <p>– people to be proud of</p> <p>Clear virtues, common yet personalised Mutual support in application</p> <p>Lack of trust costs money and time</p>	<p>Spiritual strength</p> <p>– a purpose to be proud of</p> <p>Inspired by shared big picture Authentic people thrive and serve</p> <p>Discretionary effort is being squandered</p>
Group	<p>Institutional strength</p> <p>– a community to be proud of</p> <p>Binding force of an open, transparent, participative group</p> <p>Vested interests create divisions</p>	<p>Relational strength</p> <p>– diversity to be proud of</p> <p>Invest in and strengthen relationships See the full value of each other</p> <p>Poor relationships cause stress and reduce morale</p>



Institutional strength – a community to be proud of

How strong is the binding force of the community?

How strong is our feeling of belonging?

Do we seek out people's strengths and celebrate them?

How much do people feel that they can influence what happens to them?

Are our leaders, and through them all our people, truly authentic to themselves?

Can we be seen as divisive, or unfair? And our reward system?

Do we have bureaucracy that we can remove?

Is there a high price for entry?

Developing full potential



Moral strength – people to be proud of

Do we have a common view of what is right?

How well do we show the key virtues:

Courage	loyalty	magnanimity	patience	respect
responsibility	temperance	tolerance	humility	
compassion	honesty	justice	freedom	love?

How many of our people have set the community's moral code against their own?

Do we share our moral code outside the community?

How well are immoral actions, especially for personal or financial gain, dealt with?

Do we use a 3 level red-face test: self, friends, enemies?

Developing and Becoming Self; Identity



Relational strength – diversity to be proud of

Do we value the contribution and presence of all our people?

How strong is our trust of each other; do we know the cost of lack of trust?

What do we invest in relationships, compared with our investment in processes, structures and rules?

How much do we seek to strengthen and deepen relationships inside and outside our community?

How much do we think about the key aspects of strong relationships:

directness continuity equality shared goals context

Do we know the impact of poor relationships on health, success, crime, morale, stress?

Unity with others



Spiritual strength – a purpose to be proud of

Does everyone know our deepest purpose; does it inspire them?

Do employees have strong feelings of participation and engagement?

Do we *really* have success criteria that are more than economic?

How well do our people see the big picture; do they see how their decisions and actions affect not just community but the world as a whole?

Are we open and reliable in our dealings?

How much are we all driven by the concept of service?

Do we have a positive impact on society?

Will our grandchildren be proud of what we have done?

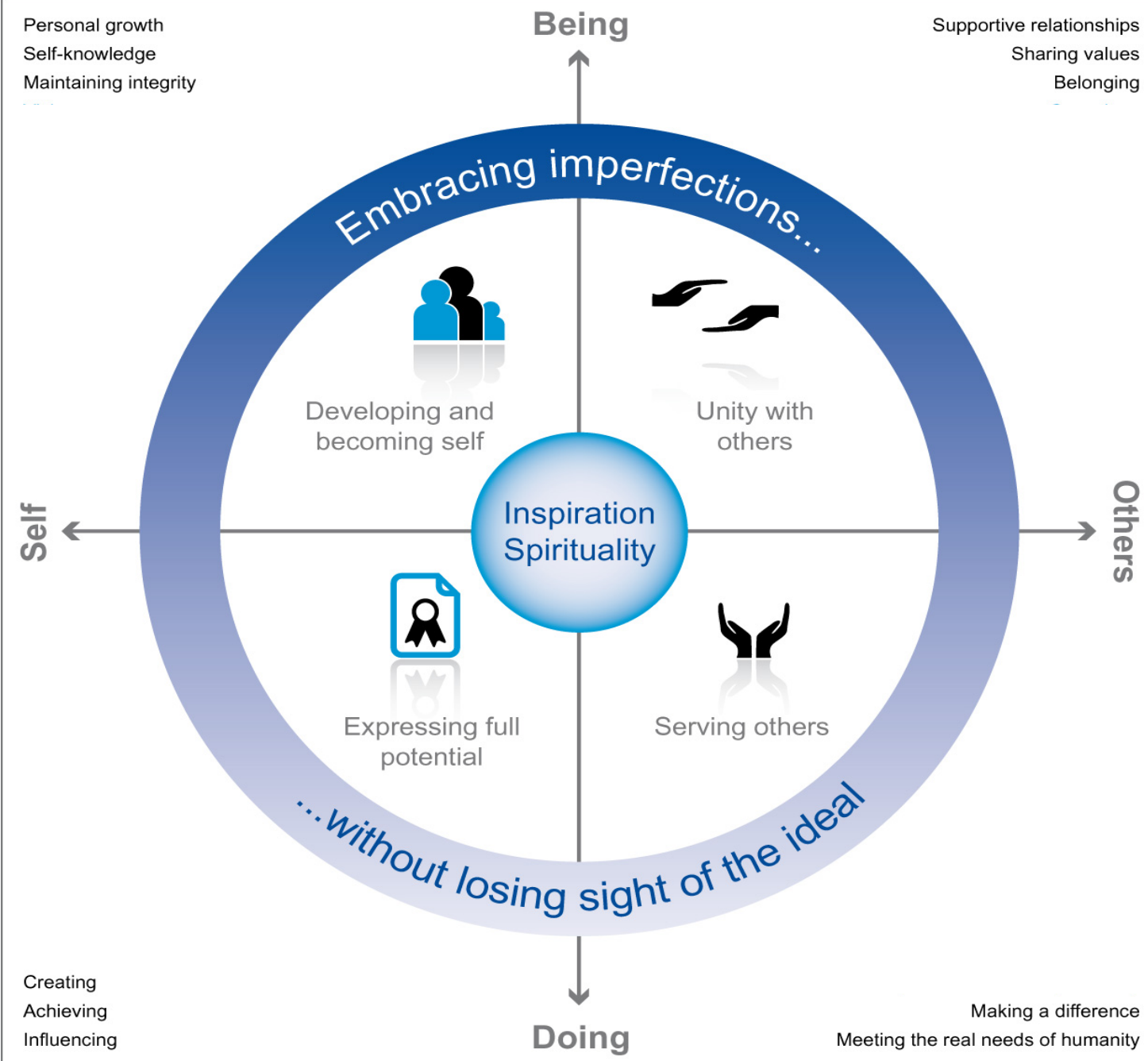
Do our people *thrive*; do we know the extent to which they do?

Inspiration, Spirituality, Service

Personal growth
Self-knowledge
Maintaining integrity

Supportive relationships
Sharing values
Belonging

Holistic Development Model ©



THE MBA OATH

As a business leader I recognize my role in society.

My purpose is to lead people and manage resources to create value that no single individual can create alone.

My decisions affect the well-being of individuals inside and outside my enterprise, today and tomorrow.

Therefore, I promise that:

- I will manage my enterprise with loyalty and care, and will not advance my personal interests at the expense of my enterprise or society.
- I will understand and uphold, in letter and spirit, the laws and contracts governing my conduct and that of my enterprise.
- I will refrain from corruption, unfair competition, or business practices harmful to society.
- I will protect the human rights and dignity of all people affected by my enterprise, and I will oppose discrimination and exploitation.
- I will protect the right of future generations to advance their standard of living and enjoy a healthy planet.
- I will report the performance and risks of my enterprise accurately and honestly.
- I will invest in developing myself and others, helping the management profession continue to advance and create sustainable and inclusive prosperity.

In exercising my professional duties according to these principles, I recognize that my behavior must set an example of integrity, eliciting trust and esteem from those I serve. I will remain accountable to my peers and to society for my actions and for upholding these standards.

This oath I make freely, and upon my honor.

Issues for the consulting (profession ?)

The controlling - participating continuum

The institutional – interactive continuum

The consultant as expert or coach

The need for big jobs ie *do* the work

Clients' expectations

Being truly professional