

Mt Eliza

EXECUTIVE EDUCATION

MELBOURNE BUSINESS SCHOOL



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Transformational Change in Organisations

Change Leadership Diagnostic and Dialogue Framework

Customised

Tailored

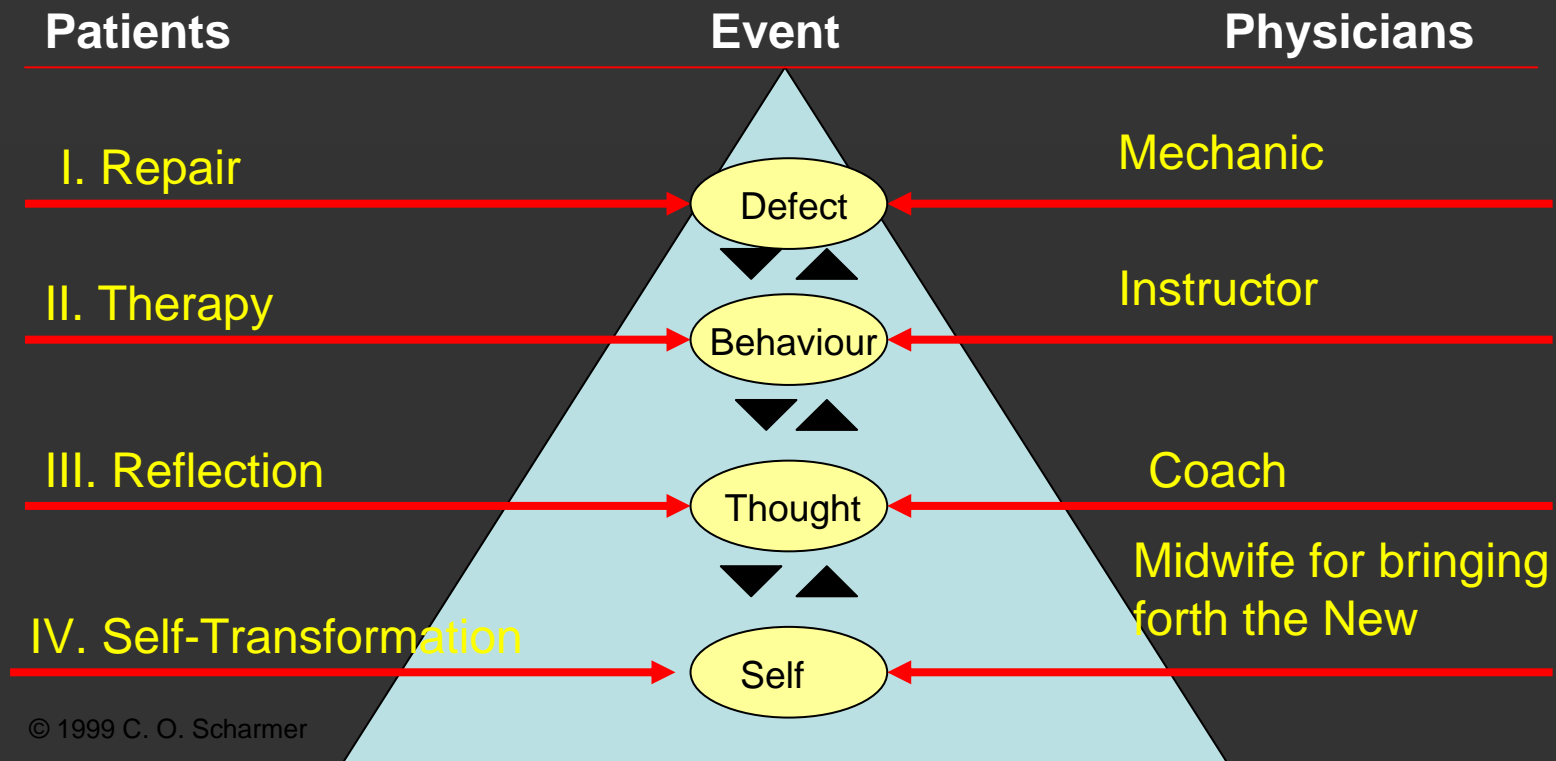
Open

Coaching

1. An initial exploratory workshop and negotiation with key decision makers.
2. One-on-one Dialogue Interviews with a range of internal and potentially external stakeholders to understand issues and needs from multiple perspectives.
3. Workshop Presentation to Stakeholders about the findings from the Interviews and dialogue about problems and the way forward.
4. Leadership and Team Development Workshops.
5. Prototyping
6. Follow-up Dialogue Workshop and possible Dialogue Interviews to determine progress and next steps.

- The intention of the one-on-one dialogue interviews is to gather multiple perspectives on needs and challenges and to enable consultants to develop a sense of core issues, key leverage points and a sense of the future and future possibilities within the organization or social system.
- In preparing the summary from the Dialogue Interviews it is the job of the team of interviewees not simply to prepare a summary of what was said, but rather to feed back their own sense from the interviews of what the core issues are and what the emerging possibilities are to bring about change in the organization or social system.

- The intention of these Dialogue Workshops is to feed back the key insights from the Interviews and to begin a dialogue from multiple perspectives about the key issues and challenges facing the organization and to begin to generate some new possibilities. If successful these Workshops will move the participants from debate, silos and positions to genuine reflective dialogue which can generate new and innovative possibilities.
- The purpose of both the Dialogue Interviews and then the Stakeholder Dialogue Workshops is to help “the system” see itself and enable people from many points of view to “sense” collectively how they together have created “a system” that fails to meet their aspirations.
- The findings from the interviews are presented back to the Workshop but not as a shopping list summary of comments. The key insights of the consultants are presented and the perspectives of the interviewees are loosely structured in a hierarchy ranging from the Defective point of view, the Behavioural point of view, the Thinking point of view, and the Self point of view.



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- An important development in the Workshop is that the participants cease to think of the system as lying outside of them, and that they come to appreciate that they are the system, and that they are enacting a system or properties of a system that people do not want.
- When successful, this process will lead to a breakthrough in sharing and relating among the stakeholders, and a whole new level of honesty and creativity in addressing future possibilities.

- We detected a fundamental tension in the culture, the structure and the operations of the Executive Group which was ripe for resolution. The Managing Director was a champion for maintaining the “entrepreneurial spirit and values” in the growing company, and wary of too much bureaucracy, and disappointed that his managers did not show more initiative and flair. Other Senior Managers were worried that the company’s efforts to achieve operational excellence were being undermined constantly by a loose structure and an old mates’ network where people could always gain direct access to the MD to discuss new projects. Ironically it emerged that managers had stopped taking too much “responsibility” and “initiative” because they were often overruled or sidelined by the MD, and a big bottleneck had developed where everybody looked to the MD on most issues. The key issue was entrepreneurialism versus operational excellence, but through the Dialogue process it emerged that the missing ingredient was actually “honest and skillful communication”. Elaborate and inefficient structural artifices had been built to promote entrepreneurialism, but a much cheaper and more effective solution was readily available through genuine dialogue.

Four Levels of Responding to Change

*manifest
action*

1.

Reacting: quick fixes

Zero Loop

*process
structure*

2.

Redesigning: policies

Single Loop

thinking

3.

Reframing: values, beliefs

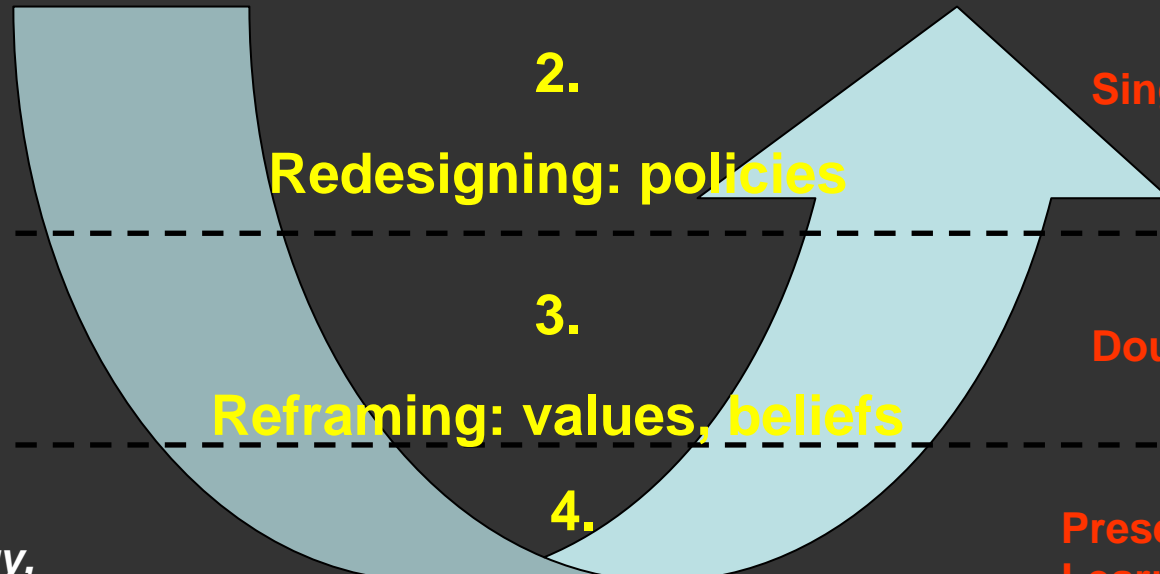
Double Loop

*Source of energy,
inspiration and will*

4.

**Regenerating: sources of
commitment and energy**

**Presencing:
Learning from
the future as it
emerges**



- It will be important to begin early **prototyping** of the ideas which emerge from these dialogues and then doing qualitative follow-up interviews to assess progress. But in between, it may be necessary to provide key players with some Leadership and Team Development Programs to provide them with the in depth support to participate fully in the process.
- **Prototyping** means to create a new beginning, “a landing strip”, for the future you want to create. Prototypes are an early draft of what the final result might look like. Prototyping often goes through several iterations based on feedback before the “new beginning” is created.

- Richard Searle is an educator and consultant with wide experience in Australia and overseas. He specialises in executive and management development, with a particular focus on leadership, decision making and negotiation.
- Richard is recognised by clients and managers as an exciting and inspiring teacher who brings his whole self to the way he develops leaders – being open and challenging, embracing risk and finding the courage and compassion to deliver real and transformative outcomes.
- Richard has wide corporate clients and he has delivered management development programmes throughout Australia, and in China, Singapore, New Zealand and Fiji. Previous work projects have taken him to Japan, Indonesia and the Philippines. Before joining Mt Eliza Richard was engaged as a consultant to the World Bank's Metropolitan Environmental Improvement Programme in Asia, and he was a senior Ministerial Advisor to the Victorian Government.

- Robert Burke's experience as a Chief Executive Officer gives him a deep appreciation of the real challenges that senior leaders experience on a day to day basis. Robert now uses both his real world wisdom and his thirst for learning, knowing and understanding, to assist senior leaders position themselves and their organisations for better futures. He is an educator and consultant and also a strategist and futurist.
- Robert's key focus is leadership within a futures context. He challenges managers to think outside of the known, and to consider alternative perspectives. He has methods and approaches that enable truly innovative responses, and create positive energy for reconsidering the purpose of organisations, and how senior managers might create more dignified and sustainable outcomes for their organisations and for our broader society.
- Robert has been a CEO for international companies, a consultant, and a student. He has worked in Australia, USA, Asia and the UK. He has broad corporate clients and he is a regular speaker at conferences and has authored articles on business and futures.