

# ADAPTABLE ORGANISATIONAL CULTURE

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# THE CHALLENGE OF CHANGE

*It must be realised that there is nothing more difficult to plan, more uncertain of success, or more dangerous to manage than the establishment of a new order of things; for he who introduces change makes enemies of all those who derived advantage from the old order and finds but lukewarm defenders among those who stand to gain from the new one.*

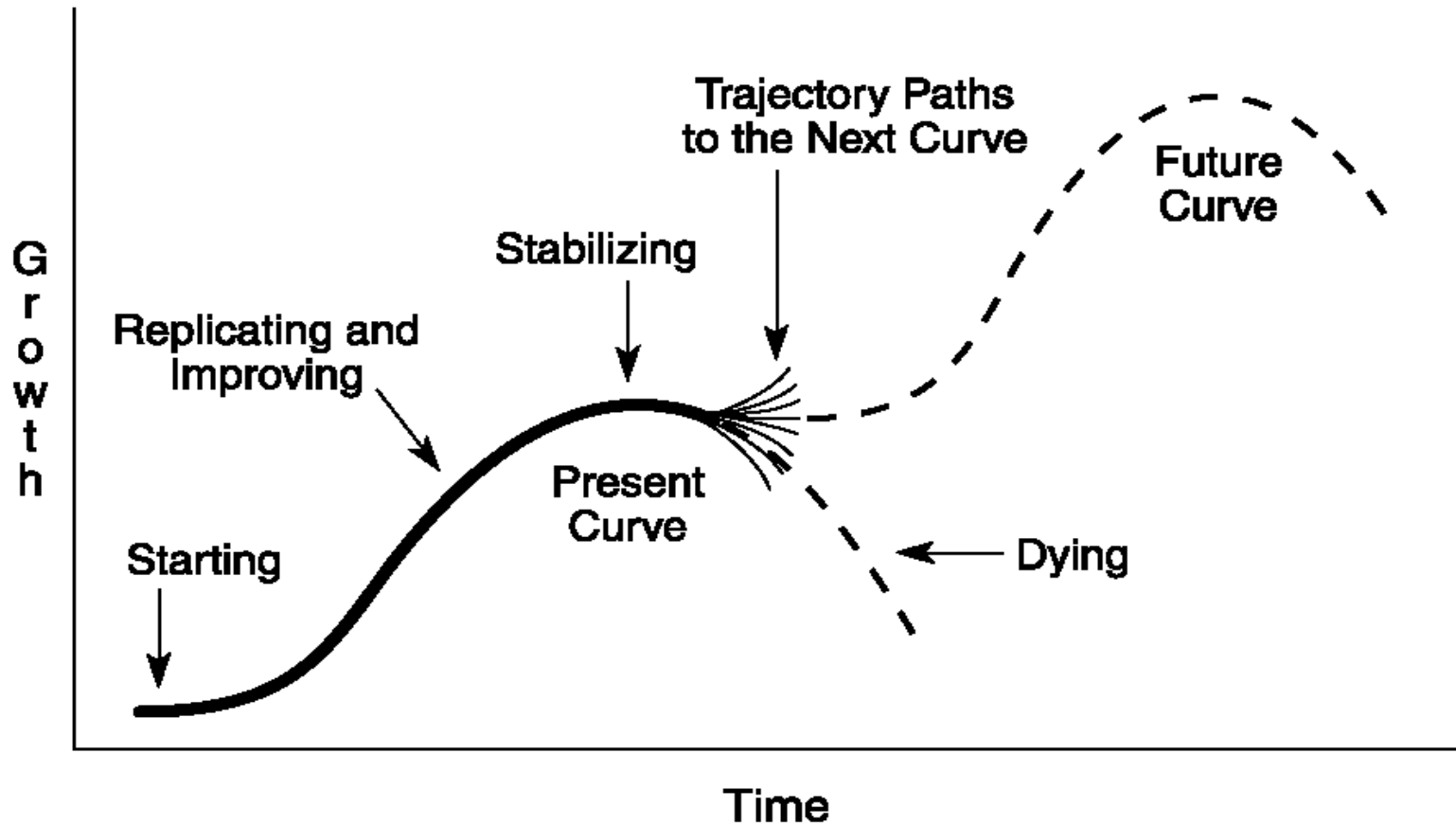
Niccolo Machiavelli (1469-1527, Italian Political Philosopher and Diplomat)

# YOUR GREATEST DRIVER FOR CHANGE...

- A. “A perfect fit” – personalised sport for health and fitness
- B. “From extreme to mainstream” – the rise of lifestyle sports
- C. “More than sport” – attainment of health, community and o/s aid objectives via sport
- D. “Everybody’s game” – demographic, generational and cultural change
- E. “New wealth & talent” – economic growth and sports devt in Asia
- F. “Tracksuits to business suits” – market pressure and new business models

# CHANGE IS THE ONLY CONSTANT...

Heraclitus, Greek philosopher



# THE STATISTICS AREN'T PROMISING...



Over **70%** of long-term change efforts in Australia fail

## Eight Steps To Successful Change - John Kotter



# STEP 1. ESTABLISH A SENSE OF URGENCY

- People will only change when the pain of NOT changing is more than the discomfort and effort of changing
- Share information you have available about threats/risks and opportunities
- Engage stakeholders (internal AND external if necessary) in honest conversations about the future
- Have you considered WII-FM?



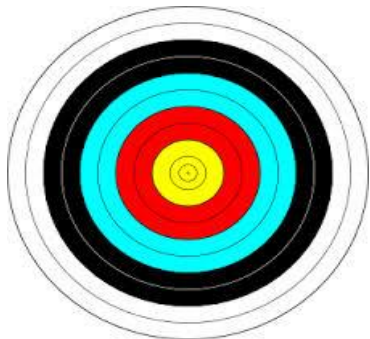
# CURRENT OUTLOOK ON CHANGE IN MY ORGANISATION...

- A. There is widespread agreement we drastically need to change
- B. Some believe there are drastic changes needed, others don't
- C. There are some things that need changing but it isn't drastic
- D. We don't need to change much at all



# STEP 2. CREATE A GUIDING COALITION

- People are more inclined to support things they have control over (or at least feel they have contributed to)
- Who is “on board” or who can you recruit to the cause?
- Experts in the “old way” are often most likely to be threatened – they can be your greatest ally or fierce opponent (your choice!!)
- Forget titles – who are the “thought leaders”?
- Think about concentric circles...



# STEP 3. CREATE A CLEAR SHARED VISION

- Take ideas and create a vision that is easily articulated
- Ensure everyone involved in leading the change can articulate that vision
- Make sure the vision is meaningful for all stakeholders



# STEP 4. COMMUNICATE THE VISION

- Many change processes are under-communicated by a factor of **10!**
- Talk about it at every opportunity
- Be open and honest, and address concerns
- Consider multiple communication channels or methods of communicating the vision
- Make your explanations realistic – APPLY what you are saying to everyday activities – what will it look like?



# OUR MOST COMMON FORM OF COMMUNICATION...

- A. Word of mouth/informal
- B. Formal meetings
- C. Social media
- D. Newsletters
- E. Other

# COMMUNICATION MODE WE SHOULD PROBABLY USE MORE...

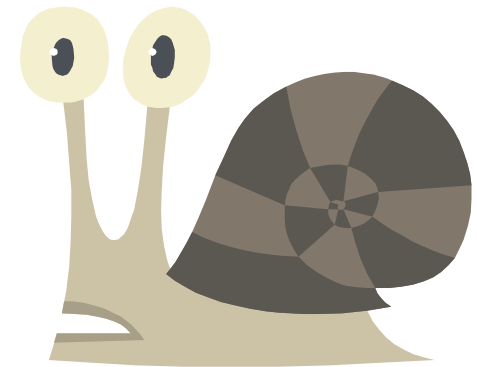
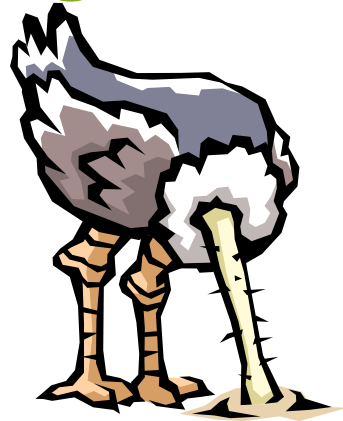
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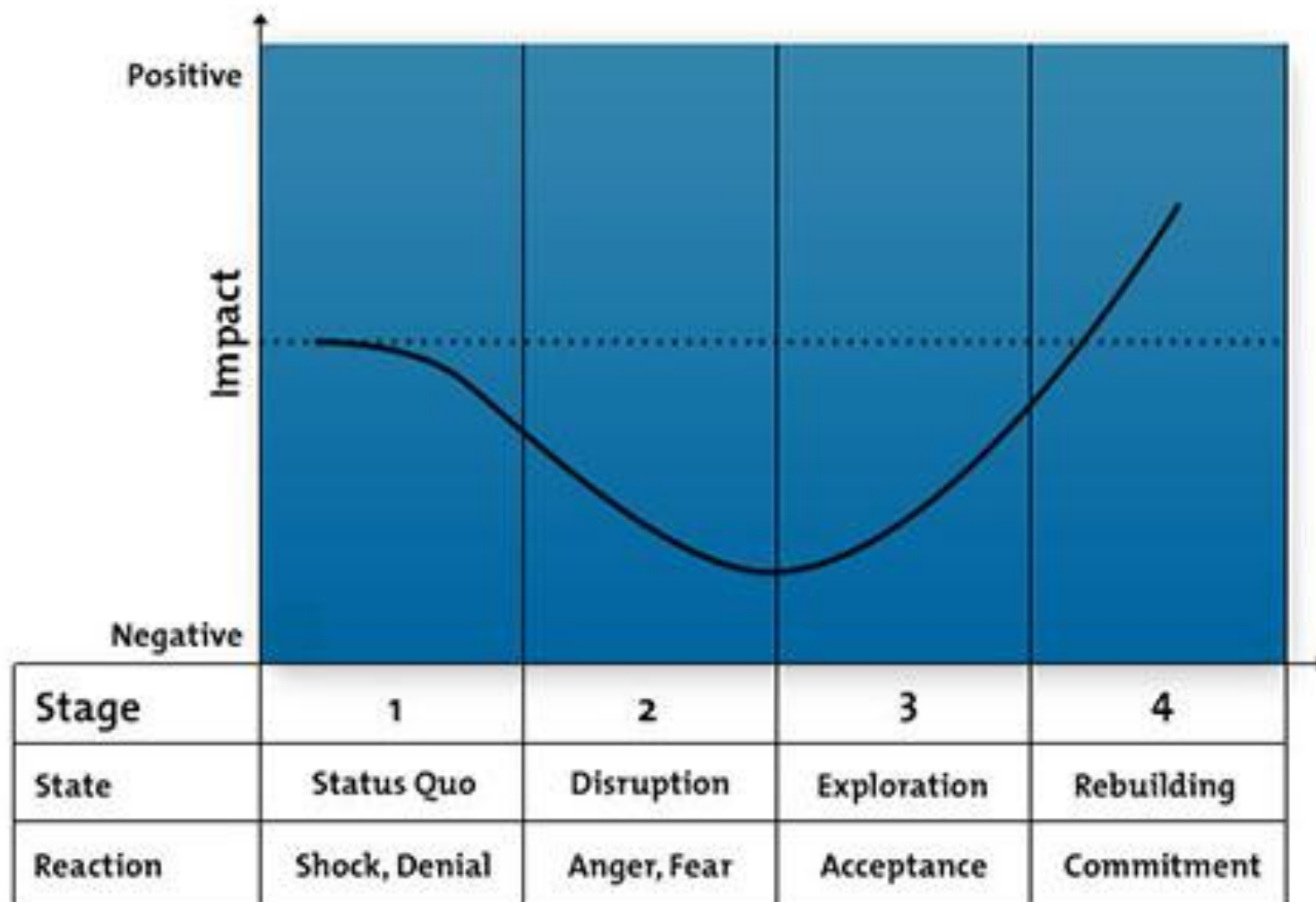
# STEP 5. EMPOWER PEOPLE TO ACT ON THE VISION

- Empower action and remove obstacles
- Consider all elements of your organisation – structures, systems, processes, people, and how they might create an obstacle
- Allow for mistakes and inevitable “slippage”
- Identify those resisting change and address wherever possible their concerns



# RECOGNISE THESE APPROACHES?







# STEP 6. CREATE SHORT-TERM WINS

- Choose a “sure thing” to start the ball rolling
- Choose a “target” that is quick and cheap, and doesn’t rely on critics or skeptics to succeed
- Don’t wait too long to celebrate moving (even part way) towards your goal



# STEP 7. CONSOLIDATE & BUILD ON THE GAINS

- Celebrate wins but don't declare victory too soon – analyse what has worked and what hasn't
- What's next?
- Focus on continuous improvement – nothing will be perfect first time around..... and even if you think it is, remember the S curve
- Where are your next big ideas coming from?
- Who can help to bring a fresh perspective?



# STEP 8. INSTITUTIONALISE THE CHANGE

- Make it stick!!
- Once something is moving, it is easier to keep it going...
- Develop a culture that is open to learning and change to make the next change easier – what do you recognise and reward?
- Tell success stories at every opportunity
- Make sure your “coalition” remains or that there are replacements



# THE STEP I THINK WILL BE THE MOST CHALLENGING...

- A. Creating urgency
- B. Forming a coalition
- C. Creating a vision
- D. Communicating the vision
- E. Empowering people to act
- F. Creating short-term wins
- G. Consolidating & building on gains
- H. Institutionalising the change



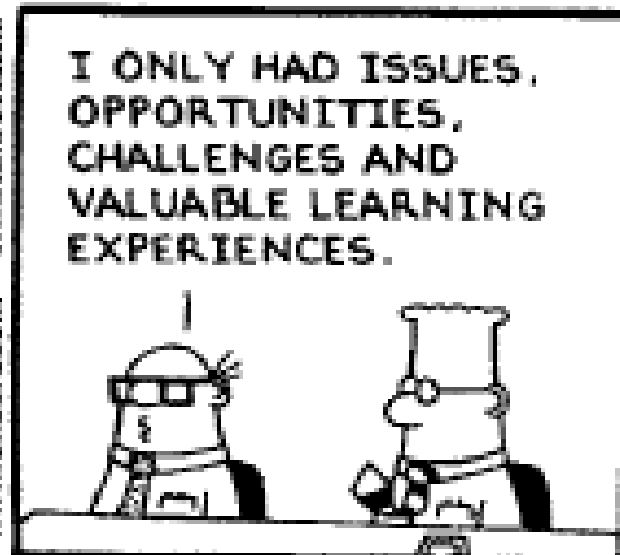
# SOME QUESTIONS TO ASK YOURSELF...

- Are you communicating clearly and often, and in a variety of forms?
- Do you know who is going to be most reluctant to change and have you thought carefully about the REAL reason?
- Have you thought about (and do you feel skilled in) how to address the emotional impact of change?
- What have you done to engage those (particularly “experts”) who may be your greatest opposition/supporter (your choice!)
- Are you making allowances for the change to be “uncomfortable” even for those who are in favour of it?

# THE FINAL WORD...



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