

# Transforming Your Organization for Excellence and Adaptability

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# What is High Performance?

Is it Relative?

Is it team or individual?

Is it quality or quantity?

How do you define  
Excellence?



# What is Changeability?

- Can you change when the need demands?
- When was your last change initiative? How did that go?
- Can you even change just a little?
- Why does it matter?
- How often should you change?
- How many changes at once?

# What Works?

**Low Intellect Learning:** See another group's kanban board

- Copy it exactly.
- Implement just like they did it.
- It "works"!

**High Intellect Learning:** See another group's kanban board

- Watch how they use it
- Recognize aspects of Queuing Theory and Theory of Constraints in the process.
- Realize your group is a bit different and make changes.
- It "works"!

# How do we know what to do?

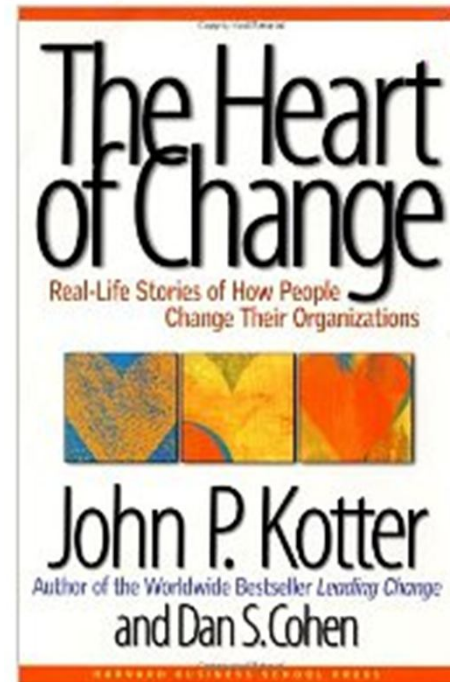
- We need to understand the context
- We need to understand the theory behind the methods and tools.
- If we understand the theory we can modify the method to match the context.

# Transition Models

- John P Kotter, The Heart of Change
- William Bridges, Managing Transitions
- Michael Watkins, The First 90 Days
- Chip & Dan Heath, Switch

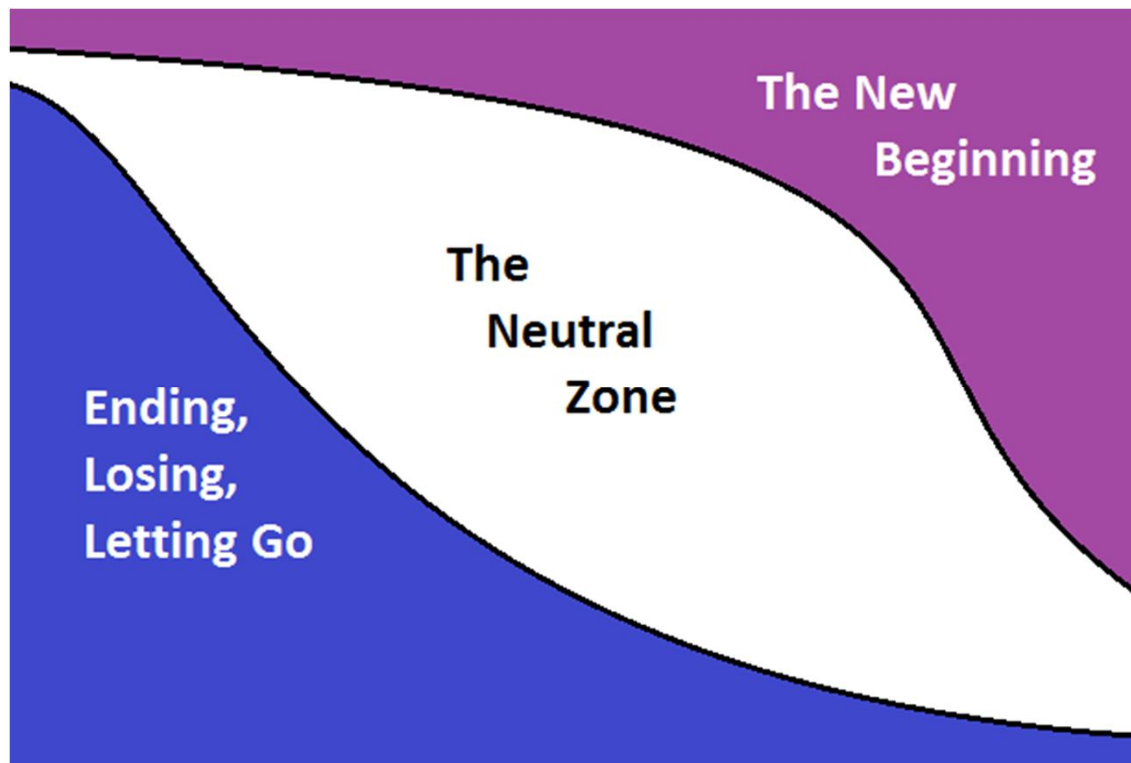
# Kotter

- Increase Urgency
- Build the Guiding Team
- Get the Vision Right
- Communicate for Buy-In
- Empower Action
- Create Short-term Wins
- Don't Let Up
- Make Change Stick



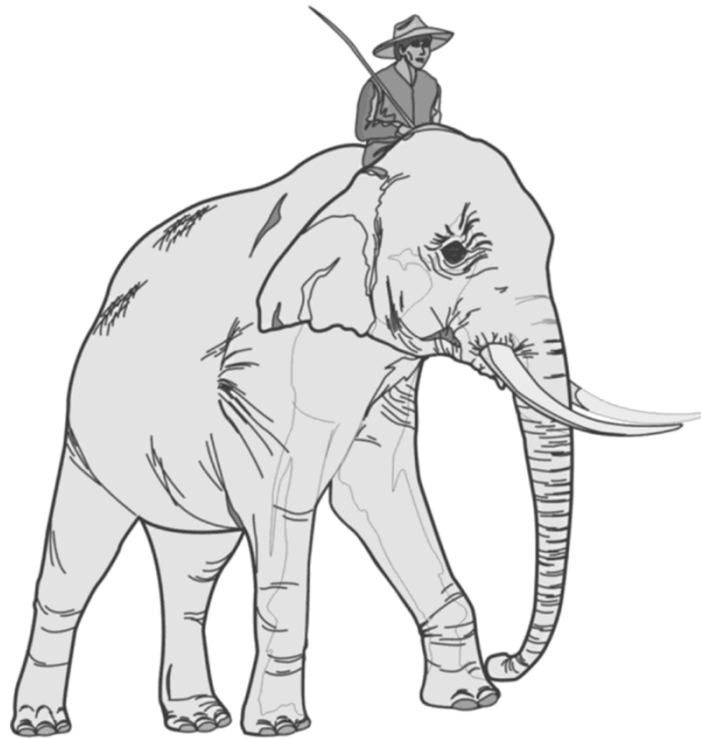
# Bridges – Three Phases

- Letting go of the old ways and old identity people had
- Going through an in-between time when the old is gone but the new is not fully operational
- Coming out of the transition and making a new beginning





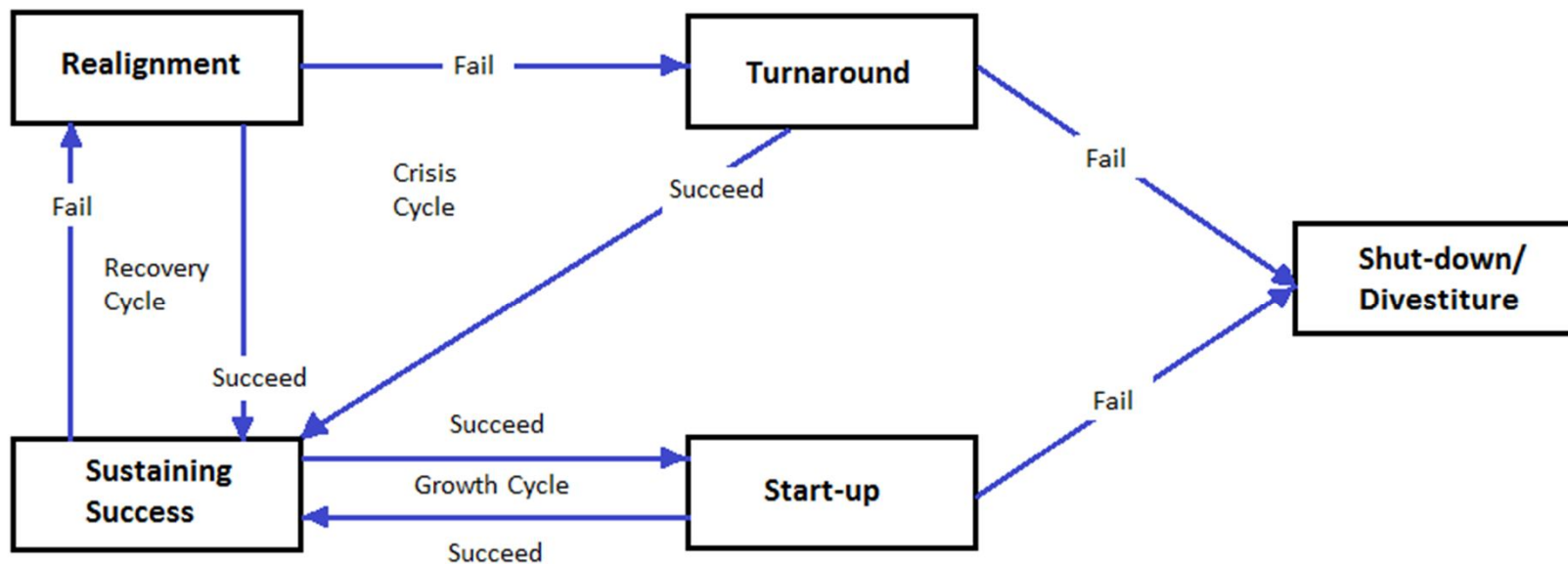
# Heath & Heath



- Direct the Rider
  - Find the Bright Spots
  - Script the Critical Moves
  - Point to the Destination
- Motivate the Elephant
  - Find the Feeling
  - Shrink the Change
  - Grow Your People
- Shape the Path
  - Tweak the Environment
  - Build Habits
  - Rally the Herd
- Keep the Switch Going

# Watkins

Build virtuous cycles that build credibility & avoid getting caught in vicious cycles that do the opposite



- Promote yourself
- Accelerate your Learning
- Match Strategy to Situation
- Secure early wins
- Negotiate Success

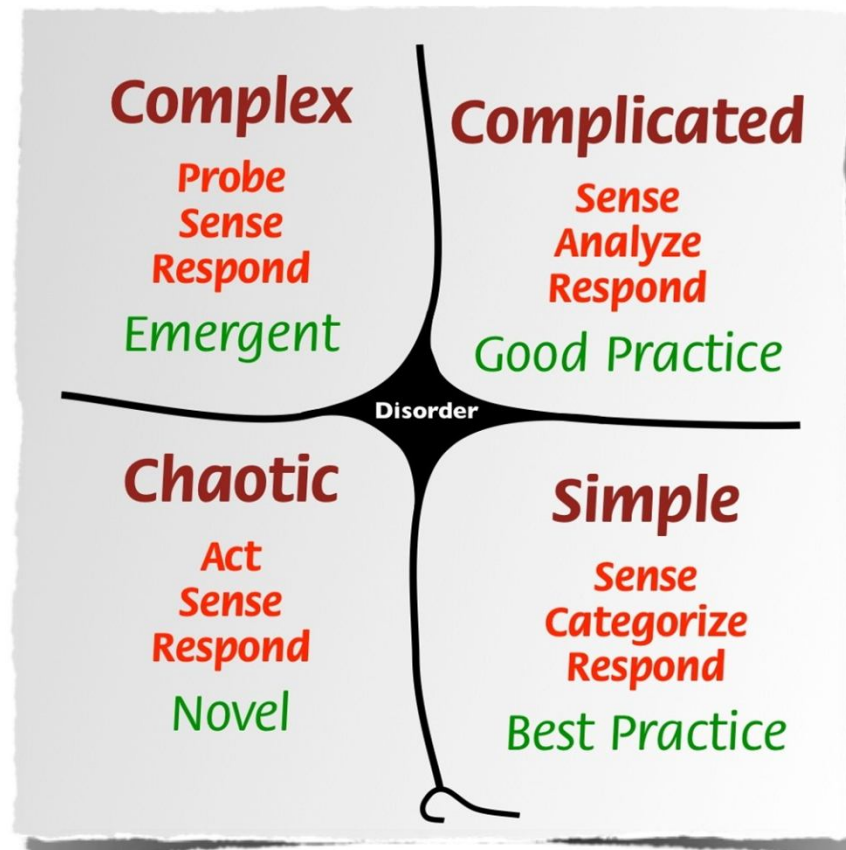
- Achieve alignment
- Build your team
- Create Coalitions
- Keep your balance
- Expedite everyone

# Cynefin Framework

Dave Snowden, founder & Chief Scientific Officer of Cognitive Edge

There is the system and the agents in the system

- **Ordered systems** The system constrains all agent behavior [Agent behavior is predictable and obvious. ]
- **Chaotic systems** There is no systemic cause/effect between system and agent. [Agent behavior predictable with probability and statistics. ]
- **Complex systems** System lightly constrains agents and agents constantly modify the system. [Inherently unpredictable. Emergent positive and negative behavior ]
- **Disorder:** Not knowing which domain you are in.



[http://en.wikipedia.org/wiki/File:Cynefin\\_framework\\_Feb\\_2011.jpeg](http://en.wikipedia.org/wiki/File:Cynefin_framework_Feb_2011.jpeg)

# Where are the Opportunities?

- Unbalanced Capacity
- Knowledge transfer, Information delays, Formal Docs, Collaboration
- Capacity improvements – Training, Tools, Techniques, Coaching
- Smaller Batches or Single-piece flow
- Stronger alignment with customer, business
- Minimized competition with other activities

# Transition Issues

- Failure to Align – No compelling story, missing enthusiasm, unclear business value, conflicting motivators
- Failure to commit – Missing \$\$, resources, long-term support, reinforcement mechanisms
- History / Momentum – Change fatigue or too little change, inertia is to avoid change
- Too much change - Too many dependencies, too many teams, too much multitasking
- Not Enough Slack – No room for experiments, initial learning curve; Excessive meetings, overhead, team/organization size
- Individual and Cultural Issues – Trust issues, strong egos, internal politics or competition, behavior problems
- WIIFM – No clear payoff for the stakeholders

# Limits to Performance

- Technical Capability
- Team Distribution & Communication
- Excessive Plans, Meetings, Documentation
- No process at all?
- Personalities
- Resource Limitations
- Market, Product, Customer
- Critical Success Factors?
- Lack of Transparency / Visibility

# Getting Support

- Executive Support
- Middle Management
- Line Troops
- Detractors
- Natural Leaders
- The “Right” People

## Team Awesome

- Energized, Cohesive, Committed, Functional, Collaborative
- Believers in the product
- Understanding the Business
- Skills matching the need, Solid problem solvers

# Becoming Changeable

- What Pace is Reasonable?
- Acceleration on this Pace?
- What Rituals work?
- How do you know when you are there?
- How do you Sustain It?
- Making Change the Norm
- What else?



# Questions?

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