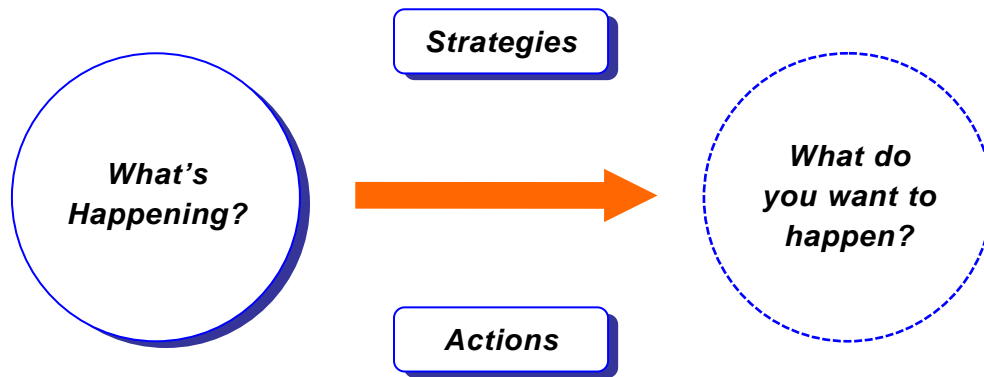


# PROCESS CONSULTING TOOLS



# PROCESS CONSULTING TOOLS

**James A. Vaughan, Ph.D.**  
*Organizational Psychologist*

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## INTRODUCTION

These process consulting *tools* are provided to help you improve the key interpersonal processes that affect the performance of individuals and groups. They compliment and augment the *Productivity Tools*. They can be used effectively in a wide variety of circumstances, with or without the *Productivity Tools*. Simply leafing through the pages will give you a deeper understanding of the processes we all use every day at work—but the greatest benefit will come from using them with your colleagues to build shared understandings and to improve performance.

You should use them as individual handouts whenever they are relevant to the process issues a group is struggling with. For example, when members of a group are having difficulty resolving differences because they are locked into positions, the perception model on page 13 might help them step back and take a fresh look at what's happening. It's a reminder that none of us sees the whole truth—that each of us is shaping reality to our own needs.

Other *tools* provided here can form the basis for significant practice and development. For example the goal setting model on page 25 provides a way for individuals and teams to do a quick reality-check on common goals and plans, while the three pages on Strategic Planning, beginning on page 28, can be used as a framework for long-range group planning.



## PROCESS CONSULTING

*A Way to Help People Achieve Individual, Team, and Organizational Excellence*

### ACTIVITIES:

Culture- Building	Team- Building	Intergroup Development	Individual Development	Conflict Resolution
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### PROCESSES:

*Listening/Observing*

*Asking good questions*

*Facilitating*

*Raising Awareness*

*Counseling*

*Coaching /Supporting*

*Teaching*

*Modeling*

### Criteria for effectiveness:

- Are we improving the organization's ability to achieve key results?
- Are we facilitating vision/mission achievement?
- Are we empowering people?
- Are we building trust throughout the organization?



**KEY SUCCESS FACTORS**

**Vision / Mission**

**Sound Business Model**

**Distributed Leadership**

**Communication / Information Flow**

**Quality / Customer Service Mindset**

**Empowered Associates**

**Teamwork**

**Process Orientation**

**Alignment / Systems View**

**Embracing Change and Diversity**

**Sustained Focus on Individual, Team, & Organizational Learning**

**Global Perspective**



## THE NEW CORPORATE IMPERATIVE: LEARN TO LEARN RAPIDLY

Out of all the changes buffeting the corporate world today, a single imperative stands out above all others for individuals and organizations alike—learn to learn rapidly or be prepared to be an observer instead of a player. The global economy will have no mercy on organizations that don't learn rapidly, and organizations that want to survive will have no place for people who aren't committed to *learning every day*.

Information is now *the* most valuable organizational resource and keeping abreast of the rate of change in information is *the* greatest organizational challenge. People that can learn rapidly will be in greater demand than ever before. Corporations that can retain their most talented learners *and* develop the capacity for organizational learning will enjoy a competitive edge over the rest of the field.

*What are the implications for organizational leaders?*

The number one priority for the CEO is still to develop and sustain a shared vision aimed at satisfying important customer needs. A major portion of the CEO's time will be spent on an ongoing basis communicating and nurturing the vision which serves as a broad-brush map to keep everyone focused and energized.

The second priority of the CEO is so close in importance, it can't really be separated from the first—it is to create the conditions for success. In broad terms there are 7 fundamental conditions for success:

1. Acquiring and managing key resources—people and technology
2. Building effective teamwork
3. Taking the systems view
4. Building a learning organization
5. Empowering everyone to make a difference
6. Rewarding people fairly for their contributions to the whole
7. Embracing change



## **THE LEADERSHIP TASK**

- **Creating a compelling vision**
- **Acquiring and managing key resources**
- **Making sure everyone has easy access to the information they need**
- **Building effective teamwork**
- **Taking the systems view**
- **Sustaining focus, alignment, and balance**
- **Building a learning organization**
- **Empowering everyone to make a difference**
- **Rewarding people fairly for their contributions to the whole**
- **Embracing change and diversity**



## COMMUNICATING FOR RESULTS

Getting needed information to the right people in a timely way continues to be one of the greatest challenges facing all organizations today. Advances in electronic media make it possible and cost-effective to send large amounts of information to many people virtually anywhere in the world simultaneously. The central issue remains, what information is relevant and who needs it? People must still choose and filter; otherwise, everyone would suffer from information overload.

Every person in the organization needs to develop a new sense of information responsibility that includes an openness to take in new information and a commitment to communicate everything they think is important, even though the recipients may not be eager to hear it. This is not the norm in most organizations. If it is to become the norm, leaders must model it in every respect.

Following are four broad areas of communication that are vital to all organizations.

- 1. Purpose:** *Why we exist and what difference we make*
- 2. Performance:** *How we'll coordinate our actions and measure our results*
- 3. Alignment:** *How we'll stay informed and aligned*
- 4. Continuous Improvement:** *How we'll constantly strengthen our competitive position*



## COMMUNICATING FOR RESULTS, *continued*

### 1. **Purpose:** *Why we exist and what difference we make*

*Mission:* The broadest statement of what customers we serve and what value we add.

*Vision:* Who we are and what we can become.

*Strategic Plans:* Where we're going and how we'll get there.

*Goals and Objectives:* Specific targets and milestones in achieving the mission.

*Roles and Expectations:* Individual and team responsibilities in achieving the mission.

### 2. **Performance:** *How we'll coordinate our actions and measure our results*

*Specific Assignments/Action Plans:* Establishing accountability.

*Follow-up and Coordination:* Translating intentions into actions.

*Tracking:* Measuring things that make a difference.

*Feedback:* Reviewing customer commitments/contracts.

*Planning:* Updating our action plans in the light of current circumstances.

### 3. **Alignment:** *How we'll stay informed and aligned*

*Gathering Information:* Scanning/listening/reading.

*External:* Scanning—monitoring customers, competitors, and industry developments.

*Internal:* Listening with respect in one-on-one conversations and timely meetings and reading internally written reports.

*Passing Information:* Choosing the best means to communicate:

*External Data:* Customer intelligence, competitive intelligence, and industry developments.

*Internal Data:* Shifts in priorities and relevant organizational developments.

### 4. **Continuous Improvement:** *How we'll constantly strengthen our competitive position*

*Joint Review:* Checking progress and making course corrections.

*Problem-solving:* Solving quality problems permanently at the source.

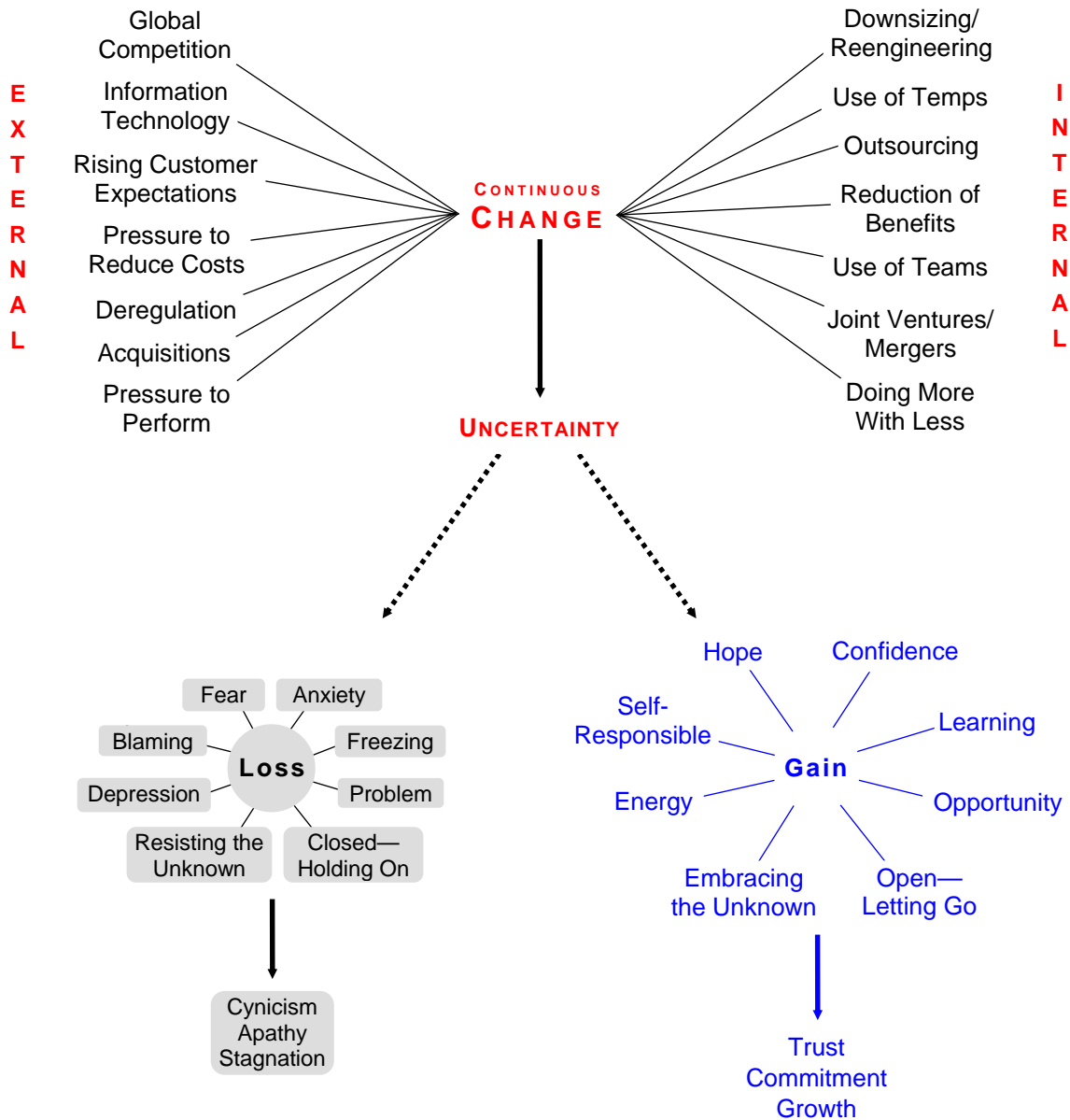
*Reducing Cycle Time/Driving Costs Out:* Finding the next increment of improvement in every process we use to satisfy customer needs.

*Listening to Customers:* Making sure we're serving real customer needs as *they* perceive them.



### FORCES OF CHANGE

Massive forces of change are creating uncertainty and anxiety in the workplace.

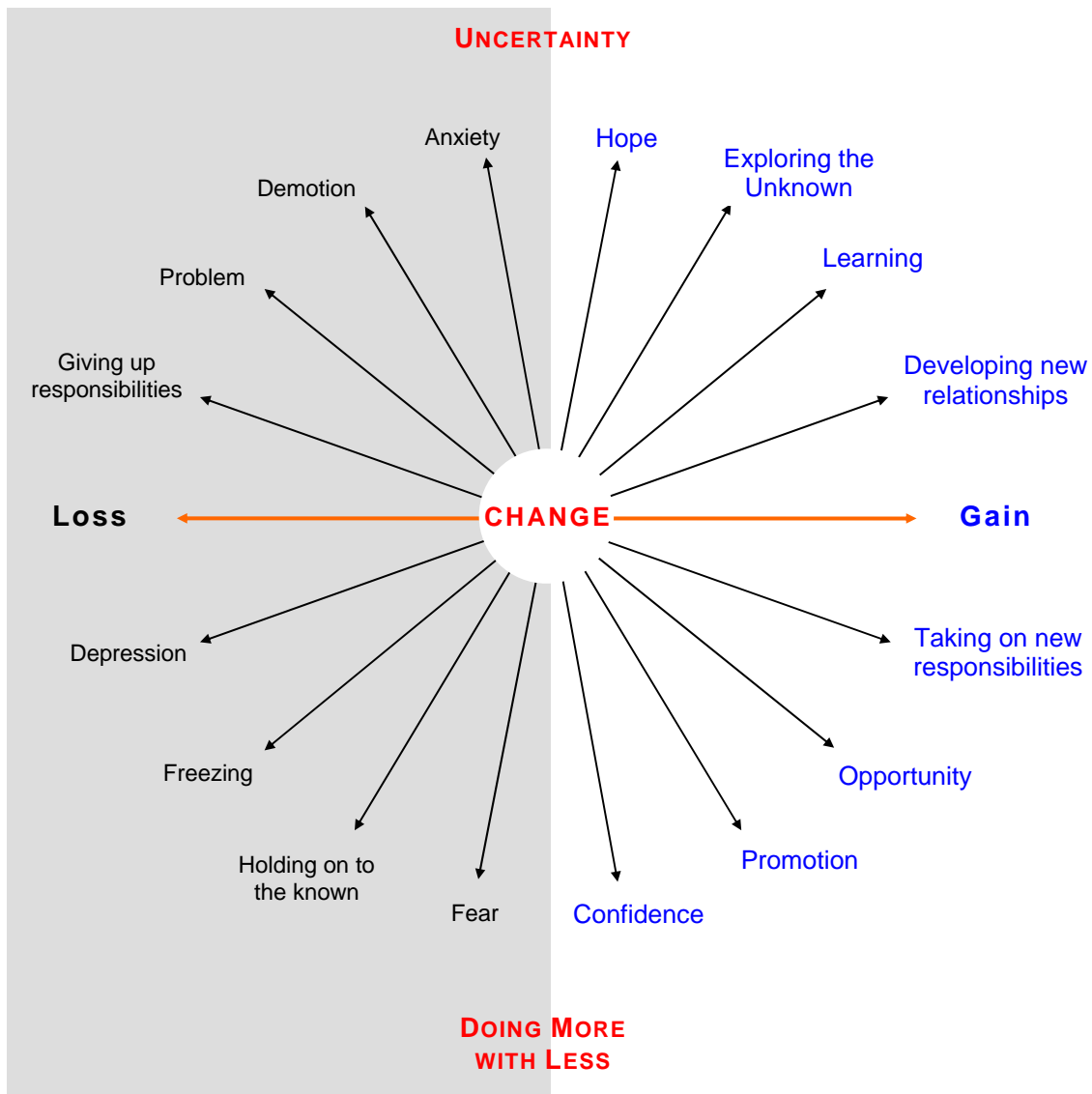


Faced with continuing uncertainty and ambiguity, many people assume they will lose in the change process. In an effort to survive, they hold on, shut down, and focus inward at the very time the organization needs them to open up, reach out, and embrace the change.



### CHANGE: A DOUBLE-EDGED SWORD

Every organization needs to do more with less—continuously. To do so requires that we learn to deal effectively with uncertainty. It also requires a new level of honesty in most organizations. There will be loss in the process *and* there will be gain. The way *through* the uncertainty is *through*—not around or over.





### ACCEPTANCE OF CHANGE CONTINUUM

Most of us have a love/hate relationship with change. We love it when we discover a way to change that gives us what we want with less effort and no loss. We hate it when change is forced on us, when we have to work hard to implement the change, and when we have to give up some cherished ways of behaving. The truth is, almost all change of any consequence requires some effort to learn and it involves some loss—letting go of the familiar and the comfortable.

When people feel like pawns, there is an almost universal knee-jerk *rejection* of every change that comes along—commonly known as the "not-invented-here" or the "this-too-shall-pass" syndromes. Of course, most veterans of organizational change are too smart to openly defy management so they mask their true feelings with an overt show of *compliance*. When this is the norm, it is extremely difficult to finally win the kind of *acceptance* needed to effectively implement change. In fact, most managers grow weary of trying to sell their change program long before veterans of the change wars run out of ingenious ways to fake compliance.

Today's world of rapid, continuous change calls for a totally different approach. Leaders need to go beyond the old mindset of winning acceptance to *their* change program. What's needed today is a universal acceptance of the need to change continuously.

Associates at every level of the organization must come to think of themselves as change agents instead of pawns in a game controlled by others. A lot of the change needed will be stimulated by people outside the organization—competitors, customers, and suppliers—so it's crucial that associates feel empowered to deal with it. This requires a profound cultural change in most organizations.

Following are some of the shadings of reactions when change is driven from the top. Where does your organization stand in dealing with the new realities of continuous change?





## WHEN IS “HELP” HELPFUL?

### 1. When the client:

- asks for and genuinely wants help
- knows what they want
- is skillful in using help
- is motivated to change
- respects the help-giver’s skill and knowledge
- has a healthy self-image
- perceives the help as empowering

### 2. When the consultant:

- respects and treats the client as an equal
- affirms and builds on the client’s existing knowledge and expertise
- listens a lot
- does the least possible
- helps to expand the client’s awareness and options
- avoids judging the client
- acknowledges their own fallibility
- supports, but does not attempt to force change

### 3. When the client/consultant relationship is personal *and* professional

### 4. When the working climate is safe enough for interpersonal risk-taking

### 5. When there is a good fit between the help requested and the help offered

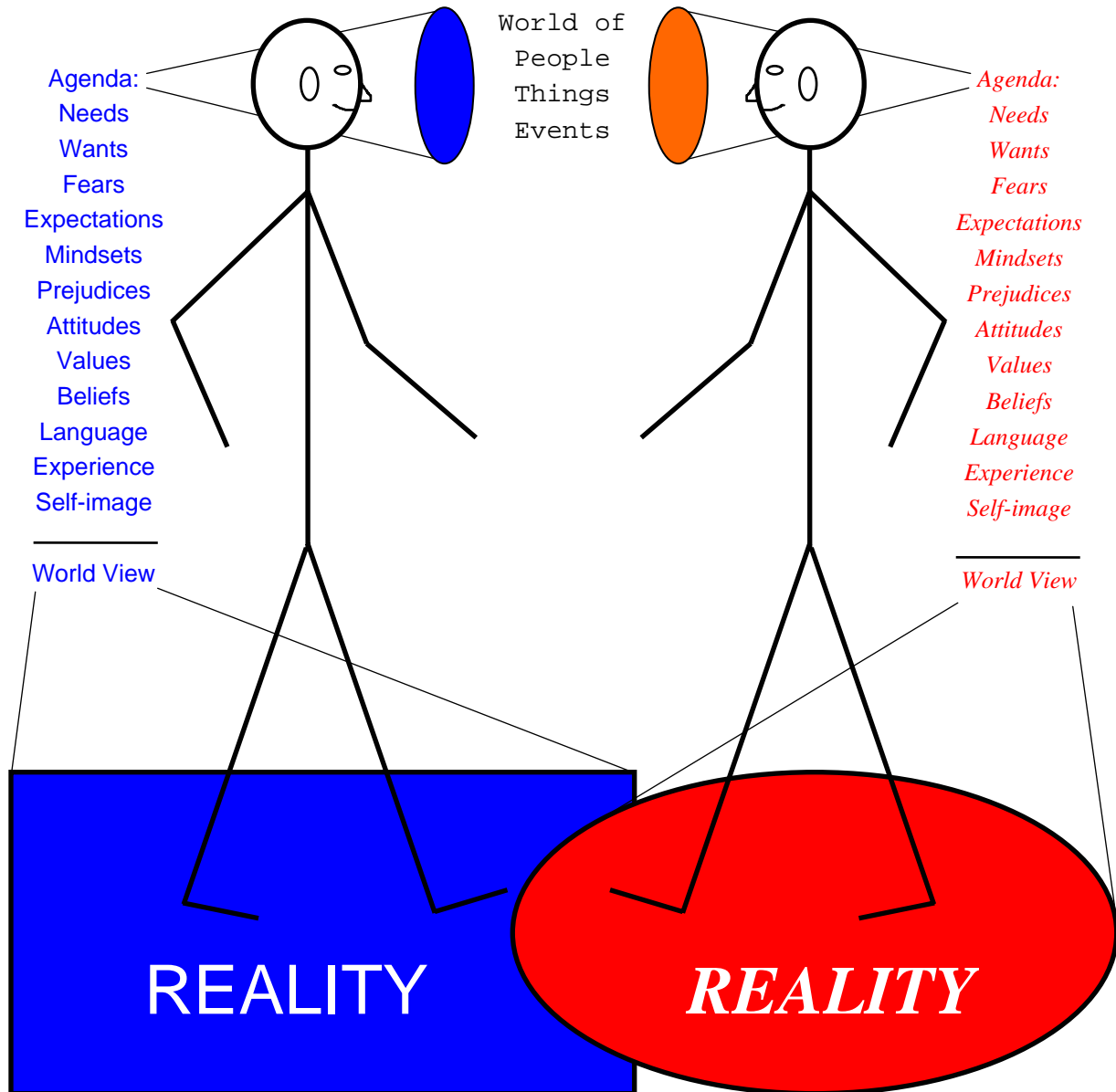
### 6. When both parties care about the process and the outcome

*Effective people make it easy for others to help them.*



### PERCEPTION IS MORE COMPLICATED THAN YOU THINK

No two people view the world in exactly the same way. Each of us creates our own "reality" by assigning unique meaning to the people, things, and events in our lives. We filter everything through a lens composed of a complex interaction of learned, but ever-changing, needs, wants, fears, expectations, mindsets, etc. that make up our world view.





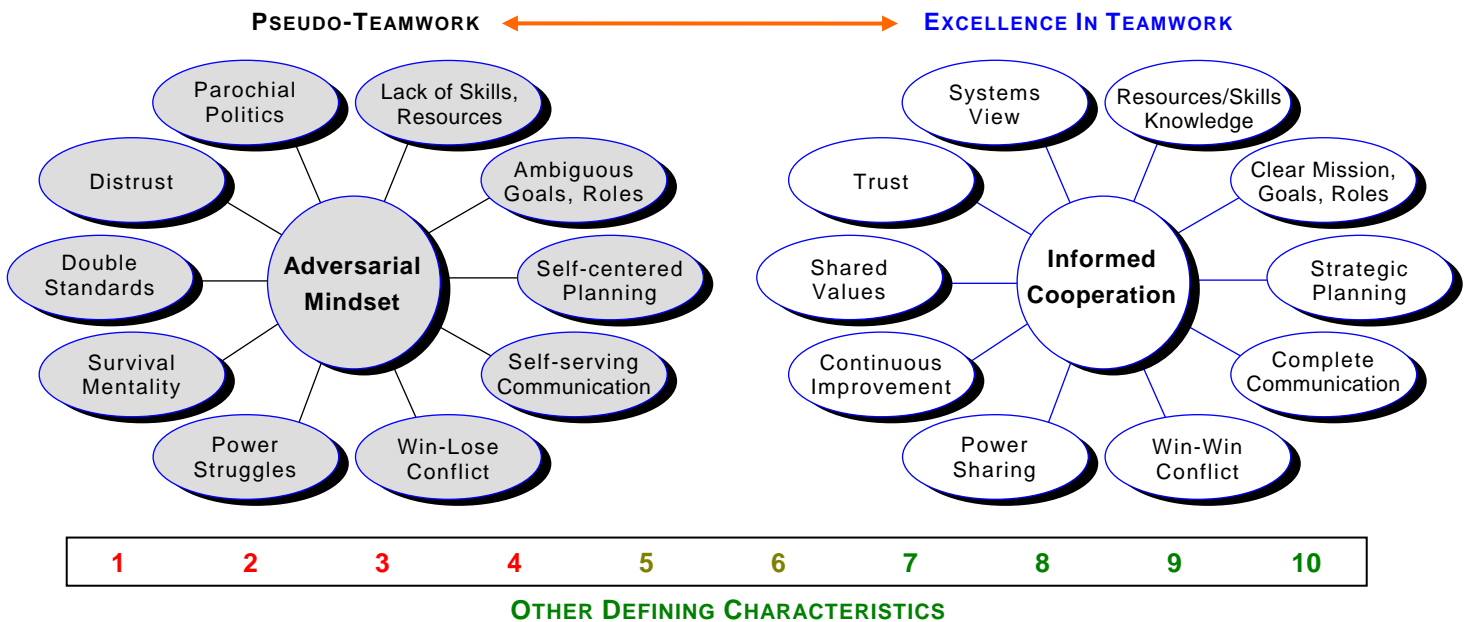
### TEAMWORK CONTINUUM

Teamwork is not a fixed characteristic of a group, and it's not a magical quality possessed by some groups and not others. It's a dynamic property that all successful groups develop to some degree, and it varies across a broad continuum from day to day—even moment to moment.

A strong leader and stiff competition can sometimes inspire superior performance, but generally, teamwork is something a group develops over time by improving the processes

they use to combine their individual skills and abilities.

In the final analysis, the level of teamwork a group achieves is a function of the way group members treat one another, the extent to which they are committed to improving their individual and team performance, the attitudes they develop toward one another, the expectations they have of themselves, and what gets rewarded .



<b>PSEUDO-TEAMWORK</b> .....	<b>EXCELLENCE IN TEAMWORK</b>
Command & Control Leadership .....	Participative Leadership
Dominance .....	Equality
"I" Mindset.....	"We" Mindset
Position Defined by Turf .....	Position Defined by Relationship
Focus on Job Definitions .....	Focus on Work to be Done
Independence.....	Interdependence
Either Or .....	Both And
Mistakes Are Punished.....	Mistakes Are Opportunities for Learning
Fear .....	Trust
Inward Focus.....	Inward & Outward Focus
Closed System .....	Open System
Deadening .....	Energizing
Management Goal is Control.....	Management Goal is Empowerment



### QUICK TEAM PROFILE

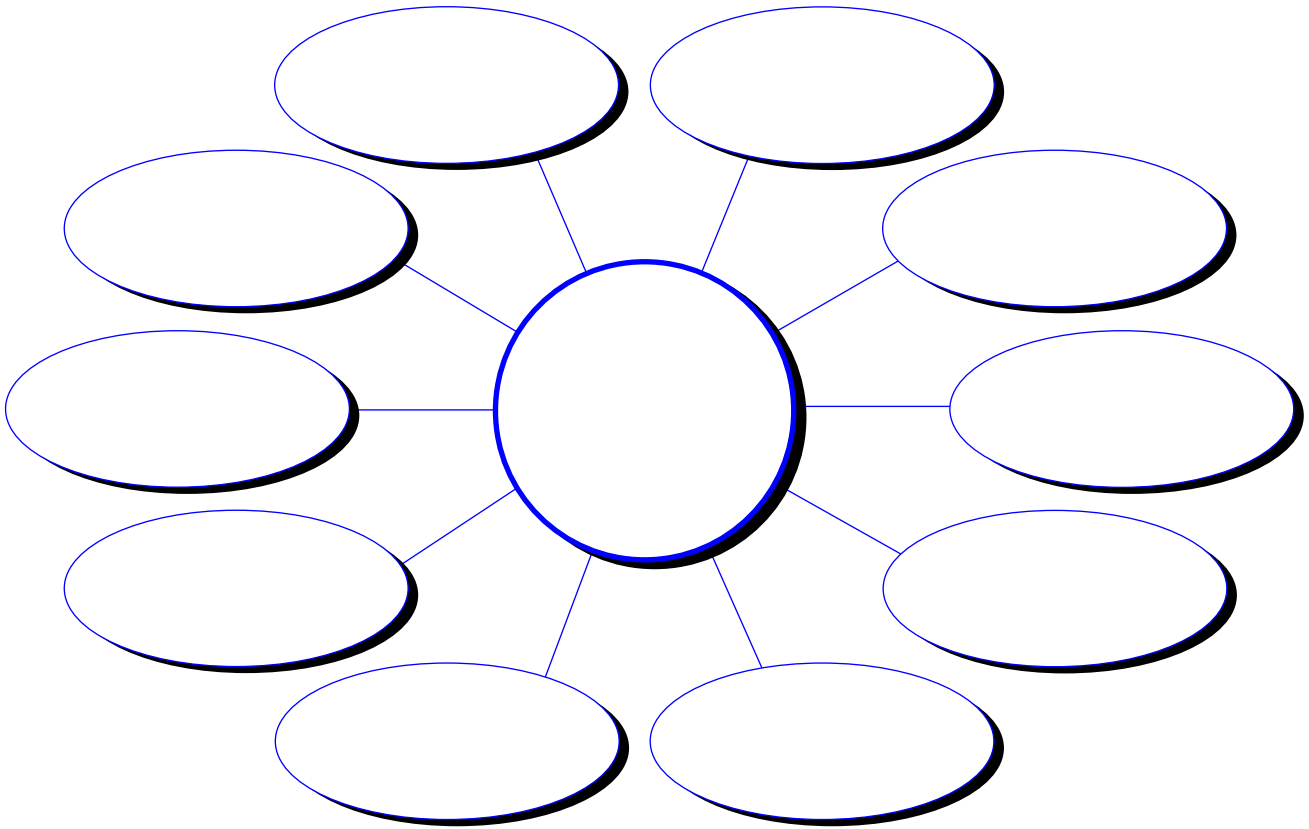
Teamwork is not a fixed characteristic of a group, and it's not a magical quality possessed by some groups and not others. It's a dynamic property that all successful groups develop to some degree, and it varies across a broad continuum from day to day—even moment to moment, but in the long run, the level of teamwork a group achieves is a function of the way group members treat one another, the extent to which they are committed to learning and improving their individual *and* team performance, the attitudes they develop toward one another, the expectations they have of themselves, and what gets rewarded.

Following are some key variables that determine the results of teams of all sizes in virtually any endeavor. Circle a number on each continuum which best describes the current level of functioning of: \_\_\_\_\_.

<b>PSEUDO-TEAMWORK</b>											<b>EXCELLENCE IN TEAMWORK</b>
Lack of skills/ Resources	1	2	3	4	5	6	7	8	9	10	Adequate Skills/ Resources
Ambiguous Goals & Roles	1	2	3	4	5	6	7	8	9	10	Clear Mission, Goals & Roles
Self-centered Planning	1	2	3	4	5	6	7	8	9	10	Strategic Planning
Self-serving Communication	1	2	3	4	5	6	7	8	9	10	Complete Communication
Win-Lose Conflict	1	2	3	4	5	6	7	8	9	10	Win-Win Conflict
Power Struggles	1	2	3	4	5	6	7	8	9	10	Power Sharing
Survival Mentality	1	2	3	4	5	6	7	8	9	10	Continuous Improvement
Double Standards	1	2	3	4	5	6	7	8	9	10	Shared Values
Low Trust	1	2	3	4	5	6	7	8	9	10	High Trust
Parochial Politics	1	2	3	4	5	6	7	8	9	10	Systems View

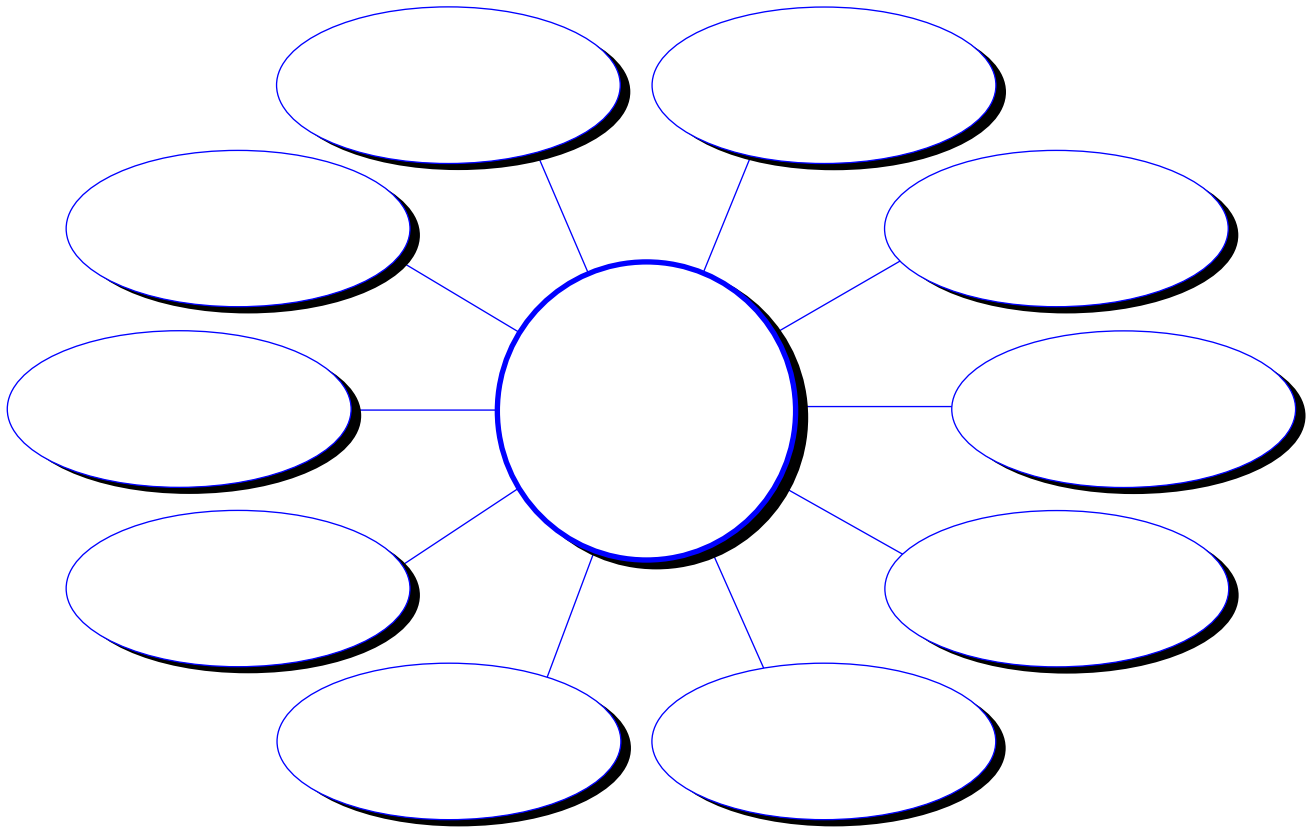


**THE WAY WE ARE**





**THE WAY WE OUGHT TO BE**





### THINGS THAT AFFECT THE LEVEL OF LISTENING

Listening is a crucial part of the communication equation. We know how good it feels to be heard—and we know how bad it feels to be discounted (when someone we want to hear us doesn't give us their full attention). Everyone can improve their listening effectiveness by paying attention to the following:

1. Time constraints—real and imagined
2. Needs/wants—what we want from the other person, what we think they want from us
3. Emotional investment—it's good to care, but not too much
4. Competing conversations—internal and external
5. Beliefs about what's proper and effective to talk about—especially the existence of *taboo* topics
6. The words we use—plain talk vs. jargon, good vs. bad, emotionally loaded vs. neutral
7. Perceived newness—novelty draws our attention and peaks our curiosity; familiarity lulls us into thinking we know what the other is about to say
8. Absolute vs. flexible statements—allowance for other points of view
9. Context—you can say things on the football field that don't go well in church
10. The habit of judging everything and everyone
11. Touch—to get and hold attention or to convey intensity and caring
12. Gender—females have been conditioned to listen to the whole message more so than males
13. Roles—boss/subordinate, customer/supplier
14. Perceived similarity or difference—he/she is one of “us” or one of “them”
15. Perceived importance to us
16. Trust level—our perception of who the other is, our history with them, whether or not we think they have our interests at heart



## ISSUES OF NEW TEAM MEMBERS

When we join a new team, there are four issues we must sort through before we can feel at ease and get down to business. Actually, we may never totally resolve them, but we must reach some level of understanding and accommodation in each of these areas in order to become a productive member of the team.

### 1. Identity:

*Who am I in relation to these others?*

*Which parts of me will they value?*

*Which parts will they judge negatively?*

*Can I be accepted for who I am, or will I need to adopt a facade to fit in?*

### 2. Goals and Objectives:

*What are the real goals and objectives of this team?*

*Will I be able to meet my own goals while working toward the team goals?*

*Will it be a safe environment to openly express my personal goals and objectives?*

### 3. Power and Influence:

*What kinds of power do people on this team have and use?*

*Who are the most powerful team members?*

*How will they try to influence me?*

*What kind of power will I have here?*

### 4. Personal Involvement:

*How close will others try to get to me?*

*Will our interactions be strictly business, or will we also become personally involved?*

*How open will we be in our communication?*

*How much can I trust them?*

As long as these issues are unresolved, we will use part of our energy to figure them out. The more important the team is in our lives, the more energy we will devote to establishing and defending our place on the team. If everyone is coming together to form the team at the same time, we all share a common need to resolve these membership issues, but the energy we bring to it will still differ according to where team participation ranks on our personal agendas.

The dynamics are somewhat different when a new member joins an existing team. The new member has a lot more to learn and sort through than the old members, but to some degree, the balance that existed previously is always changed—and this causes everyone to reassess their new standing with each other.



### **SYMPTOMS OF INEFFECTIVE TEAM ATTITUDES AND BEHAVIOR**

1. Indifference to each other's problems
2. Lack of joint planning
3. Feelings of disillusionment
4. Feelings of insecurity or jealousy
5. Too much surface, mechanical communication
6. Disclosure patterns too low
7. Too many taboo topics
8. Low level of listening
9. Taking advantage of one another
10. Too much ineffective competition
11. Fear of being wrong
12. Feeling in a rut
13. Occasions of coolness
14. Rudeness, teasing, sarcasm
15. One-upmanship
16. Boring meetings
17. Avoiding problems
18. Nit-picking
19. Existence of cliques
20. Hidden agenda



## WHY TEAMS FAIL TO ACHIEVE THEIR POTENTIAL

In ideal circumstances, individual efforts would mesh in near-perfect harmony toward shared team goals. In actual practice, most teams fall far short of this ideal. In fact, many teams produce more disharmony than they do harmony. This is especially frustrating when it's obvious the team possesses the talent needed to achieve excellent results. Here are some of the key reasons teams fail to realize their potential:

1. Team goals are not clearly defined and thoroughly understood.
2. Individual goals are not aligned with team goals.
3. Planning doesn't take adequate account of team goals.
4. Communication among team members is not timely and complete.
5. Competition among team members gets in the way of cooperation.
6. Conflict resolution skills are too low to permit team members to work through their differences productively; conflicts are sources of ill will and adversarial attitudes instead of opportunities to be creative and build relationships.
7. Team members lose their focus; their attention wanders.
8. The organizational reward structure is built around individual rather than team achievements.
9. It's *assumed* that individuals can differentiate between team and individual interests and that they will place team interests ahead of individual interests.
10. It's *assumed* that mature employees know how to be effective team members, and learning to be a better team player is not a high priority.
11. Looking out for #1 has a higher overall payoff than contributing to team success.
12. Teams often compete with other teams within the organization when they should be cooperating.
13. Teams are inwardly focused to the point where they are not in good contact with what's happening in their environment.
14. Team members don't devote enough time to process improvement.
15. Team members don't have the resources they need to be successful.
16. The Team has the resources they need, but team members don't make good use of them.
17. Distrust is the norm among team members.



### **SPECIAL CHALLENGES TO TEAM-BUILDING IN THE NEW MILLINIUM**

1. Sustaining morale in organizations in which long-standing teams have been decimated through repeated layoffs
2. Maintaining trust in an economic environment in which fear and uncertainty are commonplace
3. Sustaining good communication among team members who are geographically dispersed, traveling a lot, or simply located in a way that doesn't naturally encourage interaction
4. Creating a new sense of information responsibility throughout the organization
5. Demands of multiple team memberships
6. Short life span of special teams
7. Repeated forming and disbanding of teams
8. Dealing with maverick team members who have valuable skills and knowledge, but who insist on playing the game by their rules
9. Measuring the level of teamwork
10. Creating a paradigm shift—redefining the game of work from “get as much as you can for yourself” to “win as much as you can for your team” (with team being defined in the broadest terms possible to include all relevant stakeholders)
11. Building a mindset of mutual supportiveness from top to bottom
12. Changing compensation programs to reflect the importance of teamwork and team-building



### TEAM EFFECTIVENESS SURVEY

Please help us assess our team effectiveness by giving us your candid perceptions on the following key result areas. Any comments you wish to add to help us put your ratings in perspective will be appreciated. It is not necessary to sign the form. If you would like to expand on any of your thoughts verbally, please call any one of us directly. Thanks in advance for your help.

<b>Key result areas:</b>	Unacceptable		Mediocre			Good		Excellent		
1. Keeping commitments .....	1	2	3	4	5	6	7	8	9	10
Comments:										
2. Timeliness of products & services .....	1	2	3	4	5	6	7	8	9	10
Comments:										
3. Quality of work .....	1	2	3	4	5	6	7	8	9	10
Comments:										
4. Completeness of work .....	1	2	3	4	5	6	7	8	9	10
Comments:										
5. Creativity .....	1	2	3	4	5	6	7	8	9	10
Comments:										
6. Alignment with other stakeholders .....	1	2	3	4	5	6	7	8	9	10
Comments:										
7. Communication .....	1	2	3	4	5	6	7	8	9	10
Comments:										
8. Responsiveness to your requests .....	1	2	3	4	5	6	7	8	9	10
Comments:										
9. Openness to feedback .....	1	2	3	4	5	6	7	8	9	10
Comments:										
10. Commitment to learning .....	1	2	3	4	5	6	7	8	9	10
Comments:										



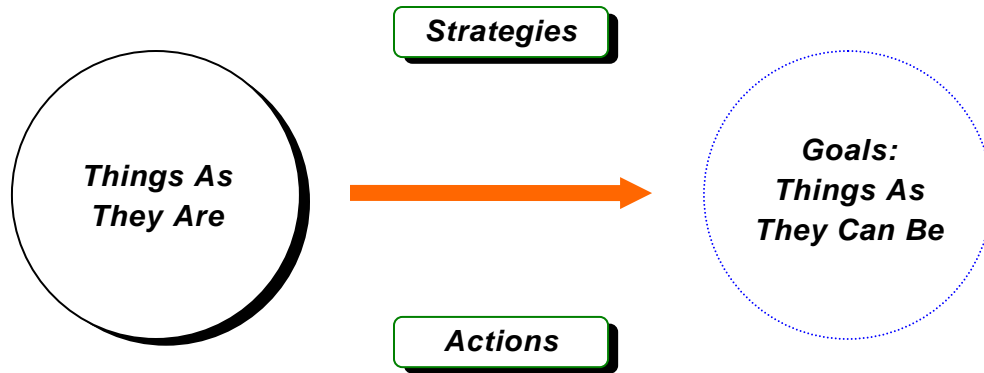
### TEAM PROFILE SURVEY

We are intent on consistently performing at a very high level, but like all teams, we don't always succeed in translating our intentions into actions. We are also like all other teams in that our perceptions of our performance are always subjective. Based on your interactions with this team and your observations of us, please circle a number on each of the following continuum which best describes how you see our typical level of functioning. We will summarize the results and share a copy with you when they're completed. Thanks for your help.

<b>PSEUDO-TEAMWORK</b>											<b>EXCELLENCE IN TEAMWORK</b>
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Low Trust	1	2	3	4	5	6	7	8	9	10	High Trust
Parochial Politics	1	2	3	4	5	6	7	8	9	10	Systems View



### PLANNING—GOAL SETTING



### CHARACTERISTICS OF HELPFUL GOALS

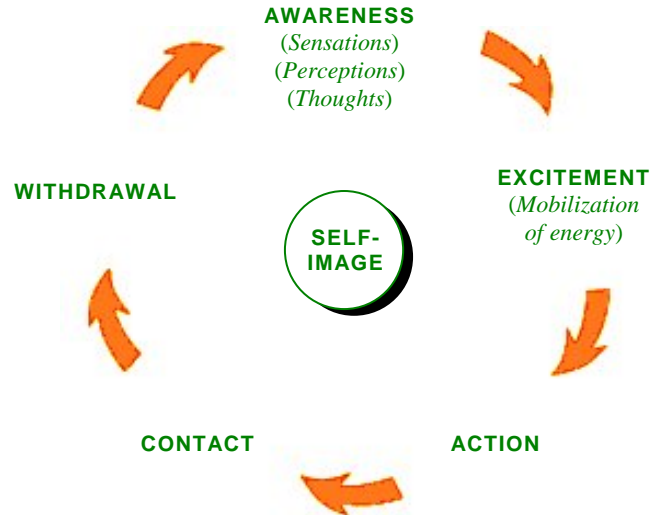
Helpful goals provide motivation for change, a rationale for choice, and a way to discuss and plan actions.

**They are:**

1. **Customer-focused**—clearly directed toward serving internal and/or external customer needs
2. **Realistic**—within the potential capabilities of the individual/group and with a reasonable probability of achievement
3. **Challenging**—stretching and growth-oriented—not so easy as to require little or no effort
4. **Specific and Measurable**—able to be defined in terms that can be communicated and in a way that will provide evidence of achievement
5. **Timely**—the time to completion must not be so short that it contributes little to one's direction nor so long as to be unreal and beyond control
6. **Aligned**—there is a good fit with the goals of others who are working toward a common mission



## WHAT'S THE BEST USE OF YOUR TIME RIGHT NOW?



### Awareness Principles:

1. We can be fully present for only one awareness at a time.
2. We are constantly organizing our perceptual environment into figure and ground.
3. All behavior is based on needs and wants, both of which are usually in conflict.
4. We are constantly choosing which need to satisfy (which awareness to act on) and therefore are responsible for our behavior.
5. There is always risk in choosing since all actions have consequences which cannot be predicted in advance with certainty.
6. We have a natural inclination to avoid pain, and we have a built-in need for closure—to finish whatever we start.
7. Fear can be a positive factor in helping us avoid some actions that are sure to bring painful consequences, but it should not stop us from taking appropriate actions simply because there may be some discomfort or the exact outcome is unknowable.
8. Processes (experiences) we don't finish may leave us feeling fragmented and may require considerable energy to keep in their unfinished state.
9. No environment is 100% nourishing, no environment will satisfy all our needs.
10. Resistance is our way of trying to change what someone wants to give us into what we want to take in.
11. The key to effective performance in specific activities and living in general is fluid movement—knowing where we are in the cycle and choosing appropriately.



### **COMPLICITY—SHARED RESPONSIBILITY FOR OUTCOMES**

There are at least two people who share responsibility for the quality of every interpersonal relationship. Blaming the other person is a common response when a relationship isn't working, but it seldom leads to any improvement.

A more productive approach is for both parties to ask the question, what part am I playing in producing the undesirable results? Or in the case of a team, each member needs to ask the same question. One team member can cause a single bad result, but when we look at team performance over time, everyone plays a part in determining outcomes.



## STRATEGIC PLANNING ISSUES

### I. WHERE YOU ARE

1. How do you define your business or service? Who are your principal customers/clients?
2. What have been the major contributors to your success to date?
3. How has your business/market changed recently? Is either in the midst of a significant change now?
4. Who are your major competitors? Are you cost competitive?
5. How do you differentiate your products and services from those of your competitors? What other characteristics of your organization make it unique?
6. What are your major strengths and weaknesses?
7. What are your key result areas? How do you measure your success in each area?
8. What will be the impact on your business of increased competition from the entry of new firms into the market?
9. What are the factors in the general business environment that have the greatest impact on your business? How can you plan for and manage their impact?

Continued...



**STRATEGIC PLANNING ISSUES, *continued***

**II. WHERE YOU WANT TO BE**

1. What are your assumptions about the larger business environment and the particular market you'll be operating in? In addition to your "best estimate," include some blue sky and some doomsday possibilities.
2. Describe the mission or general direction you want your organization to take in the next 5 years.
3. What are the principal goals and objectives you must achieve to fulfill your mission?
4. Is there a reasonable fit between your resources/where you are now and your goals/where you want to go? Will your goals meet the following criteria?

Feasible—it can be done, by you

Appropriate—it moves you in the direction you want to take

Acceptable—you're able and willing to pay for it

Valuable—it's worth the price

Adaptable—you can change it if circumstances warrant

Measurable—you can keep track of progress and final achievement

Commitment—it's a shared goal

5. Do you have clear goals and objectives in each of your key result areas?

Continued...



## STRATEGIC PLANNING ISSUES, *continued*

### III. HOW YOU PLAN TO GET THERE

1. Are there any areas where existing policies/norms prevent optimum performance? Are there any areas where guidance/new norms are needed?
2. What are the specific strategies, programs and projects that will permit you to capitalize on strengths, correct weaknesses, solve problems, seize opportunities and accomplish your goals and objectives?
3. Is there sufficient clarity in each strategy, program or project with the following?  
  
Who's responsible?  
  
Will the resources (money, competence, facilities) be made available as needed?  
  
What's the time frame for implementation?  
  
Can you live with the risk level?
4. Is there good fit/balance among your resources, strategies, goals and objectives, and the environment you'll be operating in? Are there any soft spots—areas where you're stretching your resources too thin, being too optimistic about the external environment, underestimating the competition, or being unrealistic about your competence?
5. Are all personnel sufficiently informed so that they know how to cooperate and support each other's efforts to achieve desired results? If each described their individual and the organization's priorities, would there be good agreement?
6. Are you organized in a way that will facilitate reaching your goals and objectives?
7. What could go wrong? Can you make contingent plans now? Can you specify in advance the criteria for modifying and/or abandoning each strategy?
8. What's your plan for tracking progress and adapting your plans where needed? Who's responsible for managing the overall planning process?



## THE SYSTEMS VIEW

A fundamental understanding of systems principles and a persistent commitment to take the systems view is essential to the work of process improvement. Major opportunities for dramatic improvement exist at the interfaces.

### SYSTEMS PRINCIPLES

1. *Every organization is a complex system composed of many interrelated parts.*
2. *The performance of the whole system is affected by the performance of each part of the system.*
3. *The way each part affects the whole system is influenced by at least one other part of the system.*
4. *Parts of the whole system can be grouped into functional subsystems. Each subsystem has an effect on the performance of the whole system.*
5. *The performance of the whole system depends on how well the parts/subsystems fit and work together—not merely on how well each performs when considered independently.*
6. *The performance of a synergistic system is better than the performance of any particular part or subsystem and better than the performance of the sum of its parts.*



**STAKEHOLDER UNIVERSE**



Allies · Potential Allies · Interested Parties · Potential Adversaries · Adversaries



## CULTURE AS A SOURCE OF DIFFERENTIATION

Culture-building offers a clear way to differentiate yourself from the competition. The relative ease with which others can copy most technical innovations makes it difficult to create new products and services that give you a competitive advantage for any appreciable length of time, but building a customer-driven culture gives you an edge with 5 distinctive qualities:

1. It adds value to the delivery of *all* your products and services.
2. It stimulates the creative juices of the front-line people and provides a fertile ground for continuous improvement of products and services.
3. It gives you the grass-roots information about changing customer needs you must have on a continuing basis to keep your service strategy current.
4. It positions you to make major changes smoothly if they become necessary.
5. It's not easy to copy. In fact, it's virtually impossible to copy.

A strong, customer-driven culture just may be the most important dimension in any value-added service. From the customer's point of view it stands out in stark contrast to the treatment they've grown accustomed to from other companies that render personal services. In time, customers will respond by treating the front-line people in a more personal way—with more dignity and respect—making their jobs easier and giving them even more reason to provide excellent service.

Despite it's tremendous potential, there are several common reasons culture-building gets pushed to the bottom of the agenda:

1. The biggest payoff is long-term, and it's not as easy to relate effort to results.
2. It doesn't appear to be as urgent as many ongoing tasks such as a review of the monthly figures or as new problems that arise.
3. Many managers prefer to deal with harder issues they can get their arms around more readily.
4. When organizational performance is satisfactory, it seems like a task that can be put off.



### THE WAY THINGS ARE

Indicate your extent of agreement by circling one number for each statement.

**As I see it, it's a norm around here:**

	Strongly Disagree		Disagree			Agree			Strongly Agree	
	1	2	3	4	5	6	7	8	9	10
1. For people to have a clear understanding of organizational purpose, goals, and roles.	1	2	3	4	5	6	7	8	9	10
2. For people to work on appropriate priorities—not be driven by the latest crisis or follow the plan just because it's there.	1	2	3	4	5	6	7	8	9	10
3. For people to practice honest, two-way communication about the content and the process of work.	1	2	3	4	5	6	7	8	9	10
4. For people to learn continuously based on a willingness to seek, give, and use feedback effectively.	1	2	3	4	5	6	7	8	9	10
5. For people to differ frequently because the climate supports spontaneity and honesty.	1	2	3	4	5	6	7	8	9	10
6. For people to resolve conflicts productively without engaging in personal attacks.	1	2	3	4	5	6	7	8	9	10
7. For managers to encourage their people to take risks and use their initiative—without fear of punishment for mistakes.	1	2	3	4	5	6	7	8	9	10
8. For people to feel empowered by their ability to make decisions and control relevant resources.	1	2	3	4	5	6	7	8	9	10
9. For decisions to be made in a timely way with input from and consideration for those affected.	1	2	3	4	5	6	7	8	9	10
10. For organizational policies and procedures to be helpful and up to date.	1	2	3	4	5	6	7	8	9	10
11. For people to be rewarded and publicly recognized for good performance.	1	2	3	4	5	6	7	8	9	10
12. For people to strive for continuous improvement in serving customers—both internal and external.	1	2	3	4	5	6	7	8	9	10
13. For managers to be fair and consistent in the way they treat their staff and customers.	1	2	3	4	5	6	7	8	9	10
14. For people at every level of the organization to strive for quality in everything they do.	1	2	3	4	5	6	7	8	9	10
15. For people to have a good fix on how their job relates to the whole.	1	2	3	4	5	6	7	8	9	10
16. For people to regularly take account of how their actions affect other parts of the organization.	1	2	3	4	5	6	7	8	9	10
17. For people to find meaning and a shared identity in the corporate mission.	1	2	3	4	5	6	7	8	9	10
18. For people to emphasize informed cooperation over competition among members of the organization.	1	2	3	4	5	6	7	8	9	10
19. For planning to be considered an essential activity with most people actively involved in the process.	1	2	3	4	5	6	7	8	9	10
20. For people to bring fresh perspectives to present problems and readily change out-dated ways of operating.	1	2	3	4	5	6	7	8	9	10



CULTURAL SURVEY

Indicate how often each of the following is true of this organization by circling a number from 1 through 10 for each one.

	Scale:									
	Almost Never		Some- Times			Usually			Almost Always	
<b>As I see it, it's a norm around here</b>										
1. For people to have the materials and equipment they need to do their work right.	1	2	3	4	5	6	7	8	9	10
2. For people to know what is expected of them at work.	1	2	3	4	5	6	7	8	9	10
3. For people to be given the opportunity to influence what happens in their work areas.	1	2	3	4	5	6	7	8	9	10
4. For people to have the opportunity to do what they do best every day.	1	2	3	4	5	6	7	8	9	10
5. For leaders to model the behavior they expect from others.	1	2	3	4	5	6	7	8	9	10
6. For leaders to practice open, two-way communication.	1	2	3	4	5	6	7	8	9	10
7. For managers to actively encourage the development of the people they supervise.	1	2	3	4	5	6	7	8	9	10
8. For organizational programs, policies, and procedures to be helpful and up-to-date.	1	2	3	4	5	6	7	8	9	10
9. For people to understand how their work relates to the goals of the organization.	1	2	3	4	5	6	7	8	9	10
10. For individual, team, and organizational goals to be aligned with one another.	1	2	3	4	5	6	7	8	9	10
11. For people to be informed and inspired by the corporate mission and vision.	1	2	3	4	5	6	7	8	9	10
12. For people to be recognized and rewarded for good performance.	1	2	3	4	5	6	7	8	9	10
13. For assignments and promotions to be made fairly and systematically.	1	2	3	4	5	6	7	8	9	10
14. For orientation and training to be effectively related to the goals of the organization.	1	2	3	4	5	6	7	8	9	10
15. For people to view mistakes as learning opportunities—a normal part of the creative process.	1	2	3	4	5	6	7	8	9	10
16. For people to have ongoing opportunities to learn and grow.	1	2	3	4	5	6	7	8	9	10
17. For people to communicate openly and build high-trust relationships.	1	2	3	4	5	6	7	8	9	10
18. For everyone to have access to the information they need to be successful.	1	2	3	4	5	6	7	8	9	10
19. For people to embrace change as a constant at work.	1	2	3	4	5	6	7	8	9	10
20. For people to change before they have to.	1	2	3	4	5	6	7	8	9	10
21. For people to feel responsible for helping to build a successful organization.	1	2	3	4	5	6	7	8	9	10
22. For people to approach problem-solving without placing blame or pointing fingers.	1	2	3	4	5	6	7	8	9	10
23. For people to treat each other with respect.	1	2	3	4	5	6	7	8	9	10
24. For people to emphasize cooperation over competition among members of the organization.	1	2	3	4	5	6	7	8	9	10
25. For teams to focus on getting results and developing ways to improve effectiveness.	1	2	3	4	5	6	7	8	9	10
26. For people to deal with conflict openly and constructively rather than resort to power plays.	1	2	3	4	5	6	7	8	9	10
27. For people to welcome differences as a normal part of working together and as a source of creativity.	1	2	3	4	5	6	7	8	9	10
28. For people to organize and schedule time and resources effectively.	1	2	3	4	5	6	7	8	9	10
29. For people to focus on performance—on getting results.	1	2	3	4	5	6	7	8	9	10
30. For people to be committed to doing quality work.	1	2	3	4	5	6	7	8	9	10



### **SOME KEYS TO BUILDING A LEARNING ORGANIZATION**

- Leaders get involved in the learning process along with everyone else.
- A shared vision energizes and serves as a guide for action.
- There is a growing, shared awareness of what's important.
- The common mindset is no walls—no turf.
- Excellent teamwork is the norm.
- Every associate adopts a new level of information responsibility to themselves and each other.
- The systems view is the common way of looking at the world.
- Shared models of what works are constantly updated.
- Risk-taking is encouraged and failure is viewed as an opportunity for learning.
- Empowered associates are treated as whole people with complex lives to manage.
- The compensation system rewards individual, team, and organizational learning.
- All relevant information is readily available to everyone.
- Knowledge creation is a vital part of everyone's job.
- People take the time to ask: What happened? Why do we think it happened? What did we learn?
- Individual, team, and organizational learning are continuously supported and encouraged—in good times and bad.
- Everyone and everything is viewed as a source of learning—customers, suppliers, competitors, other industries, etc.
- Outstanding results and enhancing the ability to create the future are the near- and long-term goals.



## REFRAMING

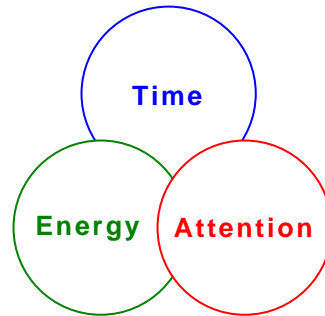
Reframing is a powerful technique to generate energy and discover new perspectives on familiar problems. To reframe a situation is to make a conscious choice to look at it from a different point of view. Many long-standing conflicts can be resolved when the combatants are able to reframe their differences and encompass more of the other's point of view.

Reframing can also lead to totally new points of view and new insights when we allow our minds to play with possibilities.

- What if the complaining customer is not viewed as a pain in the rear, but as an opportunity to improve our products and services?
- What if the staff meeting in which we're not on the agenda is not seen as a waste of time, but as a chance to observe team processes more closely?
- What if we stop viewing people as employees and think of everyone in the organization as associates who have virtually unlimited ability to learn and who want to make a meaningful contribution?
- What if strong differences of opinion are not seen as inevitably producing a winner and a loser, but as rich opportunities to learn and produce better solutions and decisions in which everyone wins?
- What if diversity is not seen as a problem, but as a source of competitive advantage?
- What if change is not viewed as the enemy, but as a friend?



## TIME, ENERGY, AND ATTENTION



These three ingredients determine the quality of our interactions with others and the level of effectiveness we achieve at work and in our personal lives. Time is perhaps the only thing that is the same for all of us. We each have 24 hours a day, 7 days a week, 365 days a year to pursue the things we care about.

This finite nature of time available forces us all to make tradeoffs. We cannot have it all—at least not all at once. In choosing to be one place with specific people, we forego being at another place with other people.

The way we spend our limited time speaks volumes about our priorities and what we truly care about. Of course, effectiveness is a lot more complicated than the sheer amount of time we devote to a particular activity or person. *What we pay attention to* makes all the difference. Being at work for 8 hours doesn't mean I'm spending my time productively. What I pay attention to and what I do in response to what I notice is far more important.

A major problem in many organizations is that people are paid for the time they spend at work. We need to pay them for using their ability to focus their time and attention on the right things.

It's a happy circumstance that attending to important things—things that matter—tends to be energizing. Simply *putting in time* tends to be boring. Being where I want to be is energizing; forcing myself to be where I don't want to be saps my energy. I usually find the time and energy to do the things I love to do; I'm often too tired to tackle tasks I hate. Time does indeed fly when you're having fun, and time flies when you're engaged in challenging, meaningful work—when you know you're making a difference.

*The challenge to managers and leaders is to create circumstances at work where everyone has a chance to make time fly.*



### **SOME FACTORS THAT INFLUENCE HOW AN ASSOCIATE TREATS THE NEXT CUSTOMER**

- their sense of who they are in relation to the customer
- their perception of where the customer fits in their total set of priorities
- how the associate feels about his or her future with the organization
- the feelings generated by the last customer interaction
- the time of day
- the number of transactions the associate has handled in the last hour
- their perception of the customer based on the customer's visual presentation
- the customer's first verbal response to the associate
- the feeling tone he or she picks up from the customer
- their perception of pressure to finish the transaction quickly
- their grasp of the information and procedures needed to handle the transaction effectively
- their access to the appropriate systems and equipment to handle the transaction
- the environmental support (or interference) for the task
- how they observe their peers treating customers
- how they feel about the last interaction with their supervisor
- how they feel about their relationship with their supervisor
- how they feel about their treatment by peers in the organization
- their perception of the degree of fairness about what they're getting for their efforts
- their personal agenda:
  - how much sleep they got the night before
  - sense of balance or imbalance in their personal life
  - degree of comfort with who they are and what they're doing
  - perceived needs in relation to the customer
  - ability to be personable without taking everything personally



## THINGS THAT CONTRIBUTE TO EFFECTIVE CONFLICT RESOLUTION

There are no guarantees in conflict resolution, but if you do your part to create the following conditions, the chances are good that you will make progress and that regardless of the outcome, you'll emerge with your own sense of personal integrity intact and possibly enhanced.

1. Strong motivation on both sides to reach a *mutually* satisfactory resolution.
2. Acceptance of each other's agenda, even though we may not see the relevance or agree with the order of priority.
3. Receptiveness to hear other points of view and modify positions and understandings. (Awareness that no one has the whole picture—all the truth.)
4. Constructive ventilation. We all have a need to be heard and understood.
5. Active listening *and* direct communicating—looking at the person you're addressing or listening to.
6. Honest, full communication that accurately represents your thoughts and feelings—with words chosen for maximum clarity, not emotional impact or personal advantage.
7. Owning your part in creating whatever developed and now exists in the relationship(s).
8. Allowance for and support of changes in thoughts, feelings and understandings.
9. Acceptance of differences in ability to express feelings, readiness to confront, stamina for process work, and willingness to work through both substantive and emotional differences.
10. Patience, persistence, and tolerance of strong emotional expressions and forgiveness of self and others.



## SOME BASIC RULES FOR RESOLVING CONFLICTS

Excerpted from *Fighting With Gandhi* by Mark Juergensmeyer

### 1. Do not avoid confrontation.

Avoidance simply prolongs the underlying conflict between principles. Instead, you should welcome an encounter between positions, and the clarity it brings.

### 2. Stay open to communication and self-criticism.

Each side in a conflict has only a partial view. It needs the critical perspective of the other to sort out truth from untruth.

### 3. Find a resolution and hold fast to it.

Once a harmonious alternative becomes apparent, you should seize onto it and base your strategy on it—but be willing to challenge and change it as well.

### 4. Regard your opponent as a potential ally.

Do nothing to harm or alienate your opponent. Remember your goal is to join forces to struggle together against untruth.

### 5. Make your tactics consistent with the goal.

Use the goal itself as the weapon for fighting, when possible. When not, use only those actions that are consistent with it.

### 6. Be flexible.

Be willing to change tactics, alter proximate goals, revise your notion of who your opponent is, and even reconsider your conception of the truth.

### 7. Be temperate.

Escalate your actions by degrees. The idea is to keep your opponent from feeling intimidated, so that he or she will be communicative rather than defensive in responding to you.

### 8. Be proportionate.

Determine which issues are trivial and which deserve your time and energy. The basis for judgment is the degree to which life and the quality of life are abused. Mount a campaign with a strength equal to that of the opponent, and appropriate to the issue.

### 9. Be disciplined.

Especially when a large number is involved in a collective effort, make certain that your side is committed to a nonviolent approach and that your position is coherent. Consistency is one of your strengths.

### 10. Know when to quit.

A deadlocked campaign, or one with negative results, may require that you revise your tactics and perhaps even change your proximate goals. A concession to your side without an agreement on principle is not victory. In a Gandhian fight, you can claim to have won only if your opponent can say the same.



## STRATEGIES FOR SUCCESS AT WORK

- **Know yourself**
  - Strengths
  - Interests
  - Values
  - Goals
- **Look for a job with good fit**
  - Your needs and the organization's needs
  - Your goals and the organization's goals
- **Take the long view—make trade-offs carefully and consciously**
  - Don't take a job that requires too much compromise or too much of a stretch
  - Don't wait for the perfect job
- **Commit to continuous learning—on and off the job**
- **Be self-responsible—assertive—a risk-taker**
- **Think teamwork—strive to be the best team player in the organization**
- **Seek a partnership with your employer**
  - Mutual respect is essential
  - Mutual benefit is the goal
- **Be a leader—change before you have to**

**ONE PERSON + ONE PERSON = ?**

Effectiveness at work is a function of individual talent and all the *processes* people use to coordinate their efforts in working toward common goals. The more complex the task, the more important good *process* skills become and the more impact they have on results. *Process consulting* is a way to help people examine these *processes*, assess their effectiveness, and figure out how to improve them.



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