

The role of Behaviour in Change Processes by Rosanne Cole

In any change process it is essential that the people involved understand clearly what is being changed and how it is changing. We frequently advise our clients that in any change, communication is probably the most important, if often most ignored, factor. A key aspect of most change initiatives is the behaviour of the managers and staff and what needs to be different in order to achieve the desired end. If Jim Collins' ideas put forward in "Good to Great" are to be successful, a key to making good organisations great is the behaviour of the people involved and this is something that we in Cole-McKee Partnership value strongly.

Our Client, when faced with an urgent need to change their organisation, decided that the behavioural norms within the organisation needed to be adjusted to enable the proposed changes to flourish. The new Chief Executive after reviewing the organisation, took the somewhat unorthodox approach of developing his own list of what the new 'Ways of Working' should be (we would always recommend a degree of consultation and research) but his experience and insight resulted in a list with high face validity. However, what he wanted Cole-McKee Partnership to do was to turn this list of words into a set of living, breathing descriptions of day-to-day behaviour that would support the new ways of working.

Our first action was to gather some data from the senior managers. We were working with them on a series of workshops so we built into the design a process for gathering their views on what the words meant and used much of the results as the basis for the definitions.

One of the key aspects of the definitions of the Ways of Working as they came to be called, was that I wanted to paint a picture of the behaviour people should aspire to and the behaviour that would be considered counter-productive. So I developed separate descriptions and also added a sentence for each behaviour showing what it might be like if people either overdid or underdid the behaviour. A shortened example is shown below.

"TRANSPARENCY"

PRODUCTIVE	UNPRODUCTIVE
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☞ Passes on information without altering it and makes it available immediately	☞ Takes the credit for other people's work
☞ Deals with others in an open and forthright way	☞ Stops others from voicing problems or objections to decisions

Too much: Gives others so much information that they are unable to sort through it all and passes on confidential information without assessing the consequences. Overly rude towards others so that they are offended or upset.

Too little: Secretive and withholds information from others, seeing it as a source of power. Generally sees the weaknesses in arguments but rarely the advantages. Creates a climate of gossip and is rarely forthcoming about own motives and feelings.

The new Ways of Working have been introduced through a series of workshops giving managers the opportunity to explore their meanings in more depth and to assess what specific actions they need to undertake with their teams to get these embedded. In addition they have now been translated into a number of languages, including French, Spanish, Italian (and now some non-European languages) and linked into their HR processes such as Performance Management. An e-learning tool has also been developed using the Ways of Working, to provide all employees with the opportunity to undertake personal development in the key behaviours.

The organisation has shown some great determination to make the changes that it needed to and to help them stick in a multi-cultural context. They are continuing to help generate understanding of the new ways of working across all of the cultures that the organisation works within.

“What’s the difference between a frog and a bicycle? You can take both apart but only one works when you put them back together”
Alistair Mant

Finding the “Tipping Point” in Change by Warren Scott and Kevin McKee

“The Tipping Point” has revolutionised thinking about influencing and wide scale changes in organisations. However, the methodology for using these ideas is still being developed. At the Masterclass we focused on some key principles from The Tipping Point and invited them to apply it to their own situations.

The Tipping Point compares successful change to an epidemic and identifies three factors which impact on change:

1. **Contagiousness:** Some interventions in change seem to ‘catch’. They seem to pass from person to person at great speed with no often real visible means of detecting how this happens;
2. **Little causes can have big effects:** We are conditioned to think that to make big changes we need to make big interventions. Actually a well placed small change can have exponential results;
3. **Change is gradual only to a point,** once this point is reached (The Tipping point), change then happens in a dramatic pace.

As Influencers in change we need to consider why do some changes instigate an epidemic and others don’t?

Epidemics are a function of 3 ‘laws’:

1. **The law of the few** recognises that a few key people are the ones who really carry the change. This is not about procedure or process. Word of mouth is still what spreads change.

Research on this shows that actually there are a few people who are ‘**Connectors**’. These are people with a special gift for connecting others, making social links, networking. They pass on change messages.

Members of another group are called ‘**Mavens**’. These are people who accumulate knowledge. They have information on the workplace, and ‘insider’ information as they keep their ears close to the ground. Mavens have a desire to help others using the information they have, and can start word of mouth epidemics. They tend to convince others through their knowledge ‘expertise’ but are not however ‘**Salesmen**’ who are the third group helping to tip the change over. They are persuasive and positive and people want to listen and agree with them.

2. **The “stickiness” factor** recognises that some messages tend to go in one ear and out the other. Stickiness means that a message makes an impact, you cannot get it out of your head. The stickiness factor says that there are specific ways of making a contagious message memorable. There are relatively simple changes in the presentation and structuring of information that can make a big difference in how much of an impact it makes. These include the relevance of the message, telling a story and repetition.

3. The power of context recognises that people behave differently in the same situations according to the context. The context shapes the behaviour. Consider the difference in a person's behaviour when on their own as opposed to when in a group.

Therefore to influence a change and make it likely to 'tip':

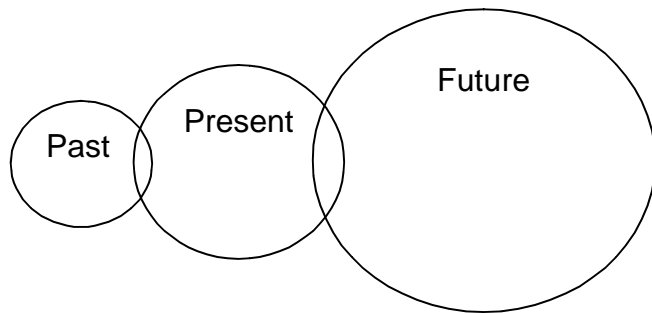
- Ensure that you identify and influence the few key people in the change.
- Tinker with presentation of information to improve its stickiness
- Create the environment in which the change is most likely to succeed.

So You Think You Know How to Change Your Organisation?

As Kurt Lewin famously said, *"There is nothing so practical as a good theory."* When the theory is based upon good research carried out in real organisations over time this is certainly true. What is surprising is that so few businesses employ these well proven principles and approaches. In fact despite their high value these gems are often hidden from view. How many of the current best practise ideas are you aware of? How much do you know about them? Try the quiz below to test your knowledge!

- 1) The *Industrial Society* interviewed over 1,000 people about the characteristics of the best leaders they had personally known and followed. Which was by far the most often mentioned feature?
 - a) Having a clear vision.
 - b) Technical expertise.
 - c) Trust.
- 2) In *"Good to Great"* the most successful companies share a clear and consistent view of what their business should be focused on. What is the name the author gave to this focus?
 - a) The Hedgehog Concept.
 - b) The Way of the Beaver.
 - c) Horses for Courses.
- 3) In *"The Tipping Point"* certain types of people are identified as key to getting a large change started. One group are the early adopters. What name did the authors give these key individuals?
 - a) Ravens.
 - b) Mavens.
 - c) Ravers.
- 4) *"Breaking the Code of Change"* describes the need to combine hard edged changes to structures and processes with the right behavioural and cultural shifts. What does the book call these two approaches to change?
 - a) Theory X and Theory Y.

- b) Type A and Type B.
 - c) Theory E and Theory O.
- 5) The Myers-Briggs Type Indicator is the most widely used psychological questionnaire in organisations. Which psychologist's theory is it based upon?
- a) Carl Jung.
 - b) Sigmund Freud.
 - c) B. F. Skinner.
- 6) Research tells us how much our impact is delivered by how we sound and look versus the actual words we use. The percentage of our impact made by non-verbal behaviour is:
- a) 13%
 - b) 33%
 - c) 93%
- 7) Some organisations are trying to break down bureaucracy and stimulate creativity by adopting radically different and descriptive job titles. Which of these is not a real job title?
- a) VR Evangelist.
 - b) Senior Creatologist.
 - c) Director of Bringing In the Cool People.
 - d) Grand Vizier of Graphics.
- 8) Fons Trompenaar's research on managing cultural differences contrasts how nationalities perceive TIME. The diagram below shows how one country's people typically see the importance and relationship between past, present and future.



for?

Do you think this is the result

- a) Russia.
- b) USA.
- c) China.

- 9) The Gallup Q12 survey contains items which have a strikingly high correlation with productivity and business results. Which of the items below is one of the Q12 questions?
- a) Does my organisation provide clear career opportunities for me?
 - b) Do I have a best friend at work?
 - c) Does my pay relate clearly to the effort I put into my job?
- 10) Interest in teams with organisations, especially "virtual" teams, has never been greater. Which of the following quotations is not from a renowned specialist on Virtual Teams?
- a) "You can share your mind electronically but not your heart."
 - b) "One pessimist has the potential to undermine an entire virtual team."
 - c) "There is no "I" in team but there's a "me" if you look hard enough!"
- 11) Jay Conger and his team studied people who were great at influencing and persuading in their organisations without having to use positional power. They identified four "do's" and four "don'ts" when you are trying to persuade others. Which of these is a "don't"?
- a) Connect emotionally.
 - b) Resist compromise.
 - c) Frame goals for common ground.
- 12) Hay-McBer's research on management styles show that some approaches have a positive impact on working climate and performance. Other styles may be useful occasionally but have an overall negative effect on performance if used frequently. Which of the styles below has a negative impact over time?

- a) Democratic – regularly consulting subordinates and seeking concerns.
- b) Affiliative – focusing on people first task second and building strong relationships with subordinates.
- c) Pacesetter – leading by modelling best practise to subordinates and expecting self direction.

- 13) The 2002 CMI survey on Coaching listed a number of benefits identified by individuals in organisations which they had derived from coaching. The top three are listed below. Put them in the correct order of how many times each was mentioned:
- a) Improving team morale.
 - b) Supporting people through change.
 - c) Encouraging individual responsibility.

Turn to next page for scoring key and interpretation

SCORING

Give yourself 3 points for each correct answer.

- Q1 c)
Q2 a)
Q3 b)
Q4 c)
Q5 a)
Q6 c)
Q7) d) Others are real job titles from:
Gateway 2000, Polaroid and
Netscape
- Q 8 b)
Q 9 b)
Q10 c) David Brent of BBC TV's "The
Office".
a) is from Lisa Kimball, University
of Toronto, b) is Prof. Sirkka, L.
Jarvenpaa, University of Texas
- Q11 b)
Q12 c)
Q13 a) 1, c) 2, b) 3

Now add up your correct answers. TOTAL:

INTERPRETING YOUR SCORES

27 – 39	If you are not a Cole-McKee Associate already maybe you should be talking to us! In any event we hope to have the chance to work with you on putting these important lessons into practise some time
12 – 27	Well, you probably don't have time to read everything. Maybe we can help by sifting through and bringing you the most valuable approaches?
0 – 12	You must be really busy <u>doing</u> things! Run do not walk to your 'phone or e-mail and contact us. We can help you to work smarter not harder.

