

Beyond leaders, Luddites and lackeys

Creating the conditions for
spontaneous change

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New
Intermediaries

Beyond leaders, Luddites and lackeys *- creating the conditions for spontaneous change*



By Fiona Coffey and Tony Page

This article, written at the start of a new millennium, sets out a new, different, humane and exciting, less mechanistic and confrontational approach to change that is appropriate to the emerging, new post-industrial workplace.

In the dynamic, complex new economy, based as it is on speed, connectivity and intangibles, organisations need people to turn up with their hearts, minds, bodies and souls, to be fully present with all their intelligence¹. This might be the first time in history² when a real alignment is needed between our personal and organisational agendas to enable a larger, collective intelligence to emerge, underpinning organisational performance, competitiveness, adaptation and survival.

Instead of getting seduced by rational change processes such as re-engineering³ that leave people out, we describe a practical approach that, respecting our psychology and humanness, creates needed everyday, background conditions from which change spontaneously can spring forth.

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Fiona and Tony regularly work together and are co-founders of New Intermediaries, a growing network of people who are interested in new ways of introducing change in organisations. (www.newintermediaries.co.uk) Their recent work in the Home Office features in the March edition of People Management.

Why seek a different approach to change?

In spite of successes trumpeted publicly by many organisations, we might not be as good at change as we think we are: around 70% of change programmes and 75% mergers are said to fail to achieve their stated objectives⁴.

Might this difficulty have anything to do with the way we have taken up our roles⁵ as leaders and agents of change?

Constant pressure from investors and stakeholders to demonstrate year on year performance improvements places a premium on leaders who are capable of 'driving through change'. When change doesn't happen quickly enough, the stock response is to find a tougher leader who is prepared to push harder to get the necessary results.

The problem is that the harder leaders push, the more people are driven to resist. The zeal emanating from leaders desperate to show quick results rarely spreads further than the boardroom. Why? People feel pushed to let go of a known present state for an uncertain but probably cold, stressed future where power, freedom and choice seem more remote. Not surprisingly this awakens their Luddite sensibilities.

What choices does a leader then have? Clear out the dead wood, and live with the demoralised survivors, or hire consultants as a private army of lackeys to wage war against the Luddites? Consultants can be

and are hired to find ever more creative ways of 'overcoming resistance'. But those on the receiving end of tired workshop rituals often feel manipulated and angry. Any compliance with the outcomes is usually superficial and short lived. It sometimes feels as if we are drifting towards organisations where people are subservient and driven by fear – more like criminal organisations in James Bond films rather than the people centred workplaces that are often promised but rarely delivered.

Does it have to be this way? Not necessarily. But changing the way we change organisations requires leaders, Luddites and lackeys to think beyond their traditional roles. A new synthesis is possible when change leaders listen, own up to and include a part of themselves that is Luddite, and Luddites rather than standing sullenly on the sidelines, find the courage to join leaders in practical dialogues that make a difference.

Consultants too need to challenge their own professional boundaries and defences and initiate truly empathetic conversations between themselves, leaders and Luddites which harness

people's self belief and resourcefulness and create the conditions for sustainable change.

All three parties need to rediscover their common interest and to think, imagine and create together humane tomorrows, organisations that we deeply want to work in, where people can be most intelligent and fully present.

We want people to be able to care about their work again, to bring their hearts back in. Rather than generating self-serving employees, the "empathic corporation" will benefit all stakeholders, particularly customers and shareholders⁶. We invite leaders, Luddites and lackeys together to take the risk of reclaiming the organisation and rediscover its soul.

We have delved into psychology and into our consultancy experience to highlight some practical principles that we believe should inform any programme of organisational change.

Addressing human needs in change

During the 20th century many psychologists (from Freud, through the behaviourists, those who measured IQ, those who explored brain chemistry, social and work psychologists, those who apply psychology in education, healthcare and sport, and so on), have tried to build our understanding of what it is to be human. Our challenge is to pull together what is emerging from psychology in a way that informs our practice when we are caught up in organisational change⁷.

Perhaps three central points emerge:

1. *What it means to be human defies any single objective model*
2. *There is an inner as well as an outer element in change*
3. *Planned change that works, both challenges people and responds to their needs*

We develop each of these points in turn before suggesting how we can appropriately address the four central but hidden needs in any programme of change.

1. What does it mean to be human?
Psychologists have realised that human potential is far greater than previously thought. Although we often say "it is human nature to resist change", in fact we know there is more to us than this. We are also eager to explore, to inquire, to learn, to grow, to imagine, to play, to understand, to create, to interact, to organise, to understand, to struggle, to adapt and to rise to the expectations of others.

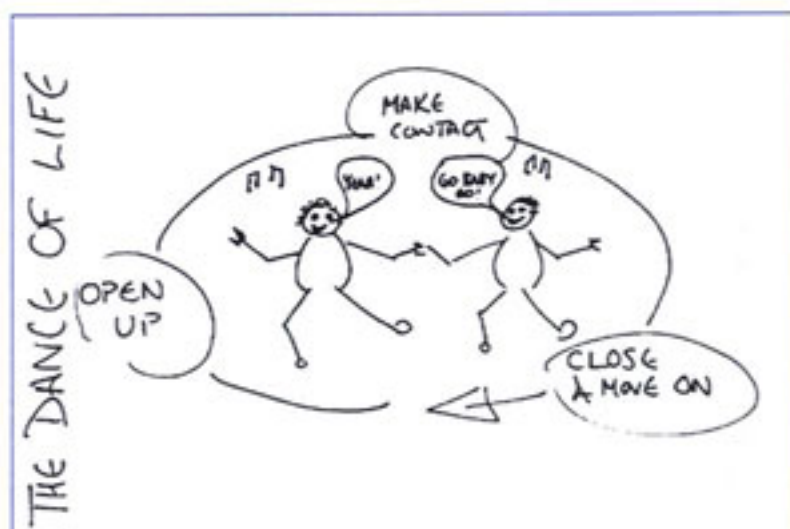
If we hold a narrow and shallow view of what people

are, we create low expectations and low results. We adapt, learn and grow as living organisms, through our interactions with the environment (i.e. people, things, situations) around us.

From the moment of birth we engage in a sort of "dance of life" in which, like breathing, we open ourselves up to our surroundings, and in a moment of "contact"⁸ we both take IN our surroundings (adapting

of who we really are⁹ (core identity) and how we want to operate in particular relationships and situations (boundaries).

Far from being rigid or repetitive, this dance is changing and evolving all the time, producing fresh and intelligent responses from the person appropriate to the environment in which we operate such that we get our needs¹⁰ (eg. food, money,



ourselves inside) and in the same moment we reach OUT (our speech or action making an impact upon the world outside).

This dynamic two way process enables us to develop a sense

shelter, sex, esteem, expression, creation...) met while playing our part in meeting other people's needs. Inhibit the two way process and we lose energy. *Something human dies.*

To get the best from people, we have to work with the whole person, rather than treating them as predictable and controllable like machines or trainable like animals. People are more likely to behave "reliably" under conditions of trust, understanding and encouragement, than under the heavy top down control that characterises many corporate change programmes.

2. What is the inner side of change?

When someone moves house, they sometimes hold onto the same old social life. When a person gets promoted into a new role, they sometimes keep on doing the old work. The inner side to change is a process of mentally letting go of the old situation and acknowledging the ending.¹¹ Saying goodbye to the old world has to happen before we start to really embrace and enjoy the new possibilities. *This inner process is deeply subjective and different in pace and quality for each person.*

By marking and celebrating endings we help people through transitions and sustain the dance of life. For each of us the dance of life unfolds in phases, rather like the seasons: we begin as a foetus, then are born into a baby, and grow through toddler, early years, adolescent, adult, mid-life and old age towards death.

Movement from one phase to another is a profound shift that

challenges our core identity, in which we dis-identify from our old selves and "transition" to a new way of being in the world, with associated stresses and emotions. There are physiological changes (eg. cutting umbilical cord, new hormones) and a psychological crisis perhaps marked, just as the seasons were, by traditional ceremonies with associated symbolism such as christenings, confirmations, barmitzvahs, 21st birthday parties.

Similarly, teams and organisations go through transitions as they grow and the environment around them evolves¹². In today's turbulent markets it is not easy to predict these transitions. They are also tough to navigate because any change to job, organisation chart, boss, or work location has an inner side to it, a personal ending and transition for all of the people involved.

Mistakenly in many change programmes there is little or no provision for the time and conditions people really need to adapt to a new situation. When we have not completed the inner mental transition, much of our talk and energy is locked up in the past, we pay scant attention to current reality, we perform badly, miss important information. When we gloss over endings, we leave people carrying emotional baggage from previous transitions into the current

one. This is a different way of thinking about resistance to change: resistance is being distracted by the past and unaware of a new set of realities.

3. How do we challenge people and respond to their needs?

Lloyds TSB provided an example of how to wake people up to the need for change¹³. Brian Pitman the chairman called together his intelligent but traditional senior managers for a weekend and asked them to identify what a predator would do if they took over the company. After their final presentation, Pitman said "Thank you, now that is what you have to do to our company if we are not to be taken over".

Without challenge people can remain blind and ignorant of new realities. No one wants to be travelling on the Titanic, happy but unaware of imminent danger. So challenge is necessary but it is not sufficient to open people's minds to change. On its own, for people used to the security blanket their organisation provides,¹⁴ a severe challenge makes us feel vulnerable and behave defensively.

Just like hedgehogs, rabbits, sea anemones and cats, we all have our own characteristic and bizarre ways of making sure we survive: some of us run away mentally, others freeze up and others fight their corner. The

climate of a threatened organisation can quickly shift to cold, rational, low trust, anxious, individualistic and fearful, further amplifying people's defensiveness. When our inner state is defensive, our bodies might turn up to do our day job, but our hearts and minds and therefore our fuller whole brain intelligence remain at home.

As organisations move into less stable environments people fear and avoid the pain of loss: loss of secure jobs and comfortable lifestyles, and even when job security is

guaranteed, they fear the painful destabilising sensation of change itself. Entering a transition to a new phase involves taking in new information that contradicts what a person already believes. It involves a disturbance to the mindset, sometimes called unfreezing¹⁵ or disconfirming. Avoiding the pain of loss, many people deny or avoid the signals that change is needed and cling on, defensively to the old ways.

So challenge is not all that people need: they also need to feel supported and that

through the process of change and life in general they have the resources they need, a sense of control, of options and power to decide for themselves. How we give people both challenge and support, and a degree of control over the balance, is therefore a critical success factor in facilitating inner transitions, overcoming resistance and creating an appetite for change; equipping people to feel in charge and able to behave intelligently, neither blind to reality nor overwhelmed by anxiety.

Four primary but hidden needs

We have concluded that there are four primary but hidden needs that most people have that, when addressed by the organisation, generate an inner motivation to change. A programme of organisational change which recognises these needs is most likely to succeed, the dance of life continues and the organisation renews its performance, vibrancy and adaptiveness.

- 1. The need for stability*
- 2. The need for confidence*
- 3. The need for authority*
- 4. The need for direct contact with reality*

We describe briefly the four primary needs and how an organisation can meet each of them to prepare for success in a post-industrial economy.

1. Why is stability needed and how do we provide it?

If the major elements in a person's life, such as job, home and partner, were constantly changing, their life would be highly stressful and their performance below par¹⁶.

Traditionally, perhaps home provided a stability zone in which people were able to rest and recover from the tiredness induced by their work. But the nature of work has changed and so has the home. Work is less heavy physically and more heavy psychologically and emotionally. Most homes are equipped with a bed to address tiredness, but fewer offer the psychological renewal that unburdens people ready for another day's work. Current lifestyle trends show that it is more common for people to live alone, or with a partner who works and less likely for their family support system to be intact.

We can't have stability but we can create stability zones. If we expect people to be able to adapt to change, then we must provide stability zones. These are places and times within working life where people can step back from the all consuming immediacy of their daily work to think, reflecting to understand where they are, expressing feelings to recover their emotional balance, imagining to create a future in the mind, which is lived out later through action.



Increasingly senior executives are being provided with personal stability zones in the form of executive coaching¹⁷. Forms of meditation, diary writing, visualisation¹⁸ and other reflective practices are accepted within most management development programmes. And as management consultancy has continued to grow over the last 30 years, more and more executives are finding that with the right client-centred kind of consultant, they can enjoy and benefit from the reflective space provided in the consultancy meeting¹⁹.

So when as a consultant you are conducting one-to-one meetings, you can exercise a choice over whether to use these as fact-finding in which you suck the client dry and fill up your own brain, or whether you help the client to reflect and to make sense for themselves out of what is happening. When we chose the second option in a recent project with the Department of

Health, we felt the value the client gets when you give them reflective space: the answer, the "aha" insight arrives in their own minds. The client does it for themselves and does not need you as consultant to do lots of mental gymnastics for them.

Providing reflective space does not mean everyone has to rush out and hire a coach. Wherever people are in one to one contact, as leaders, Luddites, lackeys or simply as human beings getting on with their work, we can use reflective time to great benefit. It can play a part in every meeting and tends to become an everyday way of being.

Another form of stability zone is the awayday workshop in which groups of executives take time away to think together about the complex markets and organisational challenges they are involved in. Various approaches to this exist, such as Dialogue²⁰,

Open Space²¹ and Future Search²². Most involve a facilitator. Instead of a single person, called the boss, having all the information or taking all the decisions, a successful awayday enables wide-ranging discussion about what really matters, the discovery of

options and forming an agreement about what to do²³.

The need for a stability zone is not for a one-off occasion but for an ongoing, regular part of life in the new workplace. Every person needs stability in a world of change. It is in the

stability zone that people open their minds and develop an appetite for change.

What stability zones do you have in your working life?

2. Why is confidence needed and how do we tap into it?

Transitions require great inner strength because they disconfirm old certainties about our work, our lives and our sense of identity. Transitions are easier if we can remember past successes and stay in touch with the parts of ourselves that are resilient and resourceful, that helped create that success.

Most of us can recall a time when we achieved some significant success, and by bringing this to mind we tap into a source of strength and confidence within us²⁴.

Think back to a time when you were performing at your peak. What were the circumstances? What were you and others doing? How did you feel?

What is stopping you from performing at your peak most or all of the time at work?

What can you do to create the conditions you need to be at your best?



A friend who is a director in a world-wide computer company has overseen a reduction in UK staff from 7000 or so to around 400 over the last decade. He says he hates his work. He has now been asked to move to the US and has started commuting there, working two weeks on and one week off, leaving his wife and three young children at home. When people say "Why don't you resign?", he mutters about not having anything else to go to and waiting for a redundancy package. From outside this looks like a skilful and valuable person lacking confidence in his own future.

In working with people in changing organisations it often feels like people are gripping onto the past fearful of the future. So how we help people find confidence?

In Lloyds TSB shortly after the two predecessor banks merged we held a series of workshops, providing a stability zone for newly appointed area directors, the 20 people to whom 38,000 people in branches reported. At the start of the first workshop the Lloyds and TSB people sat spontaneously on separate tables, with their old colleagues. The Retail Bank Director opened the workshop with an exhortation to become one bank and to spend two days getting to grips with the future.

So what did we do next? We spent 45 minutes in separate Lloyds and TSB groups discussing the past. Why? Because by allowing each group to draw and discuss a timeline containing both the highs and lows over the last 20-30 years, they gained confidence from remembering their proudest moments, but they also expressed their past

regrets and they started to let go, to dis-identify, to create space in their minds to imagine a different future. The energy was high during this exercise: there was lots of laughter and enthusiasm, people worked fast and each group seemed to enjoy describing their timeline to the other group.

Here was an ending being celebrated. It is reminiscent of both a happy funeral, perhaps of an old person, in which people find release through laughter. But as a merger²⁵ it also has parallels with a wedding.

In a merger people naturally feel anxious about being gobbled up by another company. Like at a wedding there is a sort of initial formality, suspicion and discomfort as people look around the church and wonder "Who are these people?", "Look at that hat! Do they have any taste?". The other

party may be judged and found wanting, labelled not good enough. At first people feel more comfortable amongst their own family, but gradually more mixing occurs and through contact people understand formative past experiences, take-in and accept the values and character of their future partner.

Finding confidence is not simply about looking back into the past. Everyday when colleagues and bosses notice your good work and what is special about you and your contribution, when you are thanked and recognised, your confidence is boosted, your energy and self-belief is raised. We sometimes use simple personality measures such as Myers Briggs²⁶ to help people value their own and other's distinctive contributions in a team. Scoreboards, appraisals and all forms of performance measurement offer this opportunity.

People can also gain in confidence by looking forward into the future, thinking about what matters most to them as they move forward and asking themselves what future they really want to create. This beacon of intention can provide an invaluable source of energy and direction. As people invest something of themselves in the future they start to bring passion into their work.

Do people around you prefer to talk about the past, present or future? Have you created a way of celebrating endings?

Who has thanked and recognised your work during the last week? Who have you thanked and recognised?

As you think about the future, what matters most to you? What do you want to create? What is your beacon of intention?

3. Why is authority needed and how do you provide it?

Over the last 2-3 decades organisations and leaders have become less authoritarian as customers, investors and employees have become less deferent. It has become fashionable to consult, to seek ownership and commitment and to involve people in more and more decisions. And if you take this trend to its limit you might assume that authority is

bad, old-fashioned and no longer needed. We take a very different view.

Change is scary. It makes people anxious, fearful and stressed. As old certainties fall away it can feel like there is nothing to grab hold of anymore. Even with the benefit of stability zones and tapping into confidence, we are overloaded with information and after a while none of it really makes any sense. This

creates a role for a leader who feels the pressure for change and brings needed authority and direction²⁷.

First of all a leader understands the context of the organisation, scanning the outer environment. Then the leader simplifies what is going on, clarifies the "givens" or new certainties, frames the challenge for us and communicates this. In effect the leader is taking a view on

the "primary task", ie. what the organisation is really here to do, and whether the primary task is as it always has been or is changing to something new.

had to now happen in the background.

Her approach was personal. She talked to people. She held



In the Home Office a newly appointed director took on the key strategic aim of reducing the rate of re-offending. She inherited a directorate where bright, perfectionist people were working extremely long hours but needed to shift their emphasis. She realised the new primary task was delivering the re-offending reduction, and that the old work of protecting ministers from parliamentary opposition, the media and the public, whilst still important,

informal lunchtime meetings for anyone of her 200 staff who wanted to turn up. Her catch phrases were "wake up and smell the coffee", "get a life" and "good enough is good enough". She was warm personally but she held the line, never compromising the new organisational agenda. A high percentage of her communication to people was related to delivering the re-offending aim, thus keeping the change agenda continually in people's minds.

We supported this director in setting up a change initiative, providing her initially with a personal stability zone where she could work out how to take on her role of Change Sponsor on behalf of the organisation and how to engage other Stakeholders with an interest in what is changing. We realised that, against a background fear of "modernisation" and with countless parallel change initiatives underway, we wanted to find a way for each of the 200 people in the organisation to gain real insight into why change was needed and the part that each of them had to play in making change happen.

We realised that preaching from managers "on high" was unlikely to produce the understanding and ownership. We wanted a powerful means of delivering insight...which brings us to the fourth primary need.

Who is the sponsor in your current change initiative?

Do they have a stability zone in which to work out how to bring authority to the change?

4. Why might contact with a wider reality be needed and how do you achieve it?

Traditionally the leader, through talking with people outside the organisation, realised how the future of the

organisation depended on responding to the changing needs of customers and stakeholders, communicated a sense of urgency and somehow mobilised everyone. But when people have already experienced so much change, it gets harder to kindle enthusiasm

for further changes in products, services and ways of working.

Faced with this challenge leaders often lean on consultants to express the "strategy" and figure out how to "implement". Consultants

a court or a prison, and OUTSIDE-IN visits where 40 civil servants at a time spent a morning in a facilitated meeting with outside visitors including magistrates, youth justice officers, probation, prison officers, psychiatrists and so on.

These visits generated recognition both for civil servants and for people in the field, mature discussion of challenges, heightened awareness of how best to work together, and new ideas. The visits were part of a wider programme of meetings in which people stepped outside narrow work roles, forging new relationships in a wider delivery network inside and outside the Home Office. Each meeting delivered direct contact with the wider reality of the "outsider", whether from outside the Home Office, or

from another Home Office team, or from the manager or the direct reports, or from usually separate colleagues.

During this direct contact leadership, understanding and ownership for the change were spreading, like ripples in a pool, outwards from the director, to her unit heads, to the wider staff and the stakeholders in the world at large.

Each person at some point experienced a challenge and a risk over a private decision about whether and how to lend support. In the early days, naturally some people held back, and others became vocal objectors, but as more people found the vocal objectors objectionable, the momentum gathered and it became "cool" to be on board³⁰. A new shared

reality between them grew to overtake the old realities.

In these three examples of direct contact, people "felt" a connection³¹, an awareness of others' needs and expectations, their interdependency, and a sense of urgency for change. Everyone was getting the important data, not just the leader. Everyone was getting on with shaping new ways of working, no longer feeling overwhelmed by pressure, inertia, guilt or anxiety. Everyone was being seen by others, playing their part, gaining in strength. Many fires were getting lit, the energy for change was multiplying, the zeal was spreading outside the boardroom.

What direct contact with reality could support the process of change in your organisation?

Conclusion: a role for New Intermediaries

Without addressing the four primary but hidden needs, of stability, confidence, authority and direct contact with reality, change doesn't happen and the dance of life is arrested. We retreat despairingly into our comfort zones: leaders perhaps into excessive zeal, consultants into professional rationalisation, Luddites into over-attachment to the familiar. Collectively we become more isolated, fearful, defensive and needy.

Addressing the four needs lets us advance, enter dialogue together and join things up, making sense out of the confusion around us, bringing a beam of light to the fragments that transforms them into a meaningful whole. When we gain this kind of insight, our energy shifts up a gear, our problems become opportunities, our pessimism goes to optimism, our powerlessness translates into a solid place to stand, our fear becomes courage and our leadership passes out into the world.

In a sense we are all intermediaries in a new workplace where leaders can no longer tell people to change and consultants can't do the leaders' work for them³². We all have to connect differently and make sure that everyone is getting their needs met, in order to function most intelligently together. This implies a different way of being: a heightened interest in one another, a flexibility in the moment, being present in the here and now, ready to throw away the pre-prepared agenda.

For consultants like us, this feels pretty scary. We cannot rest in our traditional role³³. To face this challenge we need stability zones (such as Tony offers through the diary method described in his book *Diary of a Change Agent*³⁴). None of us is clever enough to do this on our own and we need to connect differently with our clients and with each other. But how? If this article contains some clues, the New Intermediaries network we have set up aims to continue the exploration.

Finally, perhaps this story will help to summarise the nature of the shift. A leader, newly appointed in 1996 as general manager to run a Guinness factory arrived to find a plant in danger of closure, with costs too high, and a history of mistrust and suspicion in the 200 strong unionised workforce. He began like a true intermediary by talking directly with shift managers, not just via unions, about how the factory was performing, what people's fears were and what was possible, but new shift proposals were rejected each time they were put to the vote. Eventually he made a risky move to open-ended negotiation saying "Look, this is how much it costs to run the site, this is our target level, you come up with some better proposals". The risk paid off. 3 months later new shift patterns were finally introduced but the GM realised this one-off struggle for change had been too difficult to want to repeat and given the pace of technology and competition he needed change to be faster with people constantly creating change in the course of everyday life. He did not have time to do all the talking necessary to get this understood, so he brought in an external consultant whose role was simply to talk to people, to be available, to say "this is what I've heard from you...have I got it right?...so what are you going to do?". There were no gimmicks and no big banner headlines.

3 years later the Guinness site has become more of a family. The entire workforce took their partners overnight to a Lake District hotel, back at their site they dug a pond, they held an open day for families, they donated a day's production to charity. It is seen as a good place to work drawing the best people from the labour pool. Far from the threat of closure, production has grown, unit costs are down 25%, a big slug of new investment has been won against competition from other company plants, and new packaging contracts are being awarded from competitor breweries. The site has become an "attractor": of people, of investment and of contracts.

Today this could be described as a company with soul. It is an example of the kind of organisations we could create together, in which people are able to live in the moment, secure in their take on reality, aware of the needs of stakeholders around them, of the beacon of intention and potential leading them to a viable future, of their own strengths and the resources around them that will take them there. The individual buoyed up by having their four primary needs met within this high-performing, empathic networked organisation is continuously learning, able to adapt fast and enjoying a fulfilling relationship to working life in the post-industrial age.

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FUTURE SHOCK

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BLUR THE SPEED OF CHANGE IN THE CONNECTED ECONOMY

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THE ROAD TO RICHES: A NEW WORLD OF WORK

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3. REENGINEERING THE CORPORATION: A MANIFESTO FOR BUSINESS REVOLUTION

Michael Hammer & James Champy, Nicholas Brealey Publishing 1993

4. Michael Hammer, one of the proponents of rational re-engineering writes frankly on the difficulties of introducing rational change. Others have written on the same subject pointing to the importance of engaging hearts and minds. In other words people need to understand and believe in the changes proposed.

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5. Taking up roles helps us to understand and anticipate behaviour, both ours and other people's. Roles reduce anxiety, and help us to get on with our work without having to think too much. But equally roles can lead to unhelpful stereotyping of others, game playing, limited expectations, blocked conversation and a barrier to change.

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PRODUCTIVE WORKPLACES
Marvin Weisbord, Jossey-Bass Inc. 1987

8. Developmental psychologists such as Piaget have highlighted the twin processes of assimilation and accommodation as people mature through the stages from child to adult. Fritz Perls influenced by others in the Gestalt tradition described a "cycle of contact", that begins with sensation/opening, moving through awareness, mobilisation, action, satisfaction and withdrawal/closure.

A STUDENTS GUIDE TO PIAGET
D G Boyle, Pergamon 1969

FRITZ PERLS
Petrushka Clarkson and Jennifer Mackewn, Sage 1993

THE GESTALT APPROACH
Neil Clark and Tony Fraser, Roffey Park 1982

9. The patterns of contact taking place over time define a boundary that separates who we are from our external context, giving us our sense of identity. The reactions of parents and others around us give us a sense of being "seen" and in turn enable us to know who we really are.

CONTACT SHAPES IDENTITY - THE PSYCHODYNAMICS OF ORGANISATIONAL CONSULTING
Di Percy, OD Conference, Dublin 1998

OPENING TO THE INNER CHILD - RECOVERING AUTHENTIC PERSONALITY
John Firman & Ann Russell, Psychosynthesis, Palo Alto

10. Maslow highlighted the kinds of needs we have as human beings, that we seek to satisfy through contact with the people and opportunities in the world around us. Csikszentmihalyi studied what makes people happy and found that happiness often arises through a profound absorption of a person in their work. The moments of deep concentration, in which a person is highly attuned to a problem and using all that they have to address it, have a certain timeless quality which he called "flow".

TOWARDS A PSYCHOLOGY OF BEING

Abraham Maslow, Litton 1968

EUPSYCHIAN MANAGEMENT

Abraham Maslow, Irwin Dorsey 1965

FLOW - THE PSYCHOLOGY OF HAPPINESS

Mihalyi Csikszentmihalyi, Rider 1992

11. Having considered many different kinds of transitions that people make in life, William Bridges proposed that all outer changes are accompanied by an inner process of letting go which has 3 phases: the ending, the neutral zone and the new beginning. Elizabeth Kubler-Ross's study of bereavement described the coping pattern of emotions that accompanies the transition in broad terms this encompassed shock, fear, anger, blame, guilt, depression, acceptance, dawning of hope, optimism, insight. David Noer described the emotional aftermath of downsizing and drew attention to the "survivor syndrome" suffered by people who having held onto their jobs were left with unresolved feelings of guilt and loss towards their colleagues who had departed.

TRANSITIONS - MAKING SENSE OF LIFE'S CHANGES

William Bridges, Nicholas Brealey 1980

ON DEATH AND DYING

Elizabeth Kubler-Ross, Macmillan 1969

HEALING THE WOUNDS

David Noer, Jossey Bass, 1993

12. Many writers have studied organisations over time and described the cultures, phases, changes and points of continuity in the life of organisations.

EVOLUTION AND REVOLUTION AS ORGANISATIONS GROW

Larry Greiner, HBR 1972

THE LIVING COMPANY - EXTENDING THE CORPORATE LIFELINE

Arie de Geus, Pegasus Communications - The Systems Thinker 1996

MANAGING STRATEGIC CHANGE - STRATEGY, CULTURE AND ACTION

Gerry Johnson, Long Range Planning Vol 25, No 1 pp28-36 1992

ORGANIZATIONAL TRANSITIONS

Richard Beckhard, Richard and Reuben T Harris, Addison-Wesley 1987

BUILT TO LAST

James Collins and Jerry Porras, Century 1998

13. Respected by the City as a brilliant strategist and leader, this interview uncovers Brian Pitman's view of the future of retail financial services, in which a company seeking to lead the competition in its market sector has to be fast, one step ahead and fearless in reducing costs.

THE FUTURE BELONGS TO THE FEARLESS

Interview with Brian Pitman Lloyds TSB Chairman The Times Oct 23 1999

14. As babies turn into toddlers they often cling onto security blankets, as reassuring reminders of their cot, or their mother. Anxious adults seek similar familiar and reassuring containers for their anxiety. Traditionally organisations such as banks and the civil service provided their people with heaps of security. Unsurprisingly when this security is removed people can become incapacitated by anxiety. Winnicott described the transitional object as like a security blanket a container for the adult's anxiety. In organisations undergoing change examples of transitional objects include the project plan, the presence of a leader (and sometimes a consultant), the desk, the office and the company car.

Melanie Klein described how when we are overwhelmed with anxiety we tend to split the objects in our inner map of the world into good and bad. When we are anxious, the unpleasant thoughts and feelings we have are split from the good ones and projected onto others. Thus in change, whether we have adopted a stance as leader, Luddite or lackey, we are the goodies and we label the others as the baddies and the source of our problems.

Bion highlighted defensive behaviour when anxiety arises in groups, causing the group to disintegrate or to become distracted from its primary task.

TRANSITIONAL OBJECTS AND TRANSITIONAL PHENOMENA

D W Winnicott, in *Playing and Reality*, Tavistock 1971

OUR ADULT WORLD AND ITS ROOTS IN INFANCY

Melanie Klein, in *Our Adult World and Other Essays*, 1963

EXPERIENCE IN GROUPS

Wilfred Bion, *Basic Books* New York 1961

15. Lewin described the three phase process of change as unfreezing, changing, refreezing. Edgar Schein and others developed this into mechanisms for bringing about change. Kuhn said that instead of scientific knowledge being objective and sort of accumulating over time, it was based on a dominant paradigm, or mindset, such as Newtonian physics, being overturned in a thought revolution and replaced by a new paradigm, such as Einstein's relativity. This is an example of the process of attitude change in organisations described by Lewin and Schein.

GROUP DECISION AND SOCIAL CHANGE

Kurt Lewin, in Swanton, Newcomb and Hartley (eds) *Readings in social psychology*, Holt 1952

ORGANISATIONAL PSYCHOLOGY

Edgar Schein, *Prentice Hall* 1980

THE STRUCTURE OF SCIENTIFIC REVOLUTIONS

Thomas Kuhn, *University of Chicago* 1970

16. Sheehy describes phases in people's lives and highlights the life context for people who are seeking to operate effectively in the workplace.

PASSAGES

Gail Sheehy, *Bantam* 1977

17. Lansberg's book is a good basic guide to the process of coaching.

THE TAO OF COACHING

Max Landsberg, *Harper Collins Business* 1996

18. A guide to the use of visualisation exercises supporting personal development.

CREATIVE VISUALISATION

Shakti Gawain, Bantam 1982

19. The aim of the consultancy meeting is not the same as therapy, but much that has been written about therapy is about how best a professionally trained person can help their client to get to grips with some difficult reality and to become self-sufficient, and thus applies directly to the reflective style of consulting.

ON BECOMING A PERSON

Carl Rogers, Boston 1961

FLAWLESS CONSULTING

Peter Block, Pfeiffer 1981

PROCESS CONSULTATION

Edgar Schein, Addison Wesley 1988

THE SKILLED HELPER

Gerard Egan, Brooks Cole 1990

CONSULTING WITH THE FLOW

Tony Coyle and Tony Page, Business Executive Magazine, 1994

20. DIALOGUE - A PROPOSAL

David Bohm, Donald Factor and Peter Garrett, unpublished paper 1991

DIALOGUE AND THE ART OF THINKING TOGETHER

William Isaacs, Currency Doubleday 1999

21. OPEN SPACE TECHNOLOGY

Harrison Owen, Berrett Koehler 1997

22. FUTURE SEARCH

Marvin Weisbord & Sandra Janoff, Berrett Koehler 1995

23. FACILITATION - PROVIDING OPPORTUNITIES FOR LEARNING

Trevor Bentley, McGraw Hill 1994

24. Appreciative Inquiry is a philosophy and method for change based on what works, and on appreciating the beauty of the whole, rather than focusing exclusively on the parts and what is broken.

THE THIN BOOK OF APPRECIATIVE INQUIRY

Sue Annis Hammond, Kodiak Consulting, 1996

25. Long term results from many mergers and acquisitions are disappointing, failing to achieve even their financial objectives, and taking little account of the increasingly direct relationship between people and performance in the emerging new economy. Proper care and attention towards the people elements before, during and after the merger is likely serve rather than detract from the financial results.

MERGERS AND ACQUISITIONS - GETTING THE PEOPLE BIT RIGHT

Marion Devine & Wendy Hirsh, Roffey Park, 1998

ACQUISITIONS - THE HUMAN FACTOR

John Hunt, Stan Lees, John Grumbar, Philip Vivian, Egon Zehnder International, 1987

KPMG Merger study published Nov/Dec 1999.

26. Barger and Kirby describe the process of change taking into account the range of personality differences as described by the Myers Briggs Type Indicator.

THE CHALLENGE OF CHANGE IN ORGANISATIONS

Nancy Barger & Linda Kirby, Davies Black, 1995

27. Lewin's work on leadership style showed that a group with a democratic leader, involved in influencing opinion but taking few decisions, performed better than groups with an autocratic or laissez-faire leader. He also showed that where people believe their goal is attainable, they perform better. Hirschhorn develops an argument for leadership and authority in the workplace to contain anxiety, to release passion and to keep a group engaged in its primary task. Goss, Pascale and Athos highlight the roller-coaster ride experienced by the leader themselves as their organisation goes through change.

RESOLVING SOCIAL CONFLICTS

Kurt Lewin, Harper 1948

THE WORKPLACE WITHIN: PSYCHODYNAMICS OF ORGANISATIONS

Larry Hirschhorn, MIT Press, 1990

THE PRIMARY RISK

Larry Hirschhorn, Human Relations Vol 52, No 1, 1999

THE REINVENTION ROLLER COASTER: RISKING THE PRESENT FOR A POWERFUL FUTURE

Tracy Goss, Richard Pascale and Anthony Athos, Harvard Business Review 1993

28. See consultants' brochures from the global accounting firms to notice the wide range of services on offer. Or read one of the following to explore the limitations of such approaches.

WHY TRANSFORMATION EFFORTS FAIL

John Kotter, HBR, March-April 1995

WHY CHANGE PROGRAMMES DON'T PRODUCE RESULTS

Michael Beer, Michael, Russell Eisenstat & Burt Spector, HBR 1990

LEANING INTO THE FUTURE

George Binney and Colin Williams, George, Nicholas Brealey Publishing Limited 1995

29. Much has recently been written about complexity, showing the limits of old style command and control and why strategic plans tend not to work out in reality.

STRATEGY AS ORDER EMERGING FROM CHAOS

Ralph Stacey, Long Range Planning 1993

LEADERSHIP AND THE NEW SCIENCE

Margaret Wheatley, Berrett Koehler 1994

30. Peer pressure seems to take over, as demonstrated by Ashe, and people start to side with the majority, even where this is against the evidence of their senses.

SOCIAL PSYCHOLOGY

S. E. Ashe, Prentice Hall, 1952

31. Developing complexity thinking into a prescription for organisations in the new economy, such organisations are like networks or webs whose performance is dependant on the quantity and quality of connections. The quality of relationships correlates with the collective intelligence and the overall performance of the organisation. Therefore "felt connection" can be viewed as a critical success factor.

THE SOUL AT WORK

Roger Lewin & Birute Regine, Orion 1999

32. Milgram showed in 1963 that people would administer lethal electrical shocks to others when ordered to by an experimenter in a position of authority. More recently the Tomorrow's Company report has highlighted the "death of deference" in which customers and employees are less likely to defer to authority in the 1990s than perhaps they were in the 1950s and 60s.

BEHAVIOURAL STUDY OF OBEDIENCE

S Milgram, Jnl of Abnormal and Social Psychology, 1963

TOMORROW'S COMPANY: THE ROLE OF BUSINESS IN A CHANGING WORLD.

RSA, 1995

33. This article describes the challenge of being authentic as a consultant, and how large consulting firms seeking authentic client relationships would need to support their consultants differently.

HOW TO SPOT A FAKER -

Tony Page and Ron Hyams, Management Consultancy Magazine, 1992

34. DIARY OF A CHANGE AGENT

Tony Page, Gower 1996
