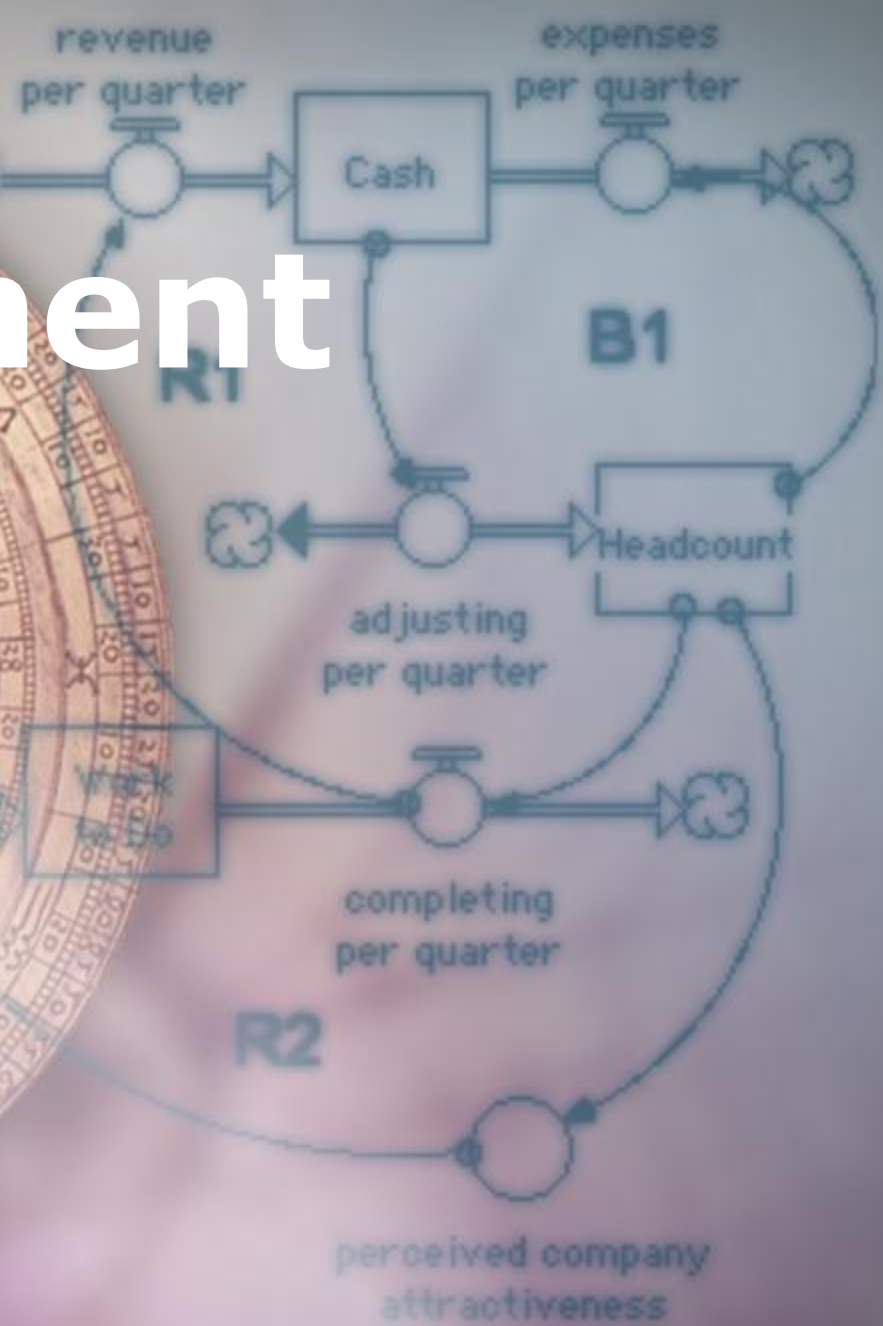
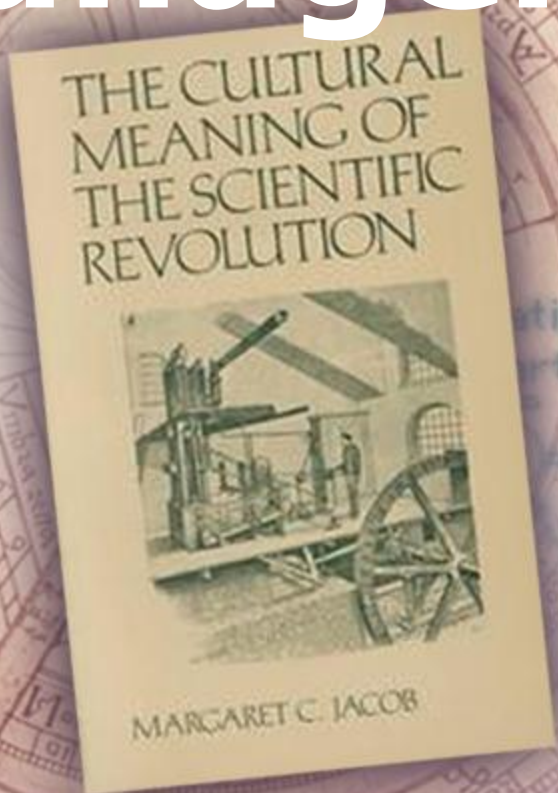


Scientific management



Scientific management theory of change

- Leadership/consulting is objective and separate

Blueprints, designs, plans, org charts

Process and structure change

Leads to

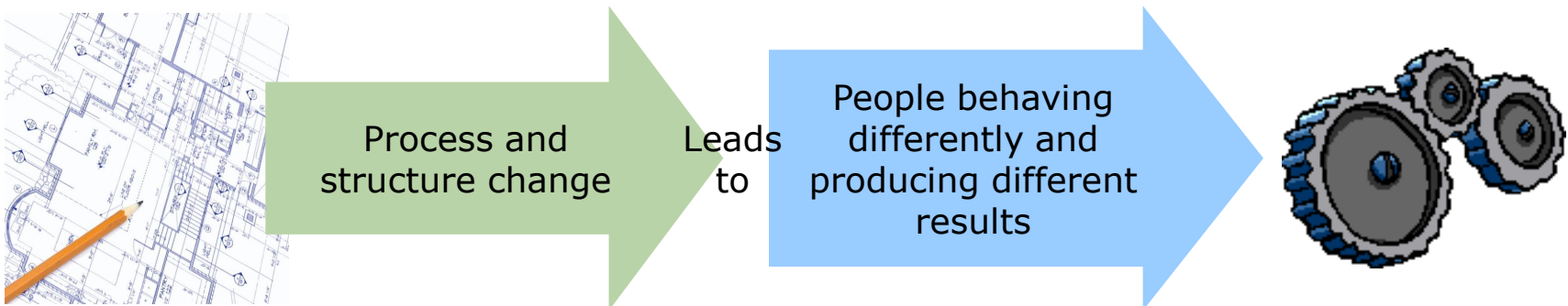
People behaving differently and producing different results



Organisation as well oiled machine

Scientific management theory of change

- Developed from the ideas in the early 1900's
- Grounded in relative stability of 50's, 60's and early 70's
- Assumes that future would be an extrapolation of the past
- Business strategy seen as a 'puzzle' with a correct answer (which the leaders or strategy/process experts would solve)
- Answer to be found through tools which enabled analysis and interpretation of data
- Focus on structure/process design and performance measurement and suits slow changing, replication of limited products
- Change is driven by re-designing the structure and processes – reached a peak in 1980's with introduction of BPR.



Organisations as complex social processes



A woman with long red hair is speaking in a meeting. She is wearing a patterned top and has her hands raised in a gesture. In the background, several other people are visible, including a man in a suit and a woman in a white headscarf. There is a fruit basket with bananas and oranges on a table in the foreground.

The **meaning** of the
gesture is in the
response

In **charge** but
not in **control**

Conversation is the
core process



Self organising processes

Emergence

Local interaction

Social view of managing – going on together

- Leadership/consulting is inherently relational and improvisational



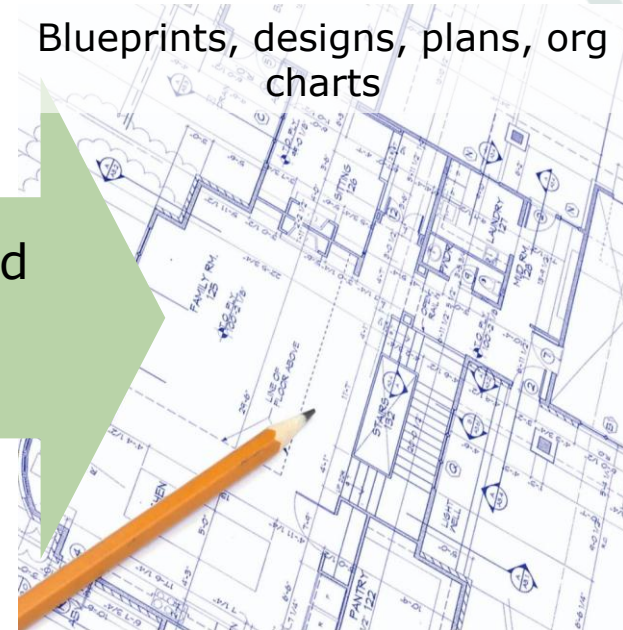
Collaborative
action

People behaving
differently and
producing
different results

**Leads
to**

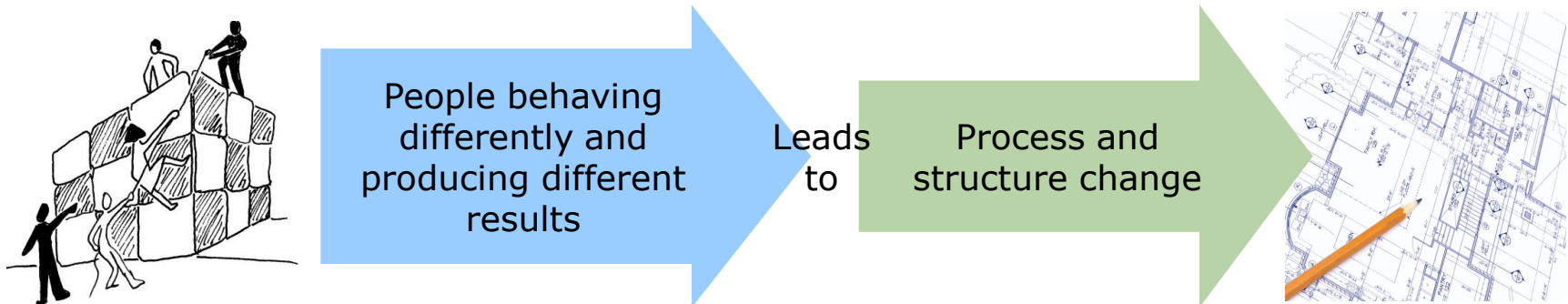
Process and
structure
change

Blueprints, designs, plans, org
charts

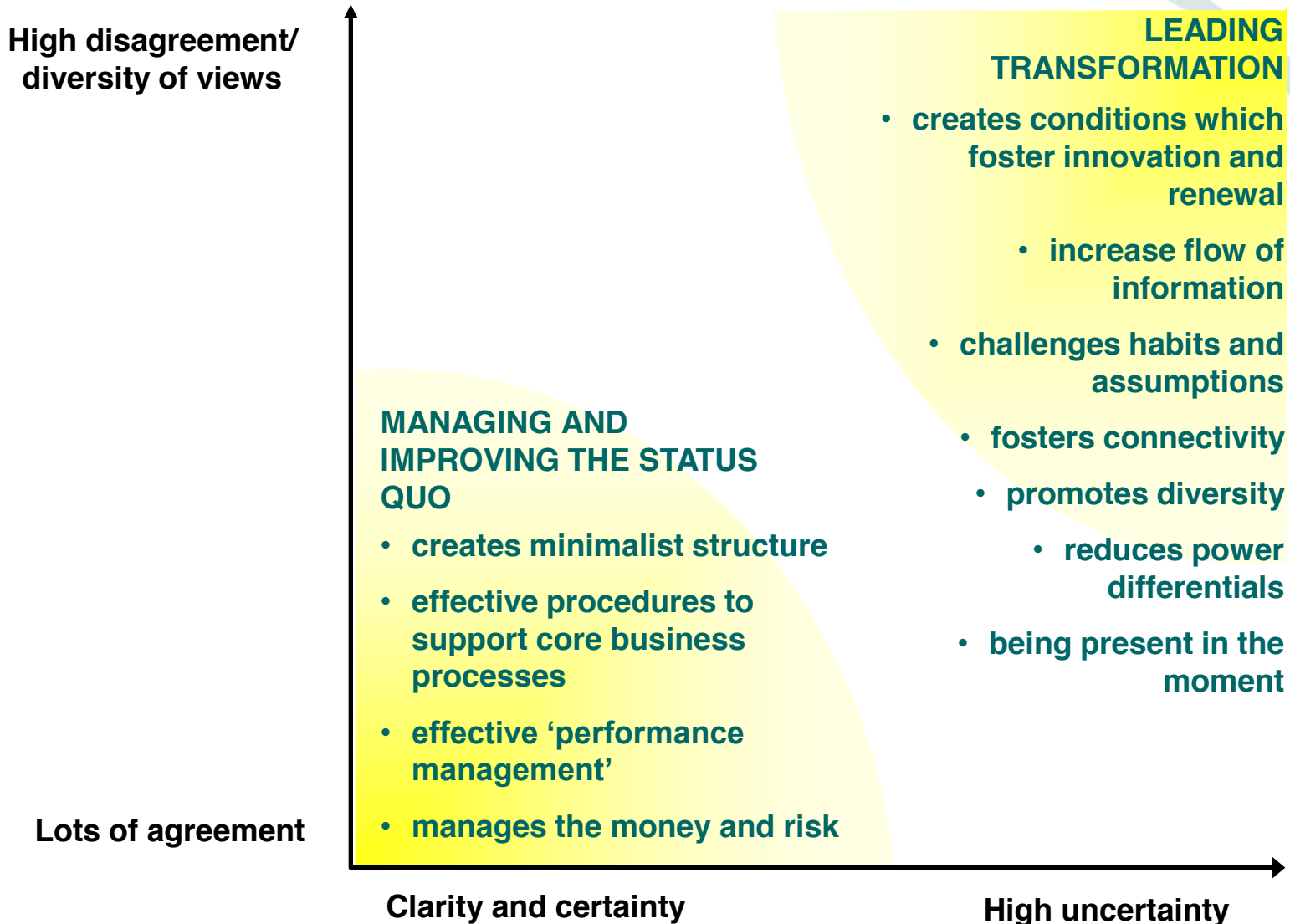


Social view of 'managing' – going on together

- Assumes that future is inherently unpredictable
- Business strategy seen as the interaction between chance and intention – no right answer in advance
- Answer to be found through engagement in action experiments
- Focus on relationships and best suited to responsiveness, innovation and customised service
- Change is enabled by stimulating new forms of social interaction, which later become codified into processes

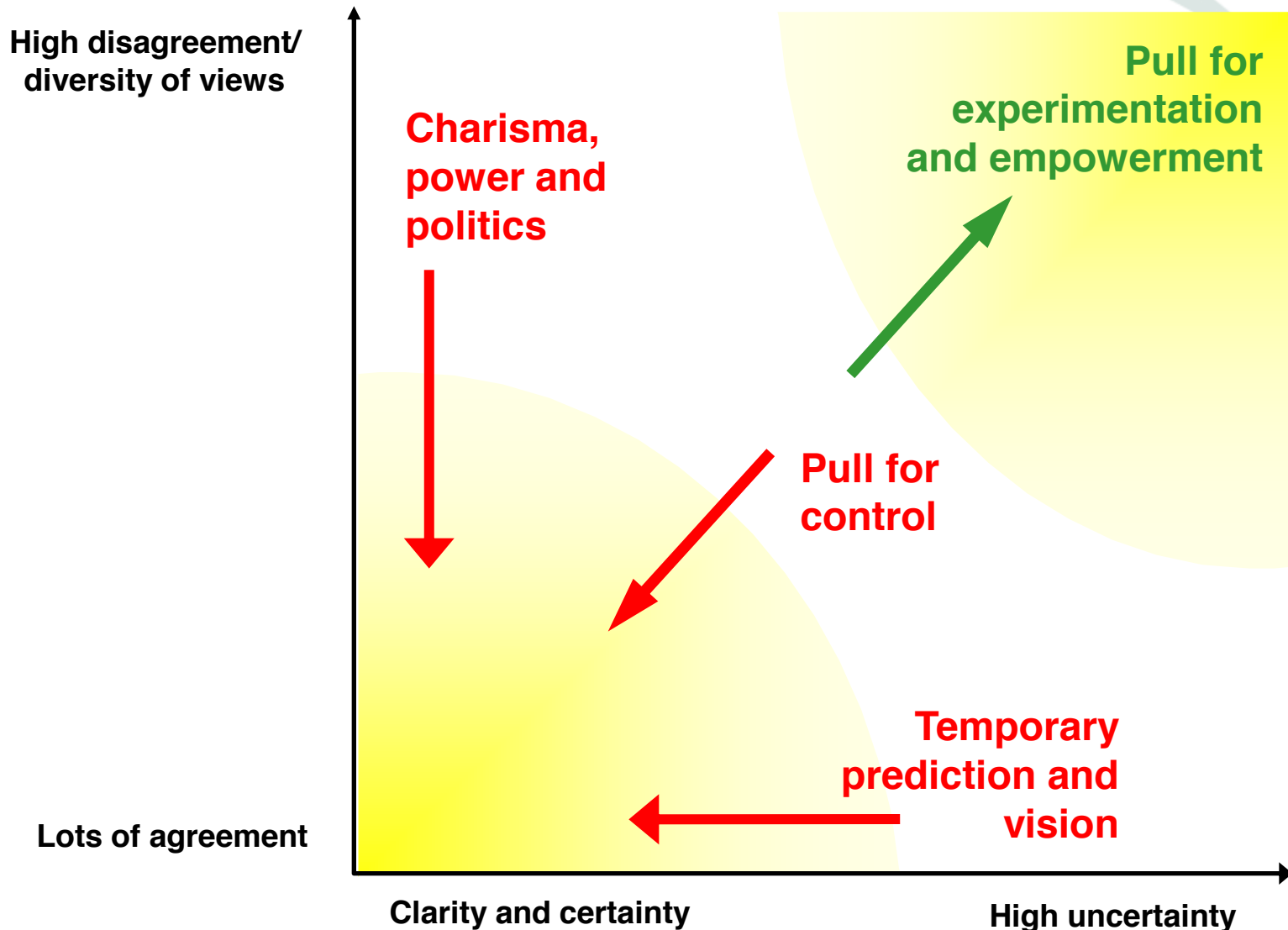


The paradox of leading change



Based on
work of
Ralph
Stacey

The paradox of leading change



Based on
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Anxiety?

EXISTENTIAL ANXIETY

- A normal and adult reaction to being in full “contact” with the lived reality of now.
- Fully aware and accepting of uncertainty, contention and conflict.
- Brings our compassion alive.
- “Inner fire” that stimulates intention and change.
- Being alive, creates meaning and purpose.
- Is the source of creativity.

NEUROTIC ANXIETY

- A non-contactful reaction where full “contact” with lived complexity and uncertainty is avoided by projection, splitting or delusion.
- Stress is caused by having to keep up, or defend the delusion.
- Inhibits 2nd order change, as any solution can only be tolerated within the same mindset that supports the delusion or problem.

Core ideas

- Organisations are not “things” separate to the people interactions, not machines, or systems – they are processes of communicative interaction – they are “organisings”
- Patterns, values, norms emerge – and are both stable and unstable at the same time. By acting into these patterns we “join the club” and submit to power dynamics that are themselves constructions within the “relating” processes
- “Conversation” is the core process of organising
- Future is emerging from the intentions, decisions and actions in the present – the here and now – we can never “become” something different tomorrow – we can only choose here and now how we are

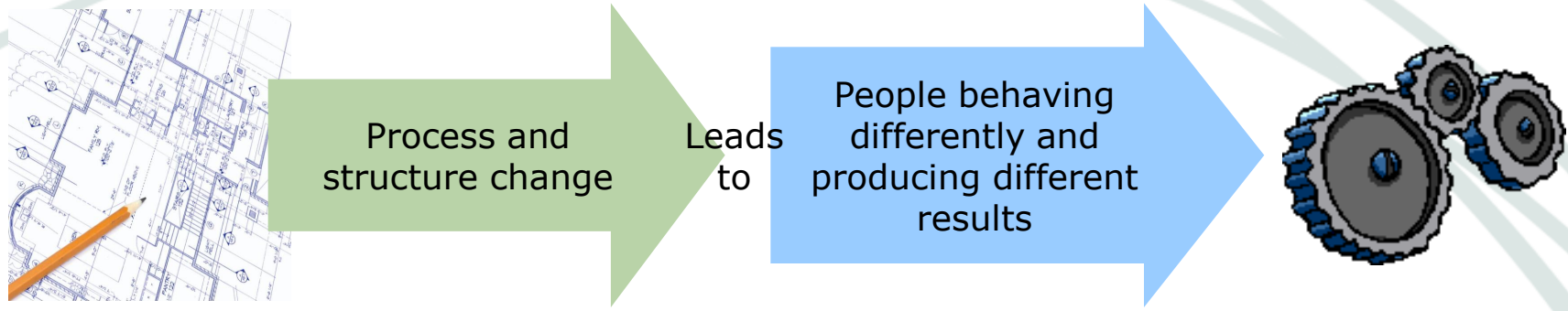
Core ideas

- Causality is complex, not linear or predictable or ultimately analysable
- Leaders are in charge, but are not “in control”
- Change happens at a “local” level (at contact points between people) and this might get amplified into broad change, or dampened towards the status quo
- Power is relational – not a given. It is a constant gesture-response process of imposition and submission (this is neutral, not a value statement!) resulting in “status relationships” that are a natural part of human communion. It is not related to a role unless we ascribe it to that role and behave as if it were true
- Intention is a fundamental part of being human – it is one of the main theoretical reason why Stacey has “problems” with system thinking...

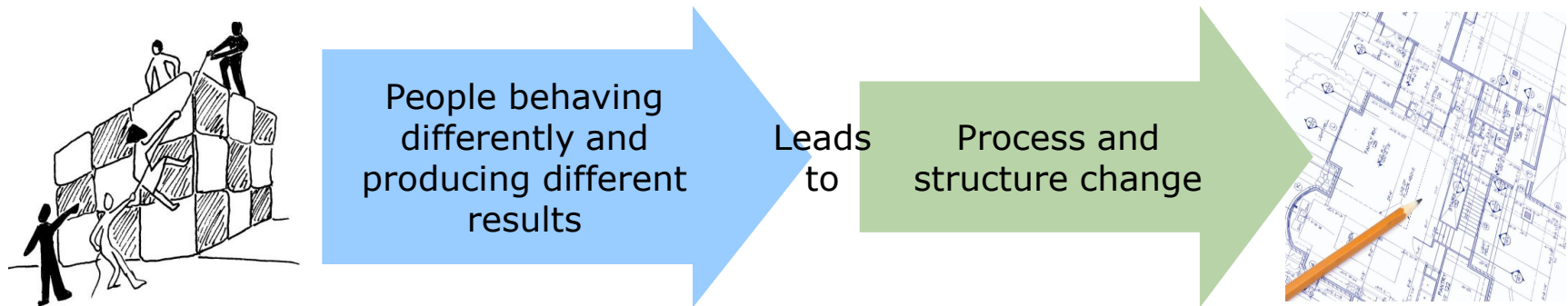
Core ideas

- “Organisations” do not exist as a thing – therefore they cannot occupy a space, therefore they cannot “move” (notice all the journeying metaphor in change language). They exist as a process in time. Big implication to how we think about change if we ditch the “spatial metaphor” for a “temporal metaphor”
- Paradox is normal – it can’t be solved. Our attempts to solve it accounts for much of our angst and defence routines in organisations
- Does the acceptance of emergence mean that we should care less about “design”? Or “planning”?
- Where does this place ideas like “Corporate Values Statements” or “Competency Frameworks” ... or many of the other aspects of organisational life?
- What does this really say about engagement and the experience of participation?

Managed change – an illusion?



- Feel in control, design led
- Actual change in tangible behaviour slow or never
- People learn to be depend on change “interventions” and external re-design



- Feel less in control, locally and experimentally led
- Actual change in tangible behaviour (and results) starts very quickly
- People learn to be adaptive and empowered to respond to complex situations

Some (not all!!) implications for leaders/consultants

- Engage in the informal processes and interactions – relating, talking and listening IS strategising and IS change stimulation
- Be present “in the HERE and NOW” – all possible futures start here
- Accepting unpredictability and contention means giving up the need to feel, or appear to be right, welcome difference
- You need to be strong enough to change your mind, and strong enough to say you don’t know
- Good decisions are never made on your own; they are made in conversation with others
- Be aware of the law of unintended consequences – develop “acute sensitivity” to response and adjust as necessary
- Notice and amplify/dampen – a different mindset to “control”
- Questions about how to “mess with” power dynamics – transformation demands alterations to existing expressions of power relating?