

GLEN Visual Consulting Exchange #2 - Recognizing the Need to Change & Engaging Change Leaders

9-1-17

Bill Bancroft

David Sibbet

Gisela Wendling

Laurie Durnell

Marco Ceretti

John Schinnerer

Aftab Omer

Rob Eskridge

Joy Keller-Weidman

Phil Bakelaar

Karen Wilhelm-Buckley

PDF Report from David

VISUAL CONSULTING: Designing & Leading Change

GLEN Exchange: 9/1/17

Second in a series



CHECK-IN

Name/org

*** BIGGEST CHALLENGES IN INITIAL PHASE OF A CHANGE PROCESS**

Bill: CoBrio/Dallas
Minimal storm impact → but refugees/gas panic/vols/food.

** Are they really going to do it?*

Joy: 275 mi. N of SF. Udall Foundation Environ. mediation.

** Helping the client craft what is the change sought?*
only babies like change

JOHN: Ashland, OR. sociocracy Bad AIR. consulting group. Eco Design.

** Even ones who want change - still struggle w/ DEFAULT BEHAVIOR*

MARCO: Milan Otherwise/Business.

** Mgrs. stuck on specific need & goal. How to scan for links* → Go to execution

ROB: Grow Mgmt. Center 40 yrs/ Bus Planning Gilroy, CA.

** Get participants in mode of involvement OVER TIME. → Deep engagement tracking.*

PHIL: Montclair State U. N.J. - Clergy too Harvey visuals.

** Get people in LEADING SPACE...*

AFTAB: Mendocino Univ. Petaluma, CA

** Distinguishing DESCRIBING & ENACTING - clients can't describe w/ they enact.*

LAURIE: Grove/St. Team Perf. Mil Valley

** Massive change no idea of HUMAN SIDE - Logic focus forget limbic system.*

DAVID: Petaluma. Grove - GLEN.

** Contracting? Inevitable extensions.*

GISELA: UP Global Learning Grove

** How to set up front relationship of trust - to get into unknown aspects continuous contracting*

AGENDA:

- 9:05 1. Welcome / check-in
- 9:30 → 2. Share editor feedback
- 3. Review Challenges 1-2
- 4. Questions to explore
- 11:30 5. Orientation to Exchanges w/ coming

VC11-2a

* Beginning.

Steve
Cady
NEXUS
CHANGE..

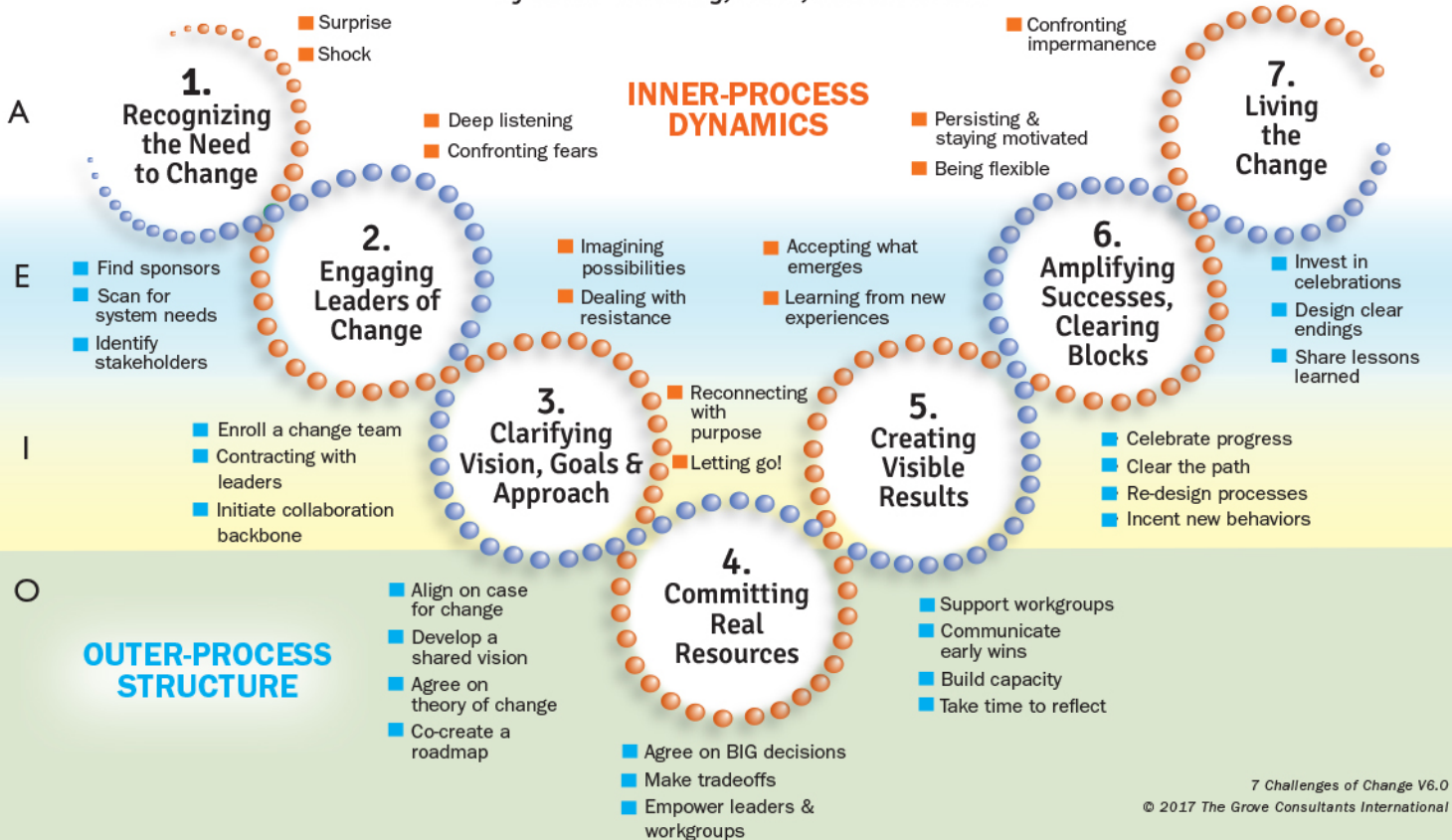


My main concern is that the table of contents still feels like it is written for advanced OD practitioners, and doesn't feel that accessible/friendly to non-OD consultants. I think you can reach both audiences, if you address the pains/gains/jobs-to-be-done of the average consultant who may or may not be involved in OD type initiatives, but who is intrigued by the book title, and wants to add a visual component to their practice. I would encourage you to move the more sophisticated OD concepts to the second half of the book, or at least move them to the second half of the chapters where they appear, and focus the chapter titles, and the first half of each chapter on simple/powerful visual tools for the basic steps in every consulting process. That's my take but I know you have a different perspective and I'll be fine with whatever you decide to do.

* Advanced

7 CHALLENGES of CHANGE™

by Gisela Wendling, Ph.D., & David Sibbet



WHAT WOULD YOU HIGHLIGHT?

- Excitement about potential
- Welcoming? (Houston)
- Acknowledge right timing
- Surprise
- Discontent w/ current situation

A

1. Recognizing the Need to Change

Having a vision of something different

- Express feelings
- Deep listening
- Confronting fears
- Creating safe spaces for trust/confidence

What is the conversation that will allow people to fall into an assumption?
way of this word...

- Identify & share the "burning platforms"
- Org. history - connect with collective history - look @ patterns.

E

- Find sponsors
- Scan for system needs
- Identify stakeholders

Recognizing the change - not just need
Internal/external effect - feedback

2. Engaging Leaders of Change

* Enroll? who actually leads change or ought to?

(Visual elements of this work.)

- Identify the ISSUES + couple w/ photos.
- Examples of how it could be different

- Create? dev. synergy.
- Enroll a change team
- Contracting with leaders
- Initiate collaboration backbone

* too general. some don't want to step up.

Connect w/ leaders of resistance -> recognize & engage,

Articulate a humble and change narrative.

VC11-3

1. What strategies have you found help people move from denial to recognition of the need to change?

Contract for leaders being part of the problem.

Engage & spirit... & be conversant:
talk so leaders can "discover" Heart & spirit help people move!



MACRO

SCANS

1. Help w/ info.
2. ...

MICRO

Own words/ what is at play + working - not.

QUESTIONS

1. you personally
2. your group
3. larger world.



Non-Profits are MISSION driven

Why not able to do our VISION MISSION

Role of AWARENESS



- Complaints - leading.
- Inventor/MK share - lagging

DOING A HISTORY Cultural Change

speaks to heart

Ups & Downs connected. talking is less the probs. problem.

move slowly to the

BB's for every warhead.

out of ordinary.

Ups & Downs normal & part of being alive

Make most of the down times

ID ISSUES & BURNING Platform.

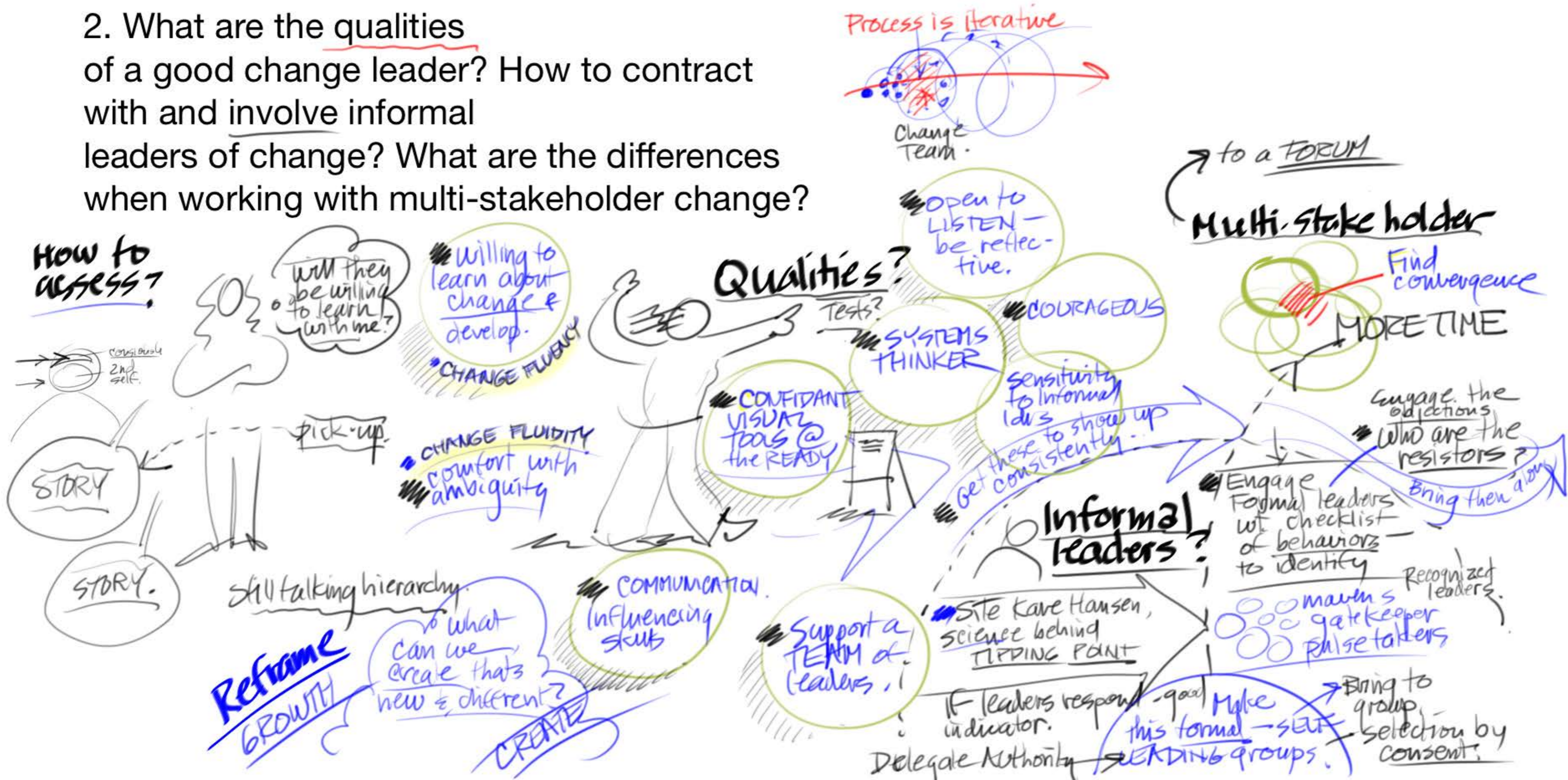
Visualize all the issues. concrete terms

* 1 - 2 - 3 yrs. time if no change.

Reduce COSTS? No decision until data on actual clothes - 80 type.

VC11-4

2. What are the qualities of a good change leader? How to contract with and involve informal leaders of change? What are the differences when working with multi-stakeholder change?



VCII-5

Next

- Sept. 8 - VCIII Challenges/III
- Ronita Johnson -
Race, Rage & Religion.
one woman play
San Francisco / Oct Sat & Nov. Sundays
- Exchange planned. ↙
- Sept 14th / Neuroscience & Design Exchange.
- Forums on the web

Takeaways

- * How do we reflect inner & outer dynamics in the book
- * Building READINESS inner & outer.
- * I feel constrained by this - is it really breakthrough.
- * Such a large topic! 100's of articles - find own line through this. Way to use the VISUAL FORM?
- * We know it's not a linear process - how will you support people knowing this - circling? Design literacy.

STORY-BOARD

- * Another challenge - to be really CONCRETE. Advice & tools to support in a specific way - which & how? are value added.
- * On the one hand we know so much - Editor challenge -> open door to complexity. -> Real contribution to change - beyond tools. -> beyond blending.
- * Patterns Disturbing -> Collective - TIME. Continuing. Feels - like a community.