

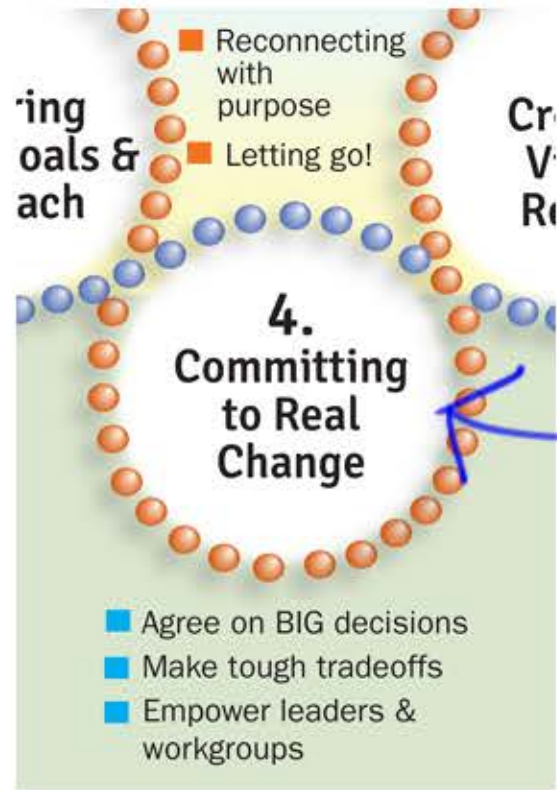
GLEN Exchange: VISUAL CONSULTING- Change Challenge #4 Committing to Real Change



10-12-17



PDF Report from
The GLEN



OUTCOMES

- Pool experience with "the turn" - "crucible moments"
- Share understanding of INNER DYNAMICS at this point
- Agree on most important outer structures

CHECK-IN

Rob Reviewing professional life? Where have I been at CCA.

John Waking up. Find out about everyone else.

Phil N.J. Montclairmont. Corass vads - Puerto Rico, Harvey. Accelerated change. Dialog OD, book.

Bob Running to Stanford for lecture. "Messes you are changing cities w/ Next 40 years?"

Karolina Just in Petaluma to learn. Youngest in room.

Mary Captivated by Karolina's smile. Sobered by the FIRES. Excited - Brussels client climate change. Fair. leaders move?

Bassam 50 soon! Have tons of time. Center of excellence for Urban Design & Development

Joy Reminder when to breathe. so many changes. Challenge is to integrate - so I can contribute & smile ;)

Gisela Disurbed & off balance by FIRES. Thinking of homebets - all schools are closed. It's 10 miles as crow flies. Not enough slack to absorb all the change implications?

David

AGENDA

9:00 CHECK-IN

9:20 REVIEW CHANGE CHALLENGE #4

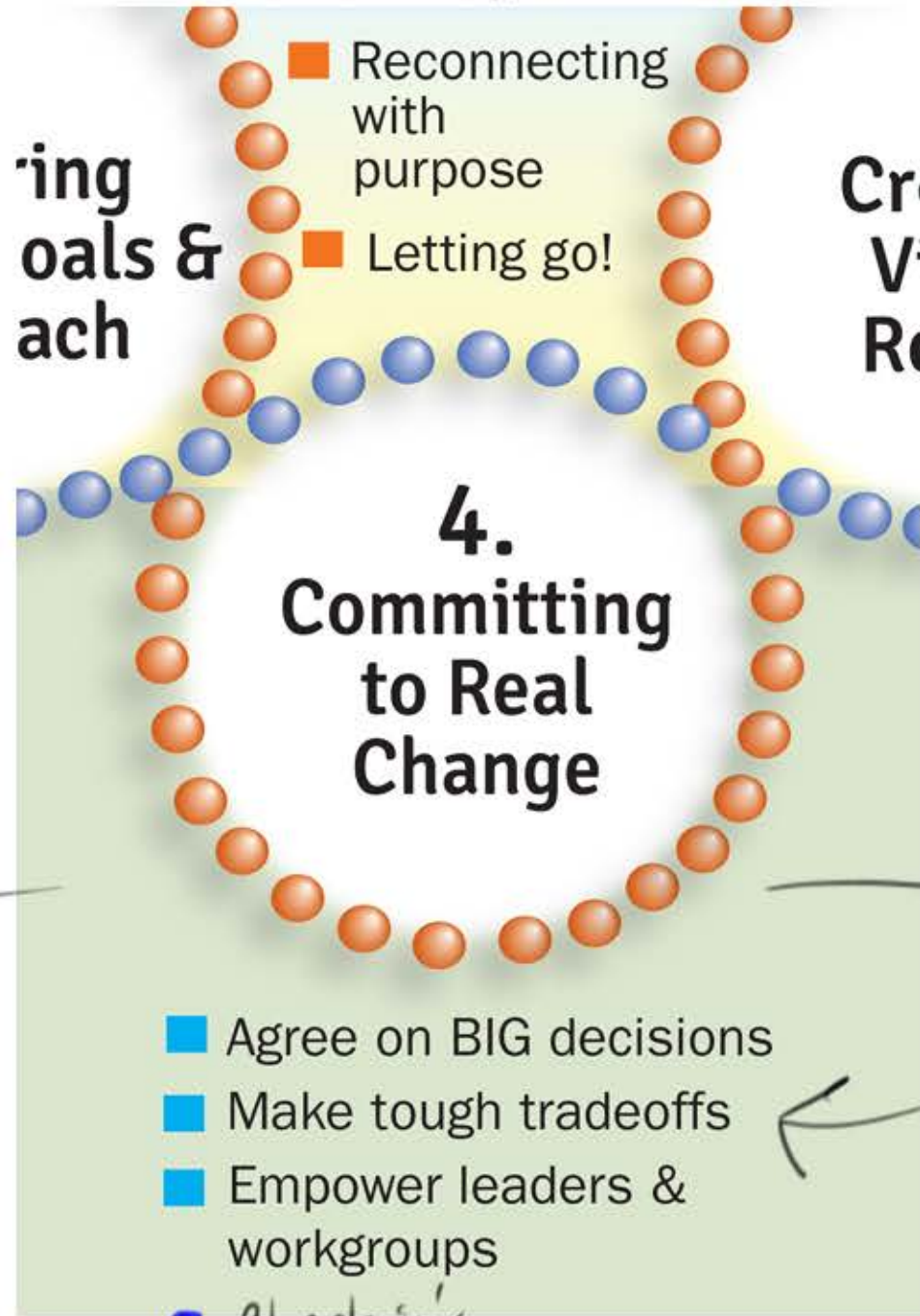
9:30 FIRST? "Share about big decisions!"

10:15 2ND? "What outer structures are needed?" ← Bio Break

10:45 TAKEAWAYS

11:00 ADJOURN

VC-2 ■ Re-envisioning.
■ Confronting fears



- Agree on BIG decisions
- Make tough tradeoffs
- Empower leaders & workgroups
- Check-ins

The threshold. Not the old / not yet the new.
 The in-between — NO RETURN.

Sometimes EXTERNAL →
 Sometimes LEADER LED.

Bob Bus Council for Sustainable Dev. — strategists from big co's

Several 100 Requirements	2050
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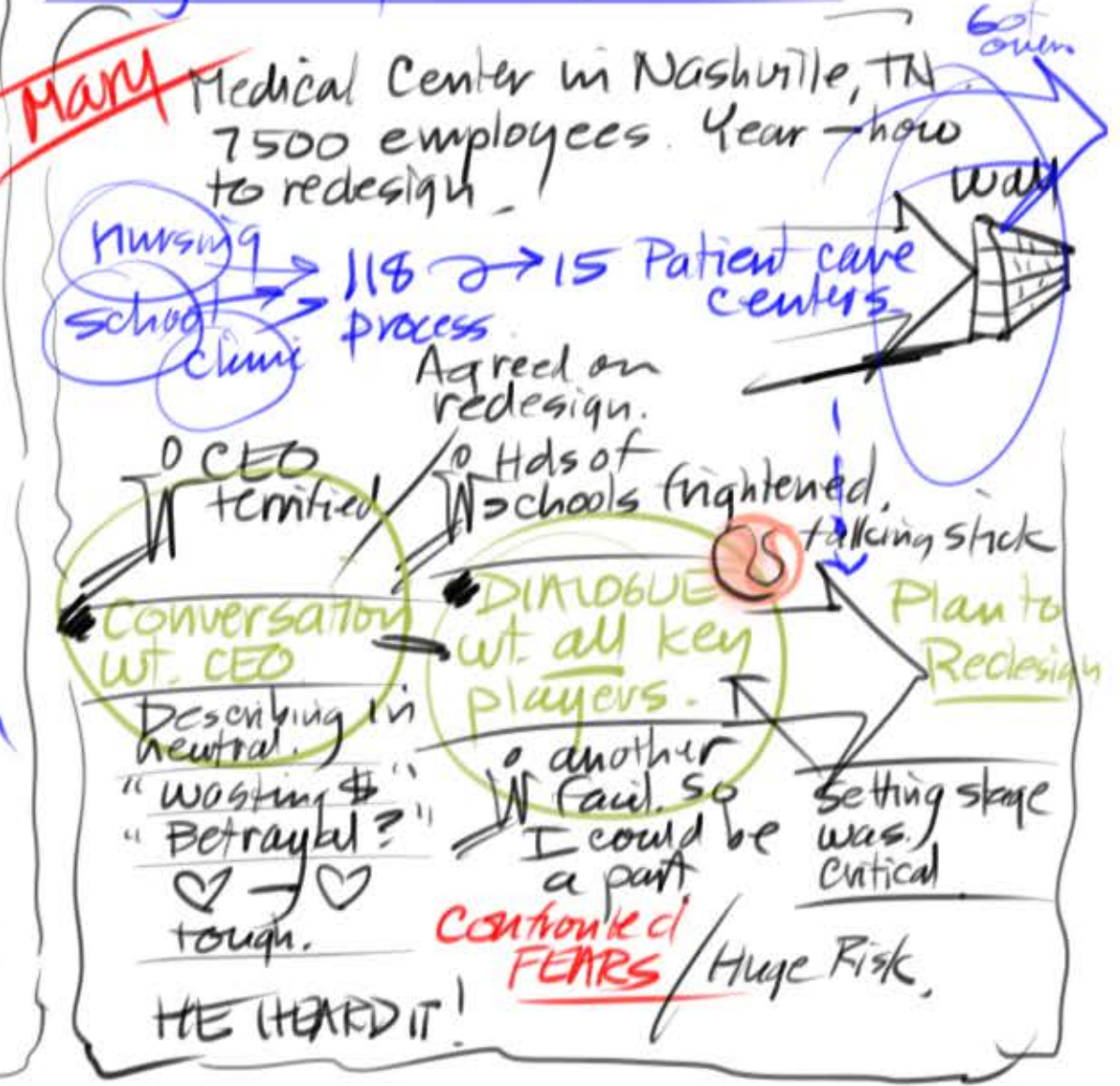
2 1/2 mos left.
 can't structure? Report writers X fired.
 So I structured it on a mural. — I HAD TO DO IT.

CRISIS

Q. What was happening to you as a person?
 I didn't want to do it! Been structuring all along. I didn't feel nervous. Took title as synthesizer.

When have you taken clients to a place where they have to make big decisions from which there is no real turning back?

What are the inner dynamics in your opinion?



Rob When 2 orgs. merge.
 Wt. Tech. Co making **BIG change to Tech ROADMAP**



change in **ROLES**
 Pace changes. Evolving

* I had to set drum beat. Had to have antenna up.



GW: There is a change in **IDENTITY** in deep change.

Rob Sometime org. identity changes.

Bob My case involved changing roles.

Carolina
 Happens on both levels - **INTL** ORG.
 INTL

Many Eventualize
"NORMALIZE FEAR!"

Dad Alan's perception is **ROLES** is really grounded in stage 4

Phil With families - Grieving Anger, fear, disappointment
 ment → & taking on courage.

* Hold space / Listening - **Mirror back**
 Hospice decision



walk with them thru chemo

Q How do you feel. **Sense of privilege.**

JOY **LARGE TRANSPORT ORG.**

Hierarchical → take behind shed →

Long Process **1 yr. m** years

Practices?

- Convene a **MICED GROUP** - representing the whole system. Each had liaison to leaders.

- See planning group as **canary**

- Agreements about agreements. → way to course correct? check progress? Educ. piece?

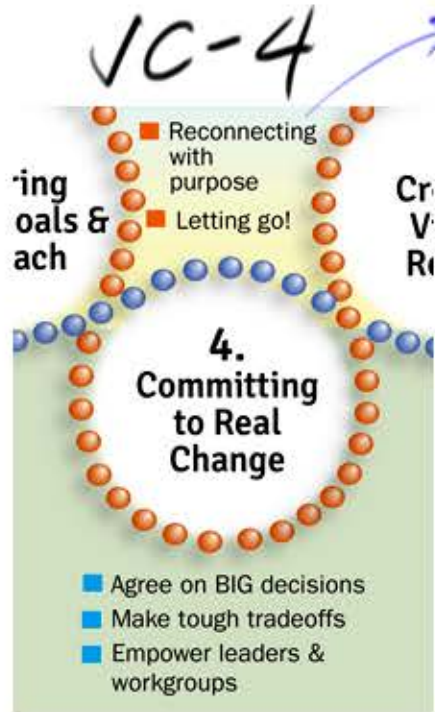
- **USE MAP**

we have internal & external customers

Pushback 1 yr. in. **Honey-moon over.** Encourage & remind/recommit re-envisioning.



we are here



VC-4

Jumping out

~~BUSINESS~~

REFORM IN SAUDI ARABIA

Saudi Transform. Project 2.0

5 min

So many promises
Lots of change
Can't keep up.



2 How it will affect us,
not sure.

Good Govt control now.

MY VIEW!

UNCERTAINTY

Goal focus. Move Facilitation -
More & more requests

John

CONSULTING GROUP

one catalyse for group. Culture & ID different from the rest of us.



I proposed we dissolve LLC.

Letting go!
Applies to me & outcomes

Legal entity.
LLC? Not working

we are a network in many countries

FOUNDER SYNDROME

GISRA

Scaleable?

Countries

community



Group

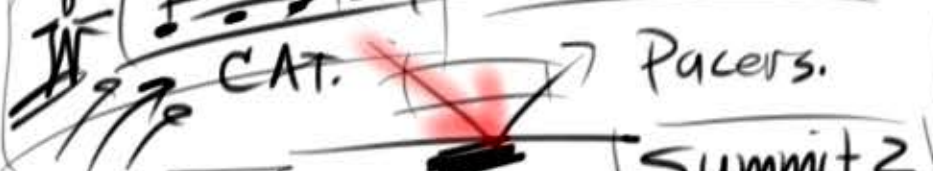
Indiv.

What outer structures should be in place to support clients committing to real change?

David

VISION & CHANGE ALIGNMENT

200 Gynm. + Internet.
72 V.I.O. VISION MAP.



Dates...

Vice Chancellor

CRITERIA

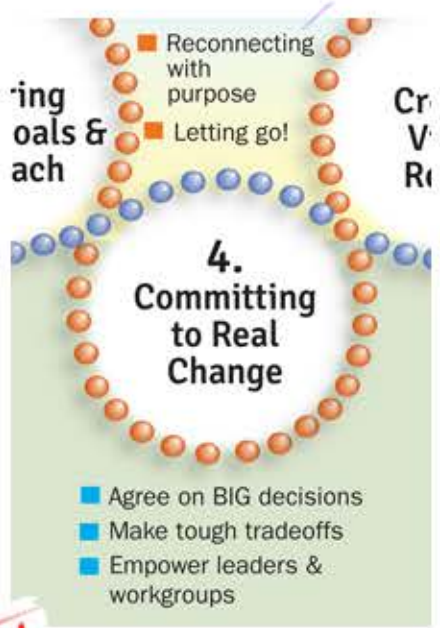
2017. Priorities
Group didn't feel authorized. Cabinet level was supposed to. Decision processes not in place.

Joy

Comment on process. People need a reason to create a process. My job is to sell the need proactively early.

FRAMEWORK

VC-5 STRUCTURES



Coaching leaders of change. Build or break?

METAPHORE that NORMALIZE AMBIGUITY / Resolve Paradox.



HAND HOLDING Stable/calm force.

BE A RHYTHM SECTION



Timing Drumbeat. Reduces role anxiety.

Explicit vs. Implicit work. In tech work needed people support.

TAKEAWAYS

new ideas
Homeostasis or resistance. Benign or malignant?

STABLE CONTAINERS
Make boundaries clear - what doesn't change.



COURAGE.

AGREE ON AGREEMENTS
allow discussion of role of consultant, how much "pushing?"

GET SPECIFIC ABOUT ROLES in CHANGE not my whole life

HELP LEADERS LOOK AT COSTS, PUT IN BUDGETS, ALLOCATE TIME FOR CHANGE WORK

Real dollars
Real time
Nitty gritty.

CAUBRATE CHUNKS - HEAT

- Readiness assessment.
- Capacity assessment
- Sensing

Many
OUTSIDER ROLE

EARLY WARNING SYSTEM

What might go wrong? Symptoms? Do how? Strategies to intervene.

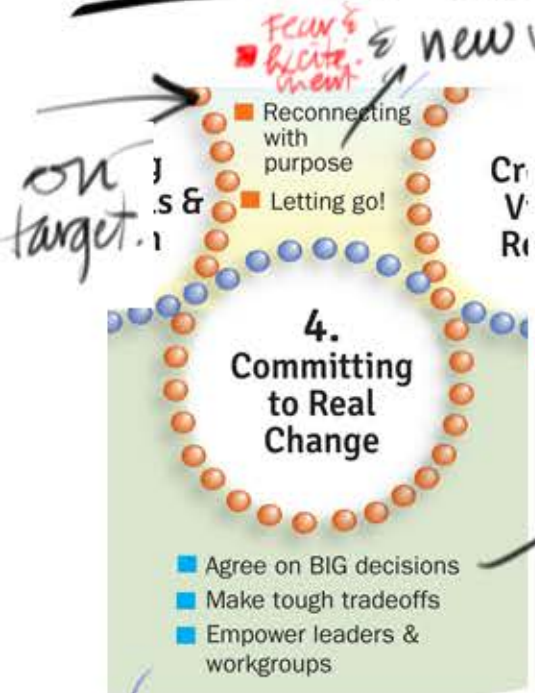
Transition WORKSHOPS
Normalize roles

PARALLEL STRUCTURE
Stakeholder design
Team.

No surprises
Leader check points

VC-6

Recommendations for key bullets?



TAKEAWAYS

Joy still excited.

BIG Decisions "I or whole?"

- Dept.
- Group
- Indiv

John Reminders & new thoughts for colleagues.

Make tough tradeoffs from "either/or" to "yes/£"

Karolina Liminal Pathways model. — when group understands emotions!

Release. Refocus on work

Well done. we are! Studc.

Mary telegraphing through — out how ROLES evolve. Reduce uncertainty where I can.

Letting go & letting come?

Rob Not sure where ROLES somewhere.

"Empower Leaders & workgroups." → lots of assumptions. Is this the time? for workgroups.

Paul Markers/rituals/ceremony?



Blossaw Remind WHY? are we doing this change?



Is this the time for new vision? VISION!

Real sacred knowledge comes in here.

Fear Excitement about could be.

David How can this stage really reflect the depth of experience

Agree on PROCESS going forward! HOW