

## **Systems Change Capabilities**

*LaMountain & Associates*

### **Building Teams to Embrace Change**

- Surfacing unstated expectations and current concerns on the team;
- Providing the team with feedback from the facilitator and each other on their positive, and less positive, dynamics;
- Helping the team identify, document, and monitor their norms;
- Helping the team value its diversity (including age, gender, age, personal styles, etc.) and gain the maximum benefits from their differences;
- Getting team members to take responsibility for their own behavior and results;
- Allowing the team to discuss their concerns about, and suggest upgrades for, any change(s) on the horizon so that they can help each other *embrace* change, *instead of resisting* it.

### **Facilitating Change, Including Downsizing and Re-organizing**

- Identifying isolated or widespread resistance to change;
- Not taking resistance personally;
- Surfacing resistance as “ok” and normal;
- Identifying and surfacing whether diversity issues might be contributing to resistance to change;
- Channeling the energy of resistance into a positive force;
- Helping survivors of downsizing to express their fears and other emotions;
- Helping people develop strategies for measuring progress as changes unfold.

### **Increasing Organizational Performance**

- Diagnosing performance gaps (i.e., differences between "Desired States" and Actual Performance or Results);
- Looking *beyond* training solutions (e.g., to systems; culture; work environment, etc.) when addressing performance gaps;
- Knowing what questions to ask to move from a "myopic focus" to a broader focus;
- Assuming the "answers" are available if the right questions get asked;
- Asking the "right" questions;
- Having a high tolerance for "ambiguity". Thus, we can deal comfortably with the notion that, in a ""system", there generally is *neither* one clear cause nor one simple solution;
- Ensuring that some person or team is accountable for each action that needs to take place;
- Pushing for *performance measures* to answer the question "How will we know that things have improved?"

### **Auditing, Revising, and Creating New Processes for Managing Performance**

- Understanding virtually all the issues that can come up in designing and/or

- implementing a Performance Management process (or system);
- Designing (or re-designing) Performance Management systems or processes with heavy input from internal resources (to maximize relevance and buy-in);
- Creating "print" materials that can be used as training aids or resource guides for both managers and receivers during the Performance Management process;
- Re-framing "feedback" as something to seek out (vs. something to be avoided);
- Shifting the time and accountability burden from managers to individual contributors or teams;
- Designing Leader's Guides for Trainers in support of Performance Management activities;
- Conducting "Train the Trainer" for Performance Management workshops or Train the Consultant for internal support personnel.

### **Helping Organizations Identify Values, Norms, and Competencies**

- Knowing what questions to ask to get people thinking in terms of observable behaviors (e.g., "What specific, observable behaviors enhance *trust* or erode *trust*?");
- Helping people determine when they have identified a behavior (as opposed to a way of thinking, an attitude, etc.);
- Knowing how and when to use various lists of behaviors to stimulate and focus discussions and brainstorming sessions without shutting down the creativity of stakeholders (thus, not confusing efficiency with effectiveness and "buy in");
- Establishing mechanisms for assessing the degree of "buy-in" to values or principles at various levels of the organization (including the degree to which they have been institutionalized).

### **Changing How You Select Employees and Managers**

- Developing concrete selection criteria by using focus groups and other methods to collect data on position requirements;
- Helping individuals and teams differentiate between "required" and "desired" candidate qualifications;
- Developing interview questions (or other strategies) for assessing the level of "fit" between a candidate and the position(s) to be filled;
- Assuring that the recruiting and selection process is fair, effective, and legally conducted;
- Training interviewers to conduct effective, legal interviews;
- Re-framing efforts to increase diversity (away from "compliance" and toward business-focused reasons).