



UNIUNEA EUROPEANĂ
Fondul Social European



GUVERNUL ROMÂNIEI
Ministerul Administrației și Internelor



Inovație în administrație
Programul Operațional
"Dezvoltarea Capacității Administrative"

4th European CAF Users Event in Bucharest

« Change: Just implement it !? »

The effective drivers of change.

How to come to a culture of change in public sector organisations.

Dr. Michael Schindl, Schindl Rughase Partners and European University, Munich



Dear user!

This presentation is protected by copyright and author's rights and the result of many years of personal work.

Please respect that.

The presentation is for all of you who have taken part in the 4th CAF Users Event in Bucharest. Without having listened to the presentation personally it can easily be misunderstood. Due to restricted time many important aspects, explanations and amendments had to be left out. Please feel free to ask questions any time.

So, as a participant of the event you may use it for yourself and people working with you. In case you want to send it to somebody else in a public organisation I agree with that in advance – but simply send a short notice to ms@sr-partners.com saying “I have sent your presentation to X in the Y organisation.” I am fine with that.

Nevertheless, I do not agree to making it public to an unspecified group of e.g. internet users without prior consultation nor may it be used for seminar or consulting purposes or other business related purposes.

Thank You !

Dr. Michael Schindl

background and starting point

CEO + consultant + interim manager + scholar
20 years of practical experience & teaching in Change Management
i.a. work experience with 12 DGs of the European Commission



1. solutions developed for the business world **should not** simply be applied to public organisations
 - public sector is not free to create and follow own strategies
 - public sector is not free to tailor organisational solutions ad libitum
 - very different legal framework, standardised career paths
 - “change” is not in the genes of administrations, they were invented to assure continuity and predictability defined by a legal framework
2. “change” = different challenge here, needs a **different approach**

I will provide you with

principles and rules

on how to design change processes
that fit into your specific environment

and propose effective drivers for change

“Progressing towards excellence”



...the effectiveness of employees
can be maximised only

if their **values**

and that of the organization
are not in conflict...*

=> shared values as driver of change, not tools !

change drivers: typical approach in practice

1. change will be achieved by **improving individual performance** (training => change)
2. change will be achieved by **motivational speeches and visions**
3. change will be achieved by **projects** run by a few “champions” (projects are later “rolled out”)
4. change shall be **delegated** to HR and communications departments
5. change is always resisted: you just have to fight it through with pressure and authority: **just implement it !**



high cost (time, money, motivation), “victims” (=> cynicism), many success stories are “Potemkin villages”,

85 % *

**Danger of Death
by Failing**

* estimate based on experiences in practice

why ?

if these drivers/approaches are wrong – why then do so many use it ?



nature of change is not reflected (level of individual and group),
managers are unprepared and unwilling to do so,
rely on management fads and “tools”
=> inappropriate methods used*

You have to understand change to use tools wisely !

* indicator: in rarely any official document you will find a proper definition of change and/or its implications for the individual
while at the same time arguments for its necessity
are repeated over and over again and tools are proposed

hypothesis 1

any change project not being based on a profound understanding of what change means on the level of the **individual & group**, is in danger to fail from the beginning



we have to design adequate processes clearly responding to the nature and phenomena of change

so what is change on individual's level ?

... it is the result of

a *new way of looking* at and assessing
the “*reality*” in which I lived until now

precondition

which in turn
incites me to *redefine* my values* and judgements



result

and (finally) to act / work *differently*

* taking time !!

No **work model shift** will happen

without

the shift of **mental models** !

example

service culture shall be implemented

actual mental model

requested work model



We as government officials have to assure that the law is respected and applied ! That is why I joined this administration.

After I saw what the consultants presented to us as new "work model" it was clear that this is not my world any more. Pre-retiring is what I hope for.



change on the individual's level

change requires
to **deconstruct** my existing meaning
about the organisation's identity and my own identity & role,

it requires
that I accept to **lose** my historical investment
in know how and network building

it requires
to build and embrace a new meaning
to face the challenge of learning
and to take the **risk to fail**

Finally, it means that I put all my stakes at risk !

How can this ever be achieved ?

6 design principles for change processes

1. stakeholder

don't start only from a vision and mission, instead clarify your stakeholder landscape and needs and define needs-related strategic objectives

2. link strategy

link this strategy to your day to day workflows and develop fitter ones, assure “negative priorities”

3. “rapid prototyping”

let people develop solutions, assure “Gestalt” (clay in your hand) instead of theoretical discussions

4. top down – bottom up loops

=> each loop increases practicability of solution

=> this assures quality & acceptance

5. leadership

assure strong leadership i.e. superiors who understand the nature of change and the consequence for their role and attitude

6. integration

of “everybody” especially the “trouble makers”, different platforms adequately designed to assure learning time, deconstruction time, time for making a new meaning

Who is not part of the solution will be part of the problem !

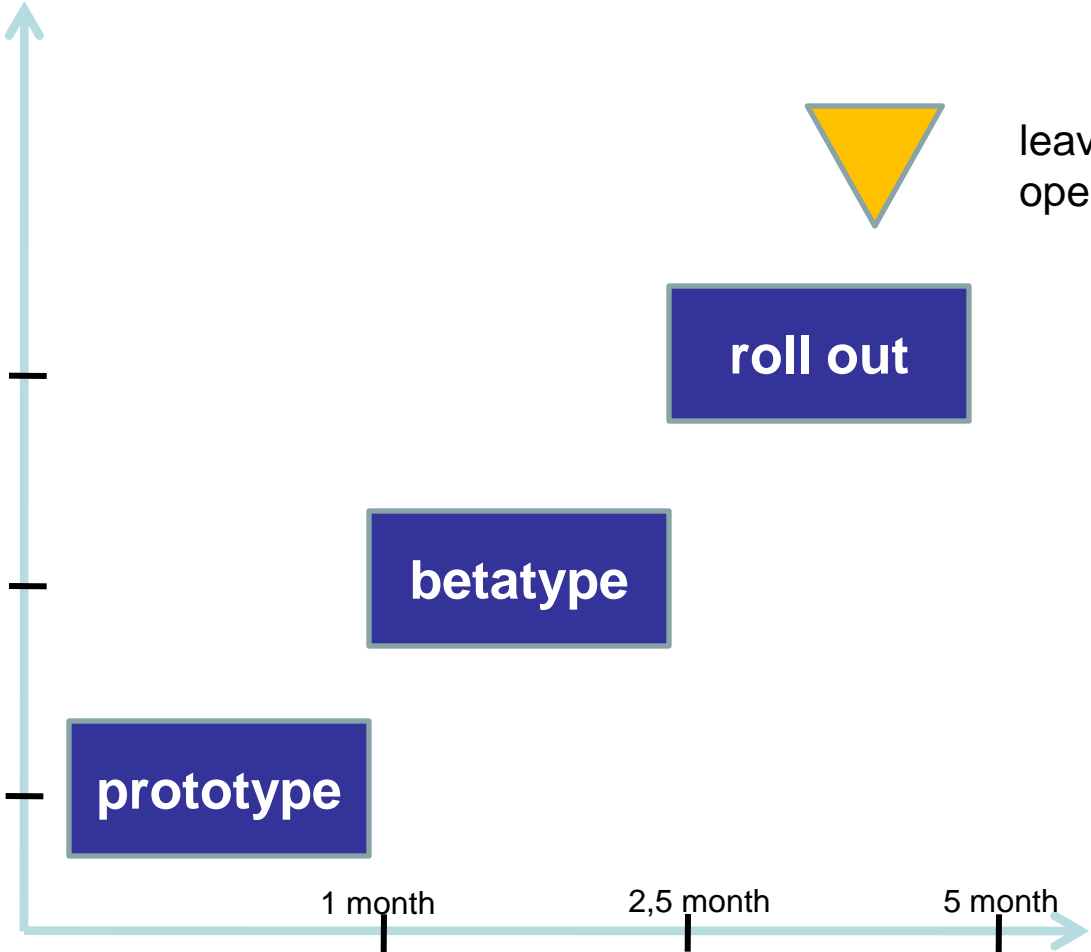
integration assures implementation and quality instead of resistance

depth of integration
=
number of integrated
employees

200 => ++

150 => 200

50



leave the decision
open until the end !

quality and practicability of solutions grow step by step

Is an **integrative** process enough ?

hypothesis 2

any change project (even if integrative) when embedded in
a culture of hierarchy, closed doors, hidden agendas and
distrust
will fail



we have to assure a **specific culture** that enables people
to trust that their openness, their ideas, their critical
opinion and their stakes are dealt with in a fair, positive
and rewarding way

how does such a culture look like ?

- curiosity and respect for needs of others
- free “top down top” information flows
- platforms for enacting that
- low hierarchy barriers
- structured involvement of internal & external stakeholders in solution finding (vs. erratic discussions of problems)
- openness, transparency and fairness in treating stakes
- experience, that it is rewarding to engage and to be open
- **trust** in my superiors who live that culture instead of preaching it

**resistance is not against change, it is against losing
my historical investment !**

culture of **trust**

can only be established top down and by the (positive) experience people (should) make when trusting their superiors



This is a process of learning and takes time. It is also a process of many, many little steps.

It is for the superior to learn about how behave in a trustworthy way and it is for the employee to “learn” that he/she can trust.

“My interests,
my openness,
my ideas,
my engagement
will be honoured,

and my trust
in the organisation
will not be misused
for any reason !”

culture of trust – how to install it

- assure “power equalisation” in your development processes (just one little step out of many to do)
 - if your culture is very hierarchic, don't call on employees to be open – they will consider it a threat
 - instead, assure that they can make little realistic experiences that involvement is wanted and taken serious
 - example: a school administration held an “open discussion” about how to improve workflows between teaching staff and directorate/admin. Nobody said anything critical. Then the director formulated 3 concrete questions and invited people to anonymously throw proposals in a box. The box got full within 5 days. 2 of the many proposals although “daring” ones were realized. After doing the box exercise for two more times, people said: “Couldn't we just discuss the questions ?”
- don't start big “cultural exercises or programs”, instead start to implement little steps on a continuous basis
 - a director of a DG installed “Friday's breakfast”. He met his Heads of Units in the canteen, having coffee together each Friday for 40 minutes. He trained himself to not use the occasion to give directions but only to ask for “difficult questions we should discuss in the next weeks”

change process and culture

change will happen,

if individuals are enabled with the help of a specific process
to develop a new meaning about their organisation
and to create solutions themselves

process

change will happen,

if individuals can trust that their stakes are dealt with
in a fair and balanced way
on an equal basis
with open and transparent communication
without hidden agendas
and with full information

culture

We need both – a change culture and a proper change process !

is that enough to assure change ?

hypothesis 3

any change project not being based on a **shared organisational identity** and aligned, concrete strategic objectives will fail



we have to assure that people understand why they have to put their own stakes at risk, if this goal is worth while fighting for and if ***then*** the resulting organisation will still be “theirs”

shared organisational identity with stakeholder based strategic objectives

- why and for whom should I **risk my own** stakes ?
 - => clarity about stakeholder landscape and needs
- strategic decision about priorities **and non-priorities**
 - => not just piling up on the official's back
- shared solution finding
 - = to consequently translate strategic objectives into clear new workflows, methods, tasks, roles, abilities....**together**
- “change” as a never ending story or cultural exercise is not worth while a risk from my part
- “change” leading to an organisational identity I don't want to identify with will be resisted
- change without clear, meaningful, agreed objectives will lack support

If I know what to fight for, where it gets us, and that I can achieve it - I will put my stakes at risk !

3 fields of action



conclusion: effective drivers of change

1. nature of change !

assure superiors understand it

2. new role of superiors in change processes !

strongly differs from the classical administrator's role

3. individual & specific change process design !

full integration, rapid prototyping and top down bottom up loops

4. shared organisational identity and strategy !

based on strategic objectives responding to stakeholder needs

5. culture of change = culture of trust

free information flows, openness, fairness, transparency,
involvement

Thank you very much for your attention !

ms@sr-partners.com

Feel free to ask questions any time.