

New Themes for Creating Change Stories in an Age of Discontinuous Change

But it's hard to tell the poison from the cure,
Hardest, for sure, to know the reasons why,
why, why,
All I know for sure,
Is another day's gone by.
(Sting, "Another Day," Bring on the Night)

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In the refrain of "Another Day," Sting presents insightful wisdom when engaged in organization change: be aware of the uncertainty of change processes. Unfortunately, Sting's insight is often forgotten.

Not uncommon is an executive or managerial discovery of a cure for the firm difficulties. There is much excitement and fanfare because the "Holy Grail" has been discovered. Consultants are hired. Committees established. Champions found. Programs launched. Executives sing the praises of the Grail's drink, only to find the elixir is poisonous. Little change has taken place.

Why does this tend to be the rule and not the exception? Sting's lyrics suggest a reason: assuming we know how to implement change rather than recognizing it's hard to know the reasons why, why, why. Sting's words remind us of the Heisenberg and Prigogine uncertainty principles. The former suggests all knowledge is imperfect. The latter reminds us about the unpredictability of living systems. It also reminds us of what the Greeks call Hubris, human arrogance. Hubris was a sin. The Greeks worshipped Nemesis, the goddess who punished arrogance.

When executives and consultants are confident in knowing the cure, they are suffering from Hubris. They, too, may be punished by Nemesis. They sin by failing to question and reflect upon their core beliefs and assumption. This may lead to resistance and doom the change before it starts. Moreover, it may prevent learning, discontinuous innovation and insights by trapping organizational members in a singular archetype of change.

Champy and Hammer illustrated certain confidence and hubris. They indicated that re-engineering must be implemented from the top-down in an extremely authoritarian fashion. Why does re-engineering have to be implemented in this fashion? Why do Champy and Hammer assume this is the best remedy? Why would this remedy poison the change process? These questions may prevent the cure of re-engineering from becoming a bloody battlefield of implementation.

When Champy and Hammer recommend with certainty their methodology, they fail to seek the poison within their cure. The uncertainty principles and Sting lyrics suggest they are engaging in magic thinking. (Magic thinking can be characterized as certainty when and where uncertainty exists. Magic thinking exists when we assume certainty about any living system.) The realities are: (1) there are numerous alternatives and (2) change tends to be unpredictable. The magic

is in the the mindless thought of one pathway and the belief in illusion of determinism.

Neat and clean models and strategies for producing changing also suggest certainty and determinism. Such models and strategies reflect mechanical thought. What is mechanical thinking? Mechanical thinking's metaphor of reality is the machine. Mechanical thinking assumes a new program can be inputted into the organization and transformation will take place as predicted by the model. The time-space of mechanical thinking is predictable (time) and stable (space). Novelty and instability are excluded. Such thinking creates fantasies of control and predictability. These fantasies distort the uncertainty of change processes with its peaks, valleys, discoveries and leaps.

They also leads to alienation from the realities of the living world. Executives, associates and stakeholders seek to create the ideal mechanical model fantasy rather than embracing the chaotic, creative and novel realities of life. This fantasy becomes undiscussable and culture norms develop to negate people from expressing that the "emperor isn't wearing clothing." The result is a continuous attempt to create a deterministic fantasy in a world which is continuous and discontinuously evolving. Much energy, resources and intelligence are wasted in the name of order, organizing and managing which are no more than wishful thinking and fantasy.

Sting suggests a remedies to the poison syndrome: (1) don't assume, and (2) always ask, "why, why, why. " Such questioning and openness as opposed to solution and closed thinking reflects the reality of change. Change is chaotic and unpredictable. At best, themes can be presented with the awareness that these themes need to be continuously questioned and revisioned.

Why is this critical? Who cares? What's the difference? First, organizations are experiencing radical change. This is calling for

discontinuous change in products, services, philosophies, organizing forms and change processes. Why? Traditional strategies such as downsizing, efficiency and improving quality will not provide a sustainable competitive advantage because of new technologies and competitors. A survey, for example, of Japanese and American managers found that the latter emphasized innovation and new business development as primary strategies while the former focused on quality and re-engineering. Xerox illustrates this American attitude. While Xerox improved quality with TQM, it ignored its innovation issues. Xerox has been outflanked by foreign competitors and failed to launch discovered technology. The Macintosh is illustrated the latter and personal computers. One result is that Xerox has lost billions in potential sales .

Second, faddish practices and strategies may be grabbed onto to cope with the anxiety, chaos and confusion of radical change. Returning to basics, employing traditional practices such as cost cutting and re-structuring and entertaining "good old days" fantasies are poisons, not cures. All may be analogous to a plant seeking to evolve back to the seed. Plants don't grow backwards. Neither can a firm. Solving the difficulties of discontinuous change can not be found in the past practices but in facing the uncertainties of misty futures with a historical sense.

Third, time is the currency of the 90s. Resistance and failed change is the fire which burns up the currency of time. American enterprises invested billions in change programs which in many case produced poor RIOs. There was also the revenues lost because of lost opportunity cost associated with failed change. This adversely impacted both stockholders and stakeholders.

What follows is suggested themes for supporting organizational change. These themes are not "laws and/or change principles." They are fuzzy and evolving themes.

Emerging Cures and Themes for Supporting Effective Change

Scanning the time-spacescape of organizational change suggests new themes are emerging. These include: (1) everyone is a businessperson, (2) high involvement and democratic change processes and governance, (3) the acceptance of chaos, (4) whole-system transformation, (5) team as heroic and (6) organizational member as mature adult. These themes are clues for creating change stories.

Change Energy

The first is energy for change. Energy is experienced when stakeholders and organizational members engaged in conscious change action. A fusing of thought, feeling and will exists. For example, leaders and organizational members think change is important. They have strong feelings about change. They take actions based on these feeling and thoughts.

The energy for change is turbulent. Such words as "cooking," "boiling," "steaming" and "warming" are apt characterizations of such dynamics. Traditions are melting as are static habits. This unleashes warmth, moistening the environ for experiment. New ideas are cooking. creates a moist and warm climate. The coldness of managerial objectivity and measurement are transformed into the elixir of creative spring.

What creates such energy? Confusion and renewal may energize change. Confusion involves an awareness of organizational difficulties and marketplace changes. Chaos is experienced. Confusion energizes through anxiety. Overly Doors transformation from authoritarian to high involvement organization is an example. The change arose from recognizing the business was facing challenging times. The recession had forced new competitors into the firm's niche. Prices were failing.

Such changes were calling for revolutionary changes to meet the owners' growth objectives.

Renewal tends to take place with opportunity discovery and new ideas. Such opportunities and ideas can take a variety of forms. The Taylor Group's change from dictatorial to participatory management is an illustration. The change was initiated when CEO James Taylor recognized that the former was the way of the past and the latter, the new wave. New Balance, a shoe manufacturer, went to teams because they allowed the firm to cut production costs, improve quality, reduce new product development time, manufacture in the United States and reduce time to fill customer orders; thereby, also reducing customer inventory costs.

Committed Leadership

Leadership has a deep intentionality to enact the change. Expressing commitment involves focusing on worthy aspirations, mobilizing energy through high involvement and a willingness to face the unknown without answers. Hayworth illustrates committed leadership. The worthy aspiration was to improve the quality of the enterprise and its products. A future search conference was used to mobilize the energy of managers, supplies, associates and customers toward this aspiration.

Such leadership has the courage to face change demons and to transform being. At XEL Communications, managers still wrestle with the demons of control and authority. They experience the dangers and delights of writing a new book of organization life. They are troubled by asking questions and not knowing. They are uncomfortable with the autonomy of associates. However, they have a deep intentionality to face their demons and transform them into creative energies.

Committed leadership need not come from "top management." Leadership may be a plant manager or general manager. At

Overly Door, the operational manager initiated the change to involvement with support from the owners. He created a cross-functional team to get the firms new low cost sound retardant door into production.

Good Content and Process

Good content is fused with good process. The best crafted strategies and visions (content) can easily fall prey to bad process. At a manufacturing firm, the founder retired to become chairman and a new CEO was selected. The CEO worked with a marketing consultant crafting a beauty new strategy for the enterprise. However, the strategy was not enacted because managers and the chairman were never deeply involved in the strategy process. They believed the strategy to be problematic and continued with business as usual.

Bob Galvin, CEO of Motorola, illustrates an intuitive understanding of good process and content. In a meeting of 100 senior executives, Galvin announced a large scale change. However, he didn't suggest strategy or tactics. This created creative time-space for innovation and experimentation.

Early Stakeholder Involvement

Stakeholders are involved as early as possible in developing the change process. This plays out the importance of good process and content. The change strategy is developed with stakeholders. Why? First, stakeholder ownership and commitment is created. Second, change energy is focused because the whole system organizes the process rather than the parts seeking to organize each other and the whole. Energy is not expressed in resistance and hours, are not devoted to intelligence gathering through the grapevine to find out the "the real" agenda of change. Instead, it is focused on creating the change.

There are numerous stakeholder involvement processes. The diversity of stakeholders involved may also vary. Business Interiors shifted its strategy from "selling to" to asking customers what they wanted. It organized itself to meet customer needs. The whole organization focuses on, for example, making J.C. Penny's number one. Hayworth is another illustration. Hayworth conducted a future search conference involving seventy stakeholders to improve its quality efforts. Stakeholders created shared futures, visions and action plans to improve quality. Intelligence and energy was devoted to creating the new future rather than putting humpty dumpty back together again. At Weyerhaeuser's Cottage Groove mill, a cross-section of plant members began spending a week as employees of their customers to gain an awareness of their needs and wants.

Change and Business Issue

The fourth theme is linking change to a business issue. The business issue is the crystal through which the energy of change is focused. It also defines the form of innovations deployed. Overly Door's use of cross-functional teams is an example. Galaxy Scientific, a defense contractor, change in organizational structure was linked to a business issue: changes in the defense industrial. The firm is becoming a research and development team. It is composed of five profit center which have the autonomy to change the CEO's plan.

This theme may negate the true believer syndromes. Executives don't return as true believers from seminars to indoctrinate organizational members into the last cult. It also reduces the likelihood of faddism. Human resources, MIS or OD departments don't impose the latest fad to cope with competitive pressures and discontinuous changes. Executives and managers don't use fads and consultants to create the impression of enlightenment when other agendas are afoot. Such change effort may energize but lack the clarity of purpose.

The latest fad is only useful when it applies directly to an opportunity or strategic challenge.

Creating a Shared Perception with Stakeholders

Stakeholders are directly involved in creating a perceptual assessment. This creates the organizational context for change. This process requires a diversity of perspectives and stories. Why is this critical to competitiveness and the success of change? First, the days of executives possessing the cognitive ability to formulate strategies are fading. Technology, globalization and innovation as a way of life requires high and expanded involvement in crafting strategy. Marketing research, strategic planning, benchmarking information and rational technologies are no substitute for intuition, soft and sensory experiences and insights derived through direct human contact. Executives can't substitute hard data for soft to maintain the fantasy of control. Contact with stakeholders is critical to the process of creating fresh strategies, products and services.

Second, it supports the development of stakeholder commitment. Without such commitment, the most foresight visions may fail to be enacted. Why? First, people may feel little ownership because of a lack of involvement. They may resist and engage in outright sabotage. Second, creating the vision requires whole system's intelligence. Without commitment, organizational members may not communicate nuances and small details which may make or break the vision.

What is an organizational context? An enterprise's context is the time-space in which it is travelling. Context includes a firm's history, present situation and future. It spans from local to global. Context is continuously changing. Change may range from some stable to turbulent. Context can be envisioned as a four-sided house. Each side is a different color as is the interior. Each stakeholder occupies one side of the house and organizational

members live within. To see the colorfulness of the house, each stakeholder must be consulted with the recognition that none can see the roof which represents the uncertainty of discontinuous change. Creating context is as having each stakeholder's color painted into the movie.

Silicon Graphics scouting of lighthouse customers and forming alliance with software firms illustrates this analog. When lighthouse customers are scouted, Silicon Graphics is seeking to understand the "leading edge color" of the house of the computer industry. Silicon Graphics uses this information to work with software firms to produce the colorful software to meet the colorful needs of leading edge customers.

Stakeholder Involvement in Visioning and Strategy Crafting

Stakeholders ought to participants or be actively involved in visioning and strategy crafting. This ends parental management and supports a spirit of, "we're all in this together" and "everyone is a businessperson." AT&T Phone Center visioning process involved 150 people who volunteered to participant in the two day event. Each store created its own business plan. Measurement and information systems were transformed to provide stores with critical business information. Hayworth future search conference also illustrates stakeholder involvement in visioning and strategic development. Monroe County, New York schools also used a future search conference to involve stakeholder in creating a vision for the district high schoolers.

Creating Shared Meaning

Without shared meaning, groups can communicate without understanding. Lack of understand in the midst of good communicate can lead to confusion and destructive fantasies

which may weaken an organization's capability to be competitive. Remember. Time to marketplace is critical to profitability and creating the competitive edge.

Share meaning can be created through high involvement processes which involves large numbers of organizational members and/or stakeholders. For the launching of the 1994 Ford Mustang, a conference involving 2,200 persons was conducted to create a sense of shared meaning and wholeness.

Continuous and Discontinuous Visioning and Strategizing

Visioning and strategic crafting are both continuous and discontinuous processes. The difference between them is also fuzzy. In other words, organizational members are not locked into a lifeless future image and strategy. Both evolve with new discoveries and information. Semco illustrates visioning and strategic crafting. Semco's scouting team discovered, by accident, the seed of its environmental business. If Semco had stuck to its vision and strategy of being a manufacturer of pumps, it would have never grown this seed.

Ownership of Structure, Tools and Technologies

Strategies, structure, tools and techniques are developed and selected by those who will be involved with them. They take hold of the tools and technologies necessary to achieve their ends. Each group ought to be able to discover and re-invent the wheel.

SmithKline Beechan involved 300 teams of approximately 2,000 managers to design its new structure. Teams were presented with general guidelines and the firm's vision. Bob Galvin create time-space for managers and associates to experiment. At Leggin Belts, salespersons were involved in creating the enterprise's customer information system. They were asked what data and information would be of value. At Quad Graphics, associates can create their own educational programs. The training department supports them rather than dictating their needs.

The Curing of Learning Issues and Openness of Pandora's Box

Defensive routines are discovered and dealt with. Distrust, suspicion, power games and fear also need to be addressed. This may be the most difficult and dangerous aspect of change. Organizational members may fear opening Pandora's Box. However, it may also be the most critical. It is best faced at the beginning or the best cures may become deadly poison. Pandora's Box will be opened but denied. Change may create few changes because of the demons unleashed by Pandora's Box. The investment will be draw into the black hole by the gravity of undiscussibles.

Dealing with defensive routines tends to be the exception rather than the rule. Consultants know this danger. They tend to avoid

this issue with clients. Facing the dark side and shadow may come even when avoided and denied. When defensive routines are let down and the demons unleashed, blood, infection and wounds may be exposed. Boiling and cooking characterize this phenomena. The heat is turned up. This may be extremely healthful, suggesting a deepening of the change process. From these wounds may flower improved organizational effectiveness.

Pat Lancaster's story of transforming to a quality workplace is an illustration. Lancaster implemented quality teams, retreats and re-structuring only to find that little changed in three year. In fact, associates became more suspicious. distrustful and hostile. Members of one team told him: "I stopped caring about this company six months ago." "All you care about is speed here." "You treat me like a piece of meat." "Who cares about signs plastered on the wall saying 'Quality Is Our Bridge to Customer Satisfaction' when I can't even get proper light to do my job." Says Lancaster of the experience: "By the end of the session, I was in tears...If you tell an employee you're going to give him ice cream, then you decide when to do it out the cone and what flavor, even an ice cream lover is going to say, "Yuck." Lancaster's story suggests that while cooking may be painful and messy, it can lead to necessary deepening of awareness and understanding.

Confrontation of Snake Pits

During change, the best and worst can be unleashed. The worst includes greed, self-interest at the expense of others, magic thinking expectations, overworking associates and inquisition to eliminate people who are not wired into the old boy/girl network. At a large aerospace firm, innovative managers and associates were inquisition by the traditionalist during downsizing. During the chaos of transforming itself to meet the a change marketplace, executives of a instrument manufacturing firm decided to implement TQM and to restructure. The

restructuring involved downsizing. Lay-offs were called for. One middle manager came up with an alternative. He suggested executives and managers not take their salary increases. These dollars would be used to prevent the lay-offs. The idea was supported. However, it was rejected by the CEO who was unwilling to give-up his rewards. Executive greed was perceived as the source of the decision.

Confronting snake pit require focusing on beingness, courage and responsibility. That means, discovering one's true self rather than seeking to maintain the persona of a tough, can do and warrior executive. Also, it involves integrating one's shadow and being self-responsibility. Ralph Slayer, CEO of Johnsonville Food, illustrates dealing with snake pit chaos. Slayer came to recognize he had created an anti-responsibility enterprise. He tried forcing participation and responsibility. This was a disaster. He came to recognize that he was responsible this disaster. He began to transform his being rather than blaming others. The same is the case with associates. They ought to assume responsibility for past conditions rather than blaming management.

Confronting snake pits also involves stakeholders. Not uncommon is the blaming of executives and other departments for problems by employees. Such blaming tends to accepted without questioning how employees contribute to problems. This may support the continuous development of snake pits because associates don't assume responsibility and/confront their shadow.

Being The Fool

Successful change involves accepting foolishness and losing ego's perfectionism. Foolishness is the shadow of the quest for zero-defects and the obsession with canned management program. When foolishness isn't accepted and ego-perfectionism isn't lost, the change effort may experience

destructive chaos. Jim Grady's inability to face his egoism and foolishness is an example. A counter illustration is XEL Communications. Managers have had to accept the "I don't know" factor, a sign of imperfection and a source of foolishness in the traditional management story. They have recognize that such foolishness and lack of perfection is the cost of liberating associates and teams.

Trust and Openness

A culture of trust and openness is created. For example, trust is expressed when participants are actively involved in the designing and implementing the change process. High involvement communicates, "we trust you." Leggin Belts, a producer of clothing belts, and Quad Graphics illustrate trusting. At Quad Graphics, associates are left to manage the enterprise for three days while managers and executives attend an educational retreat. When Leggin's CEO discovered quality improvement, he shared books on TQM and continuous improvement with his manufacturing managers. They and their associates learned about the concepts and applied them.

Trust may also require time-space to deal with past history. Trust develops through trust. Empowerment training from the training department doesn't create trust. Trust does not arise from "fixing," "healing," "converting" or training. Trust doesn't arise from the dictations of boundaries and the preaching of vision, mission and and principles. Trust requires risking and feeling FUD (fear, uncertainty and doubt). It also may involve experiencing both darkness and love. Through expressing darkness, fear and distrust a snake pit may be transformed into community. Trust arises from compassion and respect. It isn't gained through bleeding an axe, communications and incentives. A lesson learned by the Persian when defeated by the Greeks.

Betrayal Is Accepted and Dealt With

The shadow of trust is the possibility of betrayal. Says Jim Hillman of trust and betrayal, "We can be truly betrayed only where we trust...The greater the love and loyalty, the involvement and commitment, the greater the betrayal...Trust and the possibility of betrayal come into the world at the same time." Betrayal can destroy faith. Sings Sting, "You can say I lost my faith in science and progress...the Holy Church...my sense of direction, You could say all of this and worse but, If I ever lose my faith in you, there's nothing left for me to do." Betrayal and the lose of faith in another can be crushing as suggested by Sting's lyrics. It can also destroy a change effort when not accepted and dealt with.

Betrayal may be experienced by peers, associates and managers. Workers may feel betrayed because management has supported not changing and now, is forcing change under the threat of potential removal without considering involvement. Managers may feel betrayed by associates when they don't embraced their new ideas and strategies.

Hillman's and Sting's observations are played out in countless stories of organizational change. At XEL Communications, members of team cheated, betraying the trust of management and peers. Another members felt betrayed by management when a facilitator was appointed. Says Joe Smith, a computer programmer, of the odyssey of empowerment at Overly, "Every time we came up with what we thought was a good idea, somebody higher up thought it wasn't a good idea." Such feelings of betrayal de-energized the change effort. Associates expressed concerned about ideas not being implemented and management demands for changes in them. Jim Grady, Grady Autobody, felt betrayed when associates didn't appreciate his empowerment efforts. Male associates experienced betrayal when they were supervised by a woman and when Jim didn't listen to them.

Acceptance and Embracing Chaos, Uncertainty and Messiness

Chaos, uncertainty and messiness are accepted and embraced. Chaos is the aliveness of organizing. Chaos is natural to all living systems. It is critical to the process of innovation and creating new forms. Chaos is both constructive and destructive. The latter is illustrated by the death of the old and the former, the creation of the new. Control is destroyed by working and playing with the messiness. Failures and problems are discovered and learned from. Chaos brings countless difficulties which are both beautiful and knee breaking.

The implementation of self-managing team at XEL Communications illustrates the acceptance of and working with chaos and uncertainty. XEL has continuously experienced chaos and worked with it. Say the Vice President of manufacturing of the self-managing team process, "The books all say you start in a state of chaos and march through several stages, and you end up in this state of ultimate self-direction, where everything is going great. They never tell you it can go back in the other direction, sometimes as quickly." Teams have been experienced numerous difficulties selecting and bring in new members and developing and implementing evaluation and compensation systems. However, XEL managers and associates have embraced and dealt with the chaos and order has appeared.

Experiencing chaos necessitates accepting the mythical insights of the Greeks and Romans. Both recognized chaos as a god. Both understood the gods are beyond human control. Say Hesoid, "Thus before all, else there came in the Gaping Chasm, Chaos, but there followed the broad-chested Earth, Gaia, the forever-secure seat of the immortals...and also Love, Eros, the most beautiful of the immortal gods, he who breaks limbs". Hesoid wisdom is supported by chaos theory which suggest determinism, certainty and the predictability promised by science is limited to stable system which are the exception, not

the rule. Unstable systems, of which organizations are included, are always uncertain, and creative. They are continuously open to the potentiality of the god chaos emerging without advanced warning. Semco experienced the god, Chaos. Semco celebrated as for it enlightened and creative organizational practices was nearly helpless when seeking to deal with the chaos of the Brazilian economy.

Semco Illustrates the foolishness of believing that chaos can be predicted and/or tamed. Chaos may rip the existing order apart. People may experience their knee's being broken. Creating the new order is beyond mortals. It may just arise. In turn, the new order also be ripped about without warning and the process may be experienced again.

The chaotic re-engineering of Vortex, which was re-engineered without consciousness re-engineering planning and principles, illustrate Hesoid's wisdom. Faced with competitive pressures, CEO Fulkerson established an experimental "whole business" branch. Specialized positions were transformed into multi-task jobs and profit sharing instituted. The experiment worked and was pushed through the rest of the organization. Most associates resisted. Seventy-five percent left. Fulkerson's partner left. He started a competing firm. This was shortly followed by a second chaos period created by a recession. A second re-engineering took place. Through experimentation and unconventional strategies, the firm shifted from focusing on repairing doors to customers.

Support for Discontinuous Improvement

The next theme follows from the experience of chaos. Discontinuous improvement is possible, if not actively encouraged. That means a revolutionary revisioning of structure, processes, governance, technology, products, services and culture may take place.

Oticon illustrates a discontinuous improvement in structure and culture. President Lars Kolind decided that his firm needed a new story: the organization of the future. Kolind imagined a "spaghetti organization" designed to be a problem solving structure. There are no departments. The entire headquarters is based on project teams. Associates self-select their own projects which are posted on "computer job offer board." Anyone can initiate a project and serves as a project leader when approved by a five member board. Manufacturing is also moving towards the spaghetti organization. Production is based on nine member project teams. Members can and do voluntarily change from team to team.

Another example is Chesapeake Packaging's cardboard box plant. This plant was transformed from a traditional hierarchical structure into eight whole business units. The traditional time-space of management was shifted to each business. Each has responsibility for: (1) selecting its own leader, and associates, (2) designing its own work processes, (3) formulating its own budget, quality and production levels and (4) is responsible for both external and internal customers. This change led to dramatic profit increases while sales remained flat.

Discontinuous change may be supported in a number of ways. First is an awareness that such changes may come from absurd and uncommon places. For example, Panasonic's custom made bike process came from the women's clothing section of a department store, and the American bike industry. Panasonic's general

manager was walking through the ladies' clothing section and noticed a sign, "It's not for everybody. This dress is just for you." This open his mind to the insight that bike's could be customized.

Second, such changes are unpredictable. During an open space conference, Rockport Co. discovered a new product line serendipitously. A guard at the conference facility mentioned that he loved the comfort of the company's shoes. However, they just didn't look right with the guard uniform. This comment triggered the idea of developing a new product line that "looked right." Sr. VP and CFO Anthony Tiberi, a vocal opponent of the conference turned advocate, estimated the new line will produce \$ 20 million a year in sales. Says Tiberi, "The funny thing is the guard wasn't even a Rockport employee." He wasn't even invited. Rockport's open space conference illustrates the importance of being open new information which can create discontinuous change.

Imagination is also critical as is a willingness to re-visioning. Without imagination, executives and associates can become trapped in the fantasy of past and present as future. This may led to the repetition of past and present patterns. Imagination can liberate the mind to discover new futures and to question past practices. Nicolas Hayek, CEO of Swatch, credits the firm's turnaround not to analysis but imagination. Whirlpool is creating it future through re-imagining its business from being in the washer, refrigerator and range business to the fabric care, food preparation and preservation; thereby, creating the potentiality for discontinuous developments in products and service.

Caring for the Soul

Much ignored is the soulful difficulties of organizational change. Consultants and leaders speak of spirit while ignoring soul. Spirit expresses the heights while soul is found in the

vales. The vales of soul are expressed by resistance, pain, depression, bitching, and the yearning for days past. It is also experienced in statements of toughness and dealing with gut wrenching issues. Such statements are of the heights of detachment in defense of the vales of the soul. Ignoring soul leads to delayed decisions, and major productivity declines. Why? Because soul is psyche and with psyche, creativity may be lost in the detachment of spiritual heights. When soul's creativity is most needed, soul is left uncared for.

Accepting soul suggests a revisioning of resistance. Rather than seeing resistance as pathology to be overcome, fixed and/or to be manipulated through "be positive" attitudes, it is revisioned as normal and beneficial. Soul's resistance is engaged. Organizational members are supported in expressing negative feelings and thoughts; thereby, enhancing learning and decreasing the potentiality that change will fail.

Caring for soul may involve creating and conducting rituals. Such rituals may range from mourning the past to bitching about the present to celebrating the future. When Silicon Graphics transformed its structure, a wake was held. A New Orleans band played music. Two coffins were filled with paraphernalia and buried. Wakes are a mythical express of caring for the soul. They create a sacred time-space to express the soul's torture. They provide a vessel for grieving the past. They allow us to go into the depths as symbolized by placing coffins into the earth's depths. Within the information system department of a large enterprise, the project director created a ritual called, "Pity City." This ritual created time-space for people's bitching and bragging.

Sharing the Wealth.

Effective change involves creating reward systems premised on allocating wealth based on value-added contribution. This unleashes the spirit and soul of free enterprise within the

organization. Everyone is a businessperson rather than an employee to be improved through incentives. When everyone is a businessperson, intrinsic and extrinsic motivation are fused. Manipulation stops.

Rhino Food's plays the Game of Business. The opponent is expenses. The home team is work to make a good quality product they are able to sell. A daily score card is posted each day. There's a bonus check for each associate when profit guidelines are met. When they aren't, associates focus on improving their performance. The game has supported Rhino's 600% increase in revenues and profits.

Springfield Remanufacturing also illustrates the difference between incentives and "sharing the wealth" based on value-added contribution. Springfield also plays the Game of Business. Financial information is shared with every associate. Profit share is the approach for sharing the wealth. Chesapeake Packaging's plant shares the wealth through profit sharing as does Semco. Herman Miller uses gainsharing.

Creating such a system ought to involve high involvement by associates. When Business Interiors switched to team selling, CEO Bob Sample and teams devoted considerable time-space to the issue of fairness. Team submitted proposals on the "how" and "how much" of compensation. The company also conducts an annual salary survey to support fruitful discourse.

Support for Freedom and Free Enterprise

Good change is based on the social impulses of personal freedom, free enterprise and democracy. Hayworth illustrates these impulses through its use of the search conference. Stakeholders, as a result of the future search conference process, were committed to the enterprise's vision and action plans. The outcomes was the energetic implementation process. Another

illustration is Semco. When faced with a major down turn in the Brazilian economy, Semco used free enterprise, personal freedom and democracy. They created teams to discover new opportunities. A satellite network of former associates who contacted with Semco but also free to hunt for opportunities were created.

Work and Creative Instincts

Finally, the work and creative instincts ought to be supported. Common sense suggests people love to use their hands, minds and creativity. Hobbies are an illustration. It is only the dated myths of the 19th century which prevent these instincts from being expressed. When associates are asked for ideas, and time-space created to work with them, it is not uncommon for an them to be fired with creativity. Frisby Airborne Hydraulics is an illustrations. When Frisby faced a declining defense industry, it decided shift focus to commercial opportunities. The owners went to associates for their ideas. Say CEO Greg Frisby, "We should have been doing that along...it was incredible the number of suggestions and the wealth of information. They had been waiting for that moment."

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