

# Pause, Personalise and Pursue

***Implementing Efficient Organisational Change, through managing the organisational 'shadow': the unspoken culture.***

**“The companies that find a way to engage every mind, harness every volt of passion and energy, bring excitement to the lives of the people and break every artificial barrier between people, will be the companies that will win.”**

Jack Welsh

SPIRITUAL  
HUMAN  
MENTAL  
FINANCIAL  
EMOTIONAL  
SOCIAL  
PHYSICAL  
NATURAL



Right Mind  
Right Mind ®  
Right Mind

# Our proposition

There is so much waste and general dissatisfaction in strategic planning and cultural change programs initiated by many companies. This is backed by extensive surveys by McKinseys, one of the worlds leading management consultancies. A few examples from their recent findings are summarised below.

## Strategic planing

- A survey of nearly 800 executives: just 45 percent of the respondents said they were satisfied with the strategic-planning process. Moreover, only 23 percent indicated that major strategic decisions were made within its confines.<sup>1</sup>
- Most corporate strategic plans have little to do with strategy. They are simply three-year or five-year rolling resource budgets and some sort of market share projection<sup>2</sup>.

## Execution

- Eric Beinhocker<sup>3</sup> observed “most organisations are far better at executing their current activities than at adapting to long-term changes in their business environment.” He suggests that the barriers to adaptability are deeply rooted in the nature of organisations:
  - Inflexibility in the mental models of their managers;
  - Organisational complexity, driven by the demands of execution; and
  - Mismatches between current resources and future opportunities.

**Highly interdependent systems can sometimes become so complicated that they go into gridlock and change becomes impossible.**

Beinhocker, *The adaptable corporation*,  
Mckinsey Quarterly (2006, 2)

## Cultural change

- McKinseys<sup>4</sup> global survey of more than 1,500 organisations indicated that only 6% of organisations were completely happy with their cultural change program and 1 in 3 did not consider the program successful.

<sup>1</sup> Improving strategic planning: A McKinsey Survey (September 2007).

<sup>2</sup> Strategy's strategist: An interview with Richard Rumelt (McKinsey Quarterly, September 2007-4)

<sup>3</sup> Eric D. Beinhocker (2006), *The adaptable corporation*.

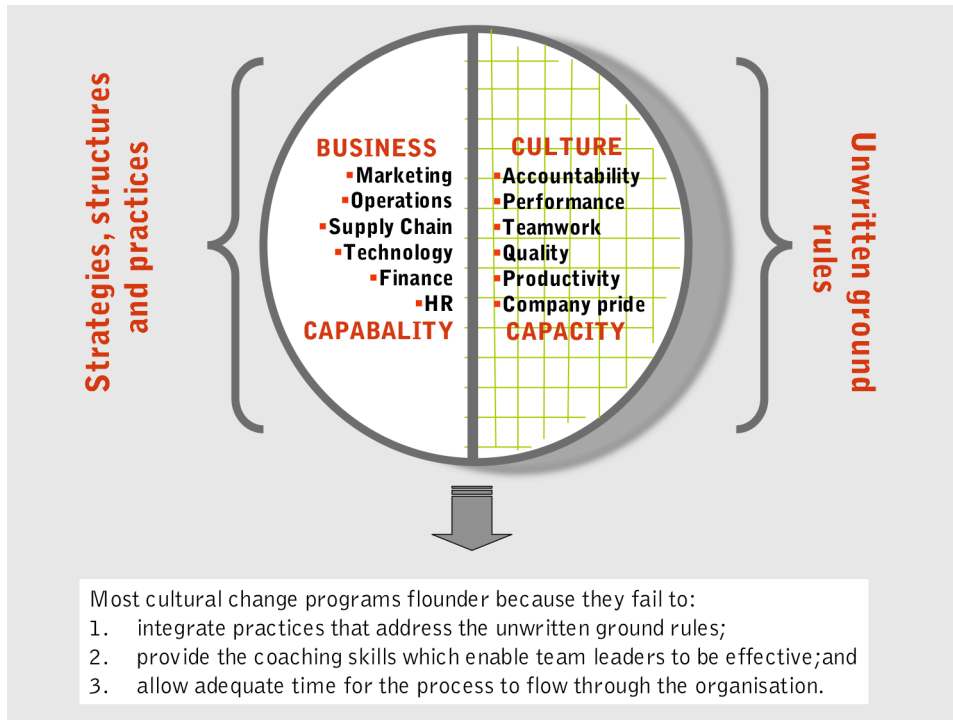
<sup>4</sup> Organizing for successful change management: A McKinsey Global Survey (June 2006).

## The 3P's

Our framework works on the premise: it's the team who has to implement the strategic decisions of the organisation. There may be outsider assistance in formulating the decisions, provide technical assistance, and on occasions, replace existing people, but the fact remains: what we have to work with is what we have.

**Our effectiveness in organisational change is only limited by our effectiveness in managing the unwritten ground rules.**

Culture is the "ballast that keeps the ship steady". It is the "shadow" of the organisation and this shadow is the unwritten ground rules.



**Hence the emphasis on the cultural component of any strategy, regardless of the business case:**

**If you have a strong bottom line ...**  
*...manage culture to realise untapped potential.*

**If you have aggressive growth ...**  
*...manage culture to maximise full benefits of change.*

**If you have a weak bottom line ...**  
*...manage culture to face critical business issues and reverse declining performance.*

# The 3P's - critical factors

## Pause

Our contention is that we actually don't stop: it's just that simple! Truly pausing leads to a new way of hearing and seeing. The result: we can explore more effectively our real options and the consequences of each choice. We can define problems well enough but gaining acceptance of the consequences of choice is poor. Most strategic planning exercises are really extensions of the same: not choices of substance to meet emerging conditions.

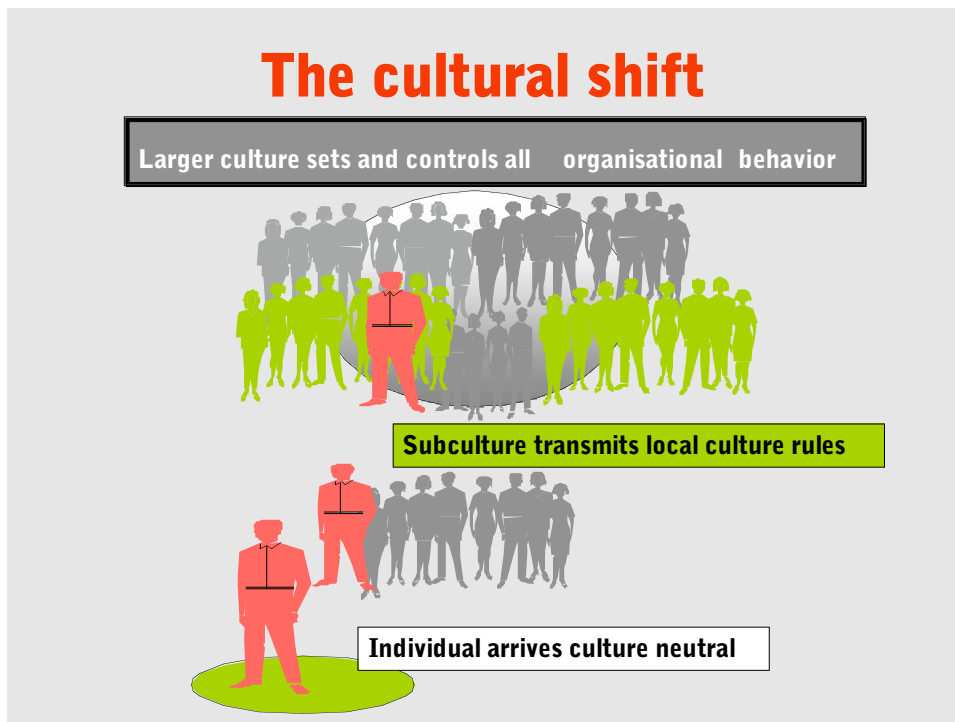
**Can you imagine the consequences of an elite athlete NOT being centred prior to the race or game?**

## Personalise

Personalisation is the 'art' of engagement. We achieve this through:

- Our "Buddy System", adapted from the army where no scout works alone, is where we implement the change program whilst maintaining alignment of purpose and culture
- Selecting and supporting team members most likely to have the most impact. Effectiveness of these team members is in the HOW of their delivery and we select (through testing and coaching) the appropriate team implementers
- Ensuring the energy of team implementers is sustained

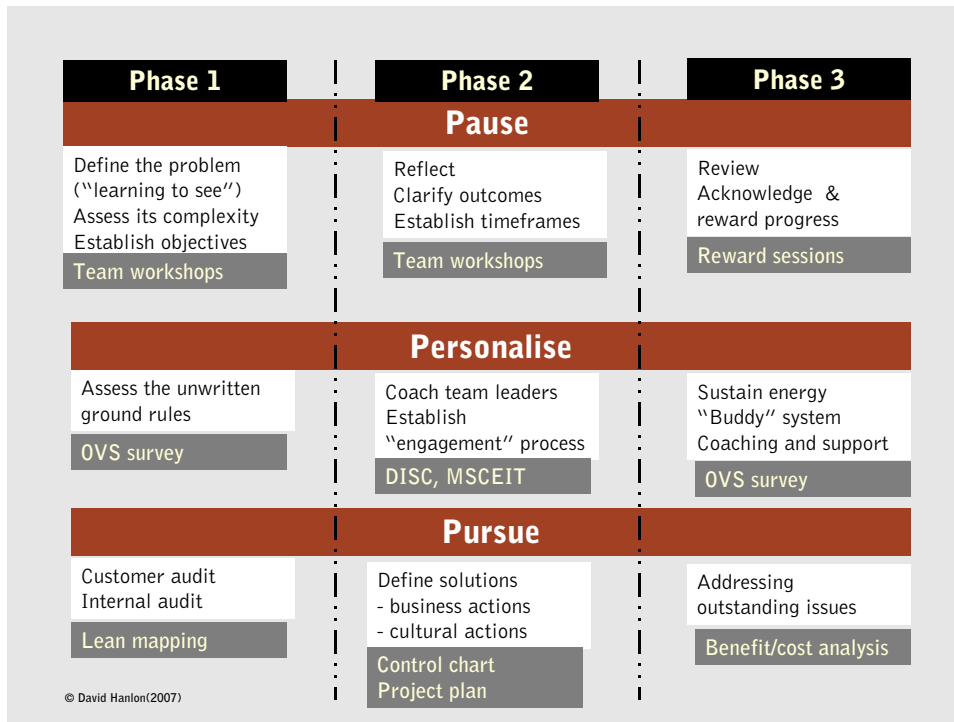
**Culture is like a virus. It infects the body and the body builds up resistance to it such that the virus becomes ineffective.**



## Pursue

We are generally good at determining action plans: what we are less effective at is establishing realistic timelines and NOT adding to existing workloads. Our program ensures that no additional work is added to individuals. As human beings we are the only species on earth that accumulates things (We always ask: do you, each time you buy a new shirt, immediately discard an old one?!). Adding creates stress and reduces follow through via burnout.

An overview of the framework is provided in the chart below.



A more detailed understanding of our testing tools such as DISC, MSCEIT and OVS is viewable at: <http://therightmind.com.au/Pages/tools/>.

## And what our clients think...

"We would like to take this opportunity to thank you for providing our company with the training course "Implementing Efficient Organisational Change".

This training course has given us the opportunity to focus on areas, which we would like to change as a company. We have had positive input from our managers about implementing new strategies/ideas and furthermore we have been assisted in implementing these new ideas with team members showing leadership to others who may be complacent about the issues raised.

We are continuing to use this program to implement changes required to enhance our efficiencies with the company."

*Adriaan Shields  
National Manager-Poultry, Great Southern Group of Companies*

"The communications and executive training provided by The Right Mind Pty Ltd for The Rock staff and management was extremely valuable.

The communications training for our staff was specifically tailored for our requirements and not only gave them increased confidence and improved skills in helping customers, but also in working more effectively with each other.

What's more, staff enjoyed the training immensely, providing overwhelmingly positive feedback. The Right Mind continue to support our efforts well beyond the training sessions, providing advice and resources used to reinforce the training messages in the weeks following."

*Marilyn Steel  
Marketing Executive, The Rock Building Society Limited*

## For further information

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