

9

**BUILDING
A FOUNDATION
FOR CHANGE**

Changes in the world around us occur more often, more forcefully and are more difficult to predict than before.

We come from a time where the work culture has been based on control but we need to develop more flexibility and more rapid learning. In the future we will need to be able to handle more decentralised organisations with more local freedom and self-operating, self-governing groups. To succeed we must build more on people's motivation. Sources of energy are about finding ways as a leader to create opportunities for employees to participate and gain acceptance. This means creating an organisational culture that strives instead of being steered toward common visions and goals. It means trying to make actual changes in behaviour patterns. The way to do this is to create effective learning processes where people realise, embrace and act according to new behaviour patterns.

The task of management is more and more about developing strategic awareness, initiating new competence and new commitment and supporting independent individuals who can act on new customer requirements and problems that arise in conjunction with changes. This also means we need to understand human behaviour on a deeper level and realise there are a number of values that we need to address in the new imbalances instigated by changes.

SHARED VISION, MISSION AND VALUE PLATFORM

We need a stable platform that can support the organisation when the winds of change begin to blow

if we are to prepare an organisation to stand strong in the face of future transition demands. A stable platform takes time to build and it is created by consistent and persistent value-based leadership. Leadership that regularly makes sure the organisation takes time to question its old and existing working methods in order to decide mutually and devise a preferred value platform, roles and ambitions. This means time for reflection and switching from a "do" time dimension to a "be" dimension.

By encouraging an active dialogue about the organisation's vision and mission, we create both a distinct direction but also a deeper meaning. The meaning that answers the question why applies to both the company's overall ambitions and the individual change. Understanding and acceptance grow strong from a broad, open and regular dialogue.

Stability requires that every individual also incorporates the company's vision and mission into their own personal vision and mission. This is one of the important building blocks in the individual's psychological contract with the organisation. Another significant block and source of energy is the individual's own clarity about his/her own value system. The individual value system is more important than the company's expressed value system when it comes to the individual's purpose and motivation for doing a good job. By stimulating active conversations and regular feedback concerning behaviour (to match the individual's personal value system with that of the organisation) we can bring about stability, credibility and trust, not only in the organisation but in others and in one's self. This creates strong "psy-

Need to enhance flexibility and learning.

Allow time to switch from "do" to "be".

Help your employees to internalise your vision and mission.

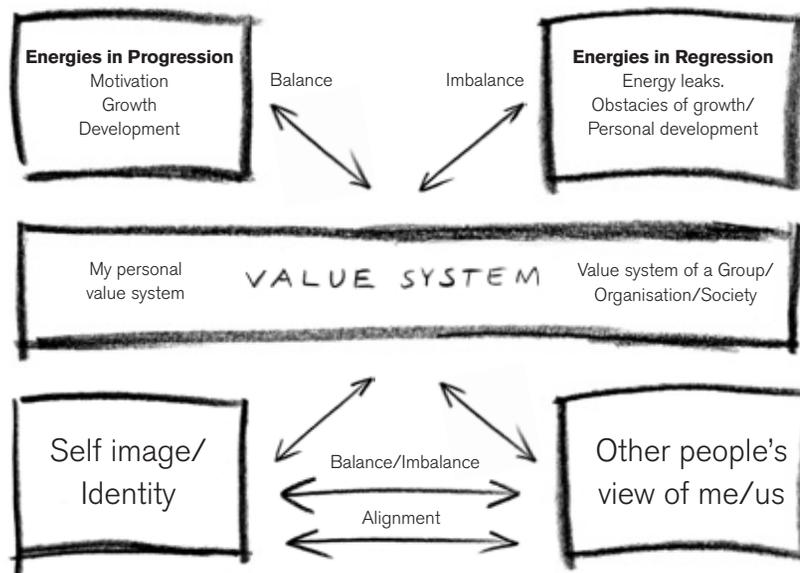
Value based leadership is the foundation.

Reinforce desired behaviour with feedback.

Be attentive to fear and have the courage to face it.

76 The Dynamics of Change

chological contracts", which together provide a stable platform and energy to face the transitions.



Picture 15

You need to have a good balance between your own self image, your values system and others view on you.

Source: K Plank.

A strong foundation requires regular checks and maintenance. An important, and sometimes decisive tool in this context, is open, reinforcing, honest and frequent feedback. Reinforcing feedback gives the individual stronger self-esteem. A feedback culture not only accelerates the organisation's development and learning but also builds stronger collective self-esteem.

REDUCE FEAR AND FOSTER TRUST

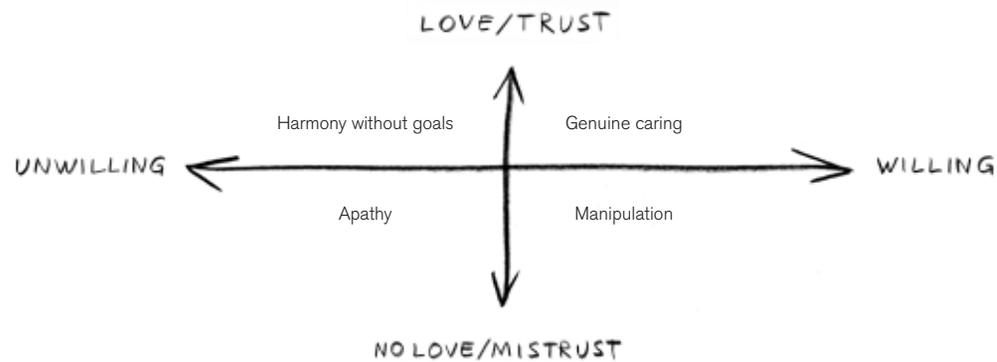
In brief, this is a question of reducing fear and fostering trust in the organisation. Fear and anxiety go

hand-in-hand with freedom and encountering the unknown. Fears can be about loss of identity (such

as survival anxiety and learning anxiety). Fear can also emerge in a culture where we blame others because we are afraid of losing face or accepting responsibility. It can also be a question of excessive control and excessive bureaucracy because we do not trust each other or that we keep information to ourselves and do not speak openly about what we see or feel. As leader you must be attentive to these signals and fears and have the courage to face your organisation with the ambition of driving out the causes of this behaviour. A crucial starting point on this journey is to consider whether you as leader are the

cause of the fear in those around you. This is why it is important to create a culture marked by active feedback and openness.

Trust stems from consistent, nurturing actions based on expressed ambitions and value platforms. The foremost source of energy is the participation and creativity of people in which self-chosen measures and commitment to mutual assignments are important. Dialogue results in unity and gives us the energy to work toward new goals and actions.



Picture 16

Manipulation is distinguished by a great deal of will and little love. You are prepared to do anything.

Apathy stems from little love and little willingness.

Harmony without goals often stems from an inability to say no and too little willingness.

Genuine caring is a combination of a great deal of willingness and a great deal of love.

Source: R May and P Moxnes

If we view leadership as a creative process in which every situation is unique, the result is contingent on continuous interaction between leader and employee as well as the external world. We are all co-creators of our culture and changes. The keys to this creation are in the meeting between people and the dialogue itself.

For trust to grow requires that you as leader are distinct and consistent with what you want while at the same time showing you care by actively and respectfully listening to your employees.

Understanding is something that people gain through experiences and reflecting on these experiences. This is why people's actions are governed

by their understanding of the system and routines in the context in which they belong. An altered understanding is not something that can be commanded or conveyed by using some refined technique. Every person creates their own understanding of reality.

Leaders can stimulate and influence this creation process. In a genuine dialogue, the leader is as vulnerable to influence as those the leader is seeking to influence since these dialogues require an approach and communication process that can reduce the leader's position of power. The paradox however is that the leader who can be vulnerable and has the courage to acknowledge insecurities and fears gains strength and impact.

We are all part of creating our culture.

Understanding stems from experiences and reflections.

*You must handle it all; What,
Why and How.*

*Be prepared to leave your
comfort zones.*

AND FINALLY...

Finally, a few words to those of you who want to build up a culture that can remain strong through future changes. In the transition process, managers are obliged to handle hard parameters such as factual issues that answer the question what will be done. Managers also need to handle soft parameters, what we call process issues, which answer the question how. In addition, they need to answer the question why – the value-creating and purpose-creating dimension.

Factual issues can be addressed with logic and rational thinking. Process issues need to be handled with emotional intelligence. The value-creating and purpose-creating dimensions require an understanding on a deeper level that deals with people's existential questions, such as Why? What is the purpose? How will this affect my life? When we move between these different dimensions we need to move courageously beyond our comfort and security zones. We are talking about spiritual intelligence.

It is important to work with what is visible and what is invisible. We also need to address the individual and the collective. We cannot just work with one of these four dimensions. We must develop and adapt simultaneously to the other three for the new culture we long for to evolve. See it as a prerequisite for an entire system transition with the human perspective in the middle.

The table below offers a few words to take with you as you embark on building a strong culture as a platform to stand on, better equipped next time the winds of change blow...

Good luck!

	Individual	Collective
Objective / Visible	Treat others as you want to be treated	Create a shared picture of the business vision, goal and mission
	Ask for feedback on your own behaviour and view it as a gift	Create understanding for the business and the desired business outcome
	Review, develop and maintain your support system	Create effective communication through open strategic dialogues
	Have the courage to ask for help	Create conditions for continuous learning
		Develop a leadership characterised by respect, trust, teamwork, and fair play
Subjective / Invisible	Reflect continuously on your own actions and leadership	Build your organisation identity
	Develop good self-image, self-esteem and self-confidence	Create a common value platform for an attractive and competitive culture
	Understand yourself and your own driving forces	Create openness and readiness for change
	Be clear in your own values	Create an open climate to deal with apprehension and fear
	Stay true to your needs, values and dreams	Understand that resistance is natural before you gain understanding



Lined writing area for notes.

ISSUES FOR REFLECTION

- 1.** Describe the most typical characteristics of your present culture. How much fear exists? How much trust?
- 2.** What are the most important changes that need to be made to bring about a stronger, more competitive culture?
- 3.** Do you feel your organisation has a known, cemented and attractive vision conducive to meaning and direction?
- 4.** What are your own personal visions, missions and values?

