

The Transformational Change Simulation and Leadership Workshop *“Different by Design”*

Chapter Thirteen “Potential”

As they returned from the break, it was important to reinforce the fact that adults learn from “experience” and the most important question to answer is “Why” did all of these grown men and women do what is once again illustrated in these pictures. What was the “energy field” that ignited their behaviors. The participants are asked “why” vulnerable Senior Leaders were down on the floor? What actually “caused” the Customers to go from “neglected” to loyal?

No one “yelled” at them to change the “culture” or to Kaizen the processes that maximize the “bottom line.”

After every Simulation, Bill and I ask the question “Why” did they do that? We didn’t do anything other than create “wholeness” and give them a sense of “purpose” of helping customers get what they ordered.

Could it be that “simple” that when people see themselves as “Just a Function” --- not a part of the “whole” as shown here, that organizational behavior by

everyone ---will not perform on behalf of customers?



“Just a Cutter”



“Just Folders”



“Just an Assembler”

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"Just a Painter"



"Contempt for a Customer"



"Hey Plant Manager the Sales guy sold a special! We can't do that! Tell him 28 weeks!"



"Over-Promised and Under-Delivered Customer"



"Confusing Directions"



"Where's My Order?"

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“I got Nothing”

After processing the evening assignment, we ask everyone to once again recall their own behavior in Phases One and Two. No one wants to return to that behavior pattern in real life, but it is inevitable unless we realize “Why” it happens.

The conversation quickly reverts back to Senior Leaders who were not here --- and like Debbie admitted was her perception --- dismiss the Simulation as just another “arts-and-crafts” team building event.

That is the “self deception” orientation of the “problem solving” mind that evaluates everything in the duality of “right” and “wrong”—and as Jeff concluded in a highly “judgemental” way that making paper artifacts is “naïve stupidity.”

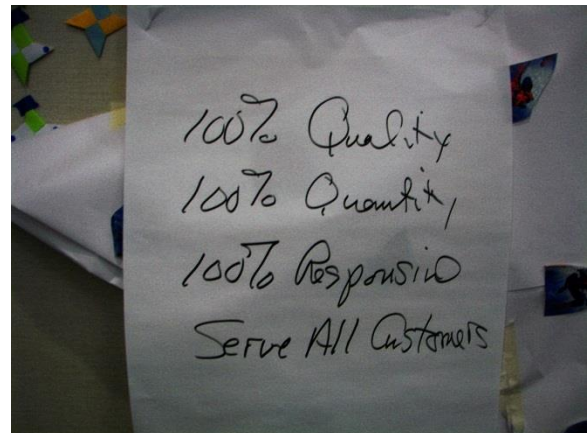
AND, they are “self justified” by “blaming” an amorphous “thing” called the “culture” for “causing” all the “problems.”

We quickly review the morning Phases and how by lunch time everyone was “burned-out” yet “still-hopeful” that something would change after lunch.

As they ate lunch, many people laughed about what happened to the Customers, but they all admitted to having experienced the “over-promised” reality.

Many see the potential for change after lunch as “hopeless” as they are living the “Just a Function” reality in their own jobs back at work.

After lunch a very simple “contextual shift” in thinking represented by a totally “different design” requirement was introduced.



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A new behavioral dynamic called “wholeness” was practiced into place. Going only “as fast as the slowest” stressed the old “functional” paradigm.

The functional job descriptions were replaced with a new “role” assignment called Master of Real Time.

The freedom to apply their creative talents ingited a “transformation” that was visible, yet no one understood how *it happened*.



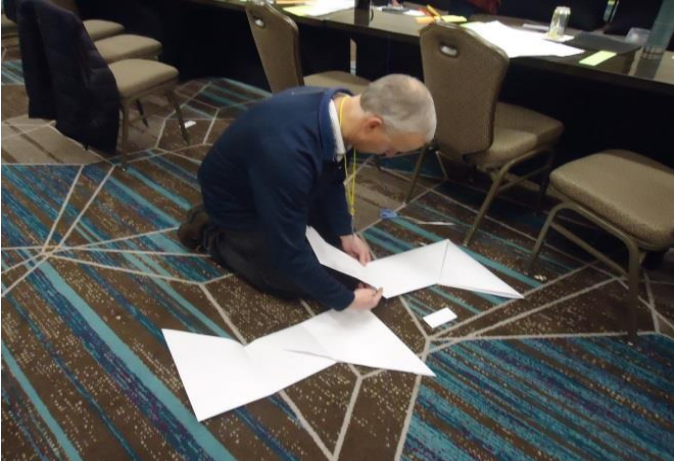
We quickly reviewed many pictures that illustrate how Senior Leaders engaged using their own intrinsic creativity.



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And, how deeply committed many were to creating aligned behavior in their companies.

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were common for all participants and from a wide variety of companies.



In Phase Three no one is “Just a Function.”



The pictures showed participants from many other Simulations so everyone could realize that the same behaviors

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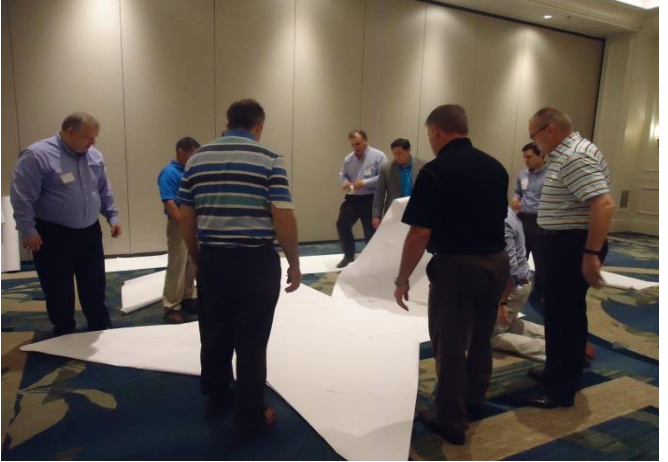
Active participation was not a matter of age, gender, ethnicity, religion, political persuasion or national origin.



There were no Plant Managers in charge and the "sales" job had evaporated.



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Creative potential quickly emerged.



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We ask “Why” is everyone smiling and is this the new “culture” that everyone wants?



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Emotional and intellectual "investments" dominated the Customer relationships.



"Why" were the Customers so engaged and promising to come back for Phase Four?

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What creates this "invested" relationship with Customers?

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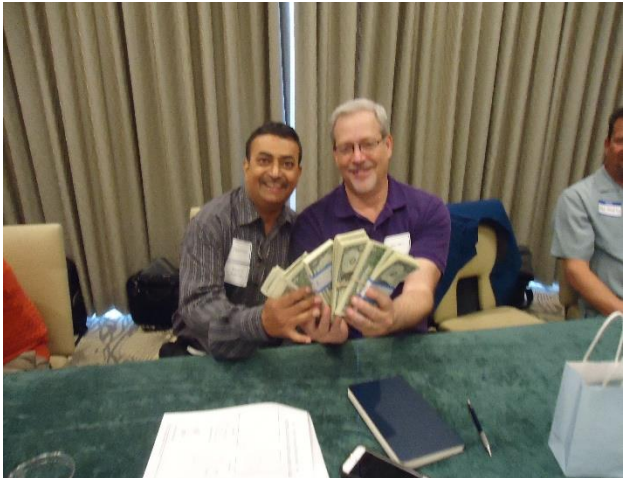


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Was this just "arts-and-crafts" or some really significant new "selling" skill?

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A return OF the financial investment was instantly realized.



It was stunning to see all the people excited about the money. "Why?"

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What is this excitement about the money?

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A happy Plant Manager delivered the "special."



What "allowed" this behavior to "emerge?" It is suggested that the "energy field" was released by this simple act of leadership.



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The picture review served to support the importance of “wholeness” that will be strategically called “capability” as a component of the competitive advantage of every Company. When people are “allowed” to experience the massive transformation of the old culture -- AND realize that everyone matters, that there are no “Just a Cutter” jobs and that it is “possible” to immediately create the new leadership system back at work, the question is asked, “HOW” do we do that?



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"Why" are all these grown men and women celebrating this new way to think and behave?"
I said, "The answer is "simple." The "context" was changed."

I concluded the Simulation review by saying, "After a quick break, we will understand how to create the underlying "structure" to support this change back at work starting next week."