One Size Does Not Fit All:

Using the SDI to Raise Differences and Facilitate Organizational Change
August 2013

My SDI and Change Journey

pwc

3M

APOLLO GROUP℠

PEPPERDINE UNIVERSITY
Graziadio School of Business and Management

During Times of Change

BLUE	
I positively influence ("flow into") others by . . .	I feel most motivated ("moved to action") and secure when . . . . .
Encouraging	Understanding the reasons
Supporting	Everyone is in agreement
Reassurance	Positive results are seen

RED-BLUE	
I positively influence ("flow into") others by . . .	I feel most motivated ("moved to action") and secure when . . . . .
Emphasizing the opportunities	The change benefits our vision
Reassurance	I am part of the process
Decision-making with care	I'm making a difference
Enthusiastic leadership	There's contagious enthusiasm

GREEN	
I positively influence ("flow into") others by . . .	I feel most motivated ("moved to action") and secure when . . . . .
Pointing out the benefits	When the change is a correct one
Pointing out what makes the change right	When the change makes the most sense
Providing the facts so that we can get the correct answer	When the change benefits me
	i.e. MY WAY

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Change Models…

- 1. Establish a Sense of Urgency
- 2. Create a Guiding Coalition
- 3. Develop a Vision & Strategy
- 4. Communicate the Vision
- 5. Empower Broad Based Action
- 6. Accomplish Quick Wins
- 7. Leverage Gains to Accelerate Momentum
- 8. Anchor New Approaches to Change Culture

$$D \times V \times F > R$$
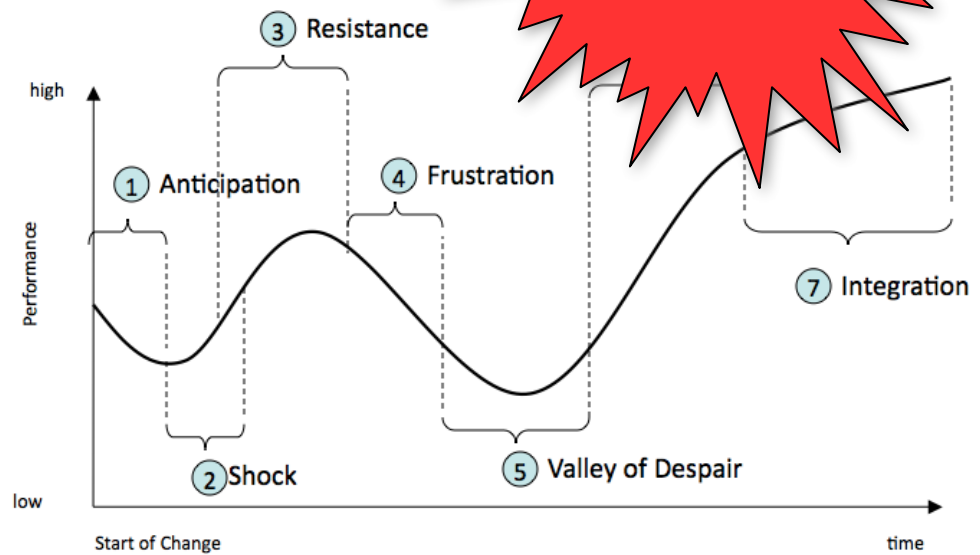
Dissatisfaction with the status quo

Vision of positive possibility, more that the absence of pain in the present situation

First Steps in the direction of the vision

Resistance to change

70% of Change Efforts Fail – Why?

The new beginning

The neutral zone

Ending, losing, letting go

Level of management

Time

The Change Curve

high

Performance

low

Start of Change

time

1. Anticipation
2. Shock
3. Resistance
4. Frustration
5. Valley of Despair
7. Integration

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Would using the SDI as a vehicle for dialogue impact change?
What the research study showed**…**

- **Different MVS types have different wants & needs** in times of change

- **Workshop/ Dialogue** had **immediate impact** on Leadership Team's planned approach

- **Workshop/ Dialogue** had **some impact** on individual thinking & beliefs about change
    - Except for one MVS color who was different…

The Literature Review revealed…

- Complexity and chaos theory taking its place in modern view of change theory

- Not much research has been conducted on the importance of the individual within organizational change

- Relationship, while implied, is rarely named as key in organizational change

The Research Method…

1. **Administer SDI** to individual team members

2. Conduct pre-workshop **focus group** with Leadership Team to understand planned approach to change

3. Facilitate **SDI workshop**, with specific questions regarding change

4. Conduct post-workshop **focus group** with Leadership Team to explore impact

5. Administer **post-survey** to individual team members to explore impact

Mini-workshop

In MVS groups, flipchart responses to the following questions**…**

During times of change…

- the most important things for us are…

- the most important things for an organization are…

- We positively influence others by…

- We feel most motivated, moved to action, and secure when…

- _____ would trigger conflict for me…(think about past organizational change experiences)

Mini-workshop

In Stage 1 conflict groups, flipchart responses to the following questions…

During times of change…

- Best things your leadership team could do…

- Worst things your leadership team could do..

Move back to your MVS group

Mini-workshop

Individually…

- Notice your own wants & needs, lenses, biases, triggers and beliefs?

- How are these impacting you and your clients as a leader or facilitator of change?

Mini-workshop

In MVS groups, discuss**...**

- Knowing what you now know about our "organization," what would you do to drive an organizational change?

- How is this different from your "norm?"

Pseudo-survey

Individually consider…

- What did you learn about yourself related to change?

- What did you learn about your team (colleagues in the room) related to change?

- What was the impact of this workshop on your thinking about change? Any shifts? Please explain.

- What, if anything, will you change in your own behaviour (do differently) as it relates to change as a result of this workshop?

RESEARCH RESULTS SHOW:

Conclusion

"Neither change in mindset nor change in behavior alone leads to transformation, but each must be employed to bring about the other"

Kegan & Lahey (2009)

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