

1. Forces for Change

Lab Workbook

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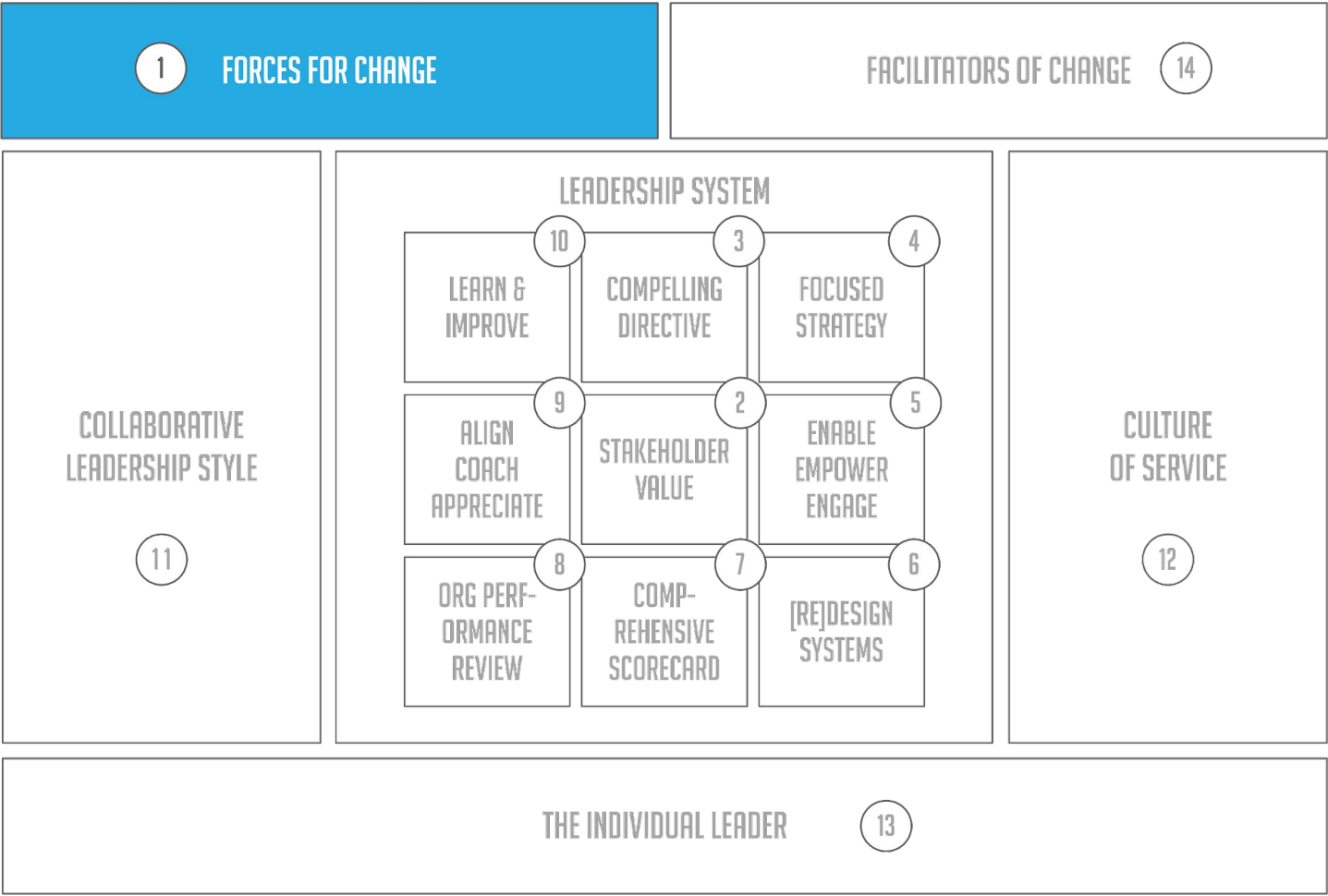
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LEADING TRANSFORMATION FRAMEWORK



Objectives

Understand the Forces for Change concepts, components, and relationships and how they contribute to leadership and organization [re]design to achieve sustainable excellence.

Forces for Change - Identify the pushing and pulling forces for change in your organization and the inertia of the status quo that is holding you back.

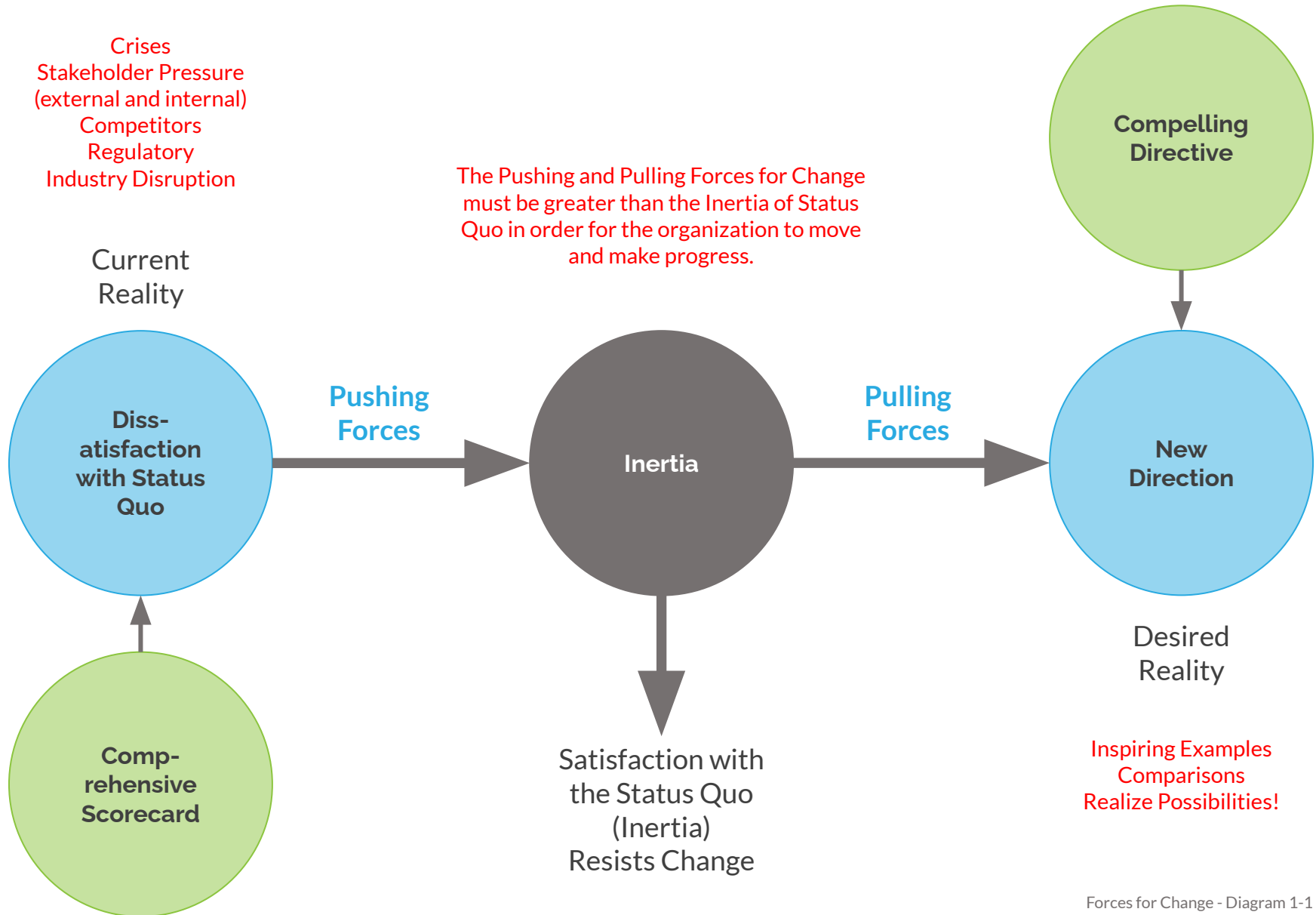
- Describe the Dissatisfaction with your current organization.
- Describe the Vision or Desired Reality that you want to achieve.
- Identify the things holding you back from moving forward and making progress toward your vision - Inertia.



Forces for Change - Notes

Key Concepts	Notes
Summary	

Forces for Change



Forces for Change - Diagram 1-1

Forces for Change - Instructions

Dissatisfaction with Current Reality	Inertia - Status Quo	Desired Reality
<p>Step 1</p> <p>What are the sources of your dissatisfaction?</p> <p>Including:</p> <ul style="list-style-type: none"> • Crises – financial performance, economic conditions, ethical violations, product failures, etc. • External Stakeholder Pressure - investors, customers, parent organization • Internal operations and workforce performance issues – comprehensive scorecard • Competitors - better, faster, cheaper, etc. • Regulatory - pressures and changes • Industry Disruption – such as the digital transformation of products and operations 	<p>Step 3</p> <p>What habits are keeping you from changing?</p> <p>What are you satisfied with that is allowing you to stay in the same old “rut”?</p> <p>What cultural traditions are preventing change?</p> <p>A predictable cycle of denial, anger, bargaining, depression, and acceptance. Elisabeth Kubler-Ross</p>	<p>Step 2</p> <p>What is your compelling vision of the future?</p> <p>Including:</p> <ul style="list-style-type: none"> • The ultimate products, services, and customer experiences • The “ideal” culture - where you would want to work • The ideal place for individuals to reach their full potential - talent, engagement, and satisfaction

Forces for Change - Example

Dissatisfaction with Current Reality

Inertia - Status Quo

Desired Reality

<p>We are losing market share</p> <p>We are struggling to address new regulations.</p> <p>We are experiencing a social media crisis with a new product.</p> <p>Our work-force turnover is high and expensive. And, we can't attract the talent we need to succeed in the competitive environment.</p>	<p>We like our culture as it is - it is comfortable and familiar.</p> <p>We like our pleasant (low stress) working environment.</p> <p>We like our benefits package and bonus system.</p> <p>We are happy with our performance and organization as it is.</p>	<p>Best products and service in our niche.</p> <p>Profitable with profits shared among the workforce.</p> <p>A truly great place to spend your working life.</p> <p>Learning and continuous improvement culture.</p>
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Forces for Change - Worksheet

Dissatisfaction with Current Reality

Inertia - Status Quo

Desired Reality

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Reflection Questions

- What are the biggest opportunities for improvement in your organization?
- What external trends threaten your organization's ability to succeed (e.g., technology, customers, competition, economy, regulation, supply chain, partners)?
- What internal issues limit your organization's ability to address the external challenges and succeed (e.g., workforce capability and capacity, organizational culture, innovation)?
- How dissatisfied are the people in your organization with the organization's performance?
- How compelling is your organization's vision of what it "can be"?
- How realistic is the plan to achieve the vision?
- Will the people in your organization do what is necessary to achieve the vision? If not, why not?
- Do leaders communicate the WHY of change to all levels of the organization so that everyone understands the need to change?
- How quickly is your organization improving and making progress toward the vision?