



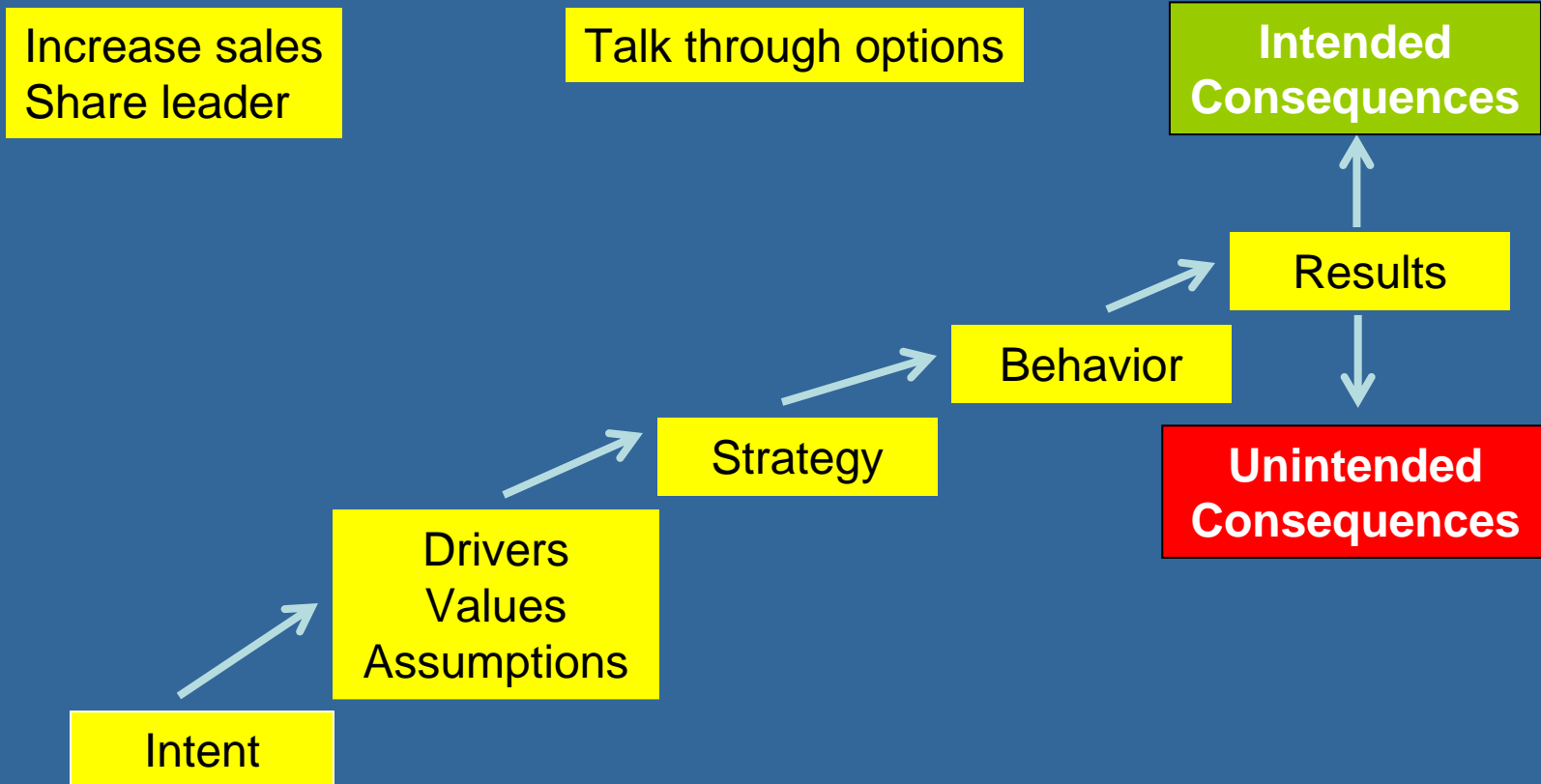
SINCLAIR GROUP

Rapid Transformation[®] • Extraordinary Results

WORK PLACE CULTURE ~ A CRITICAL ELEMENT OF ENTERPRISE TRANSFORMATION

Michael A. Herbert, Ph.D.

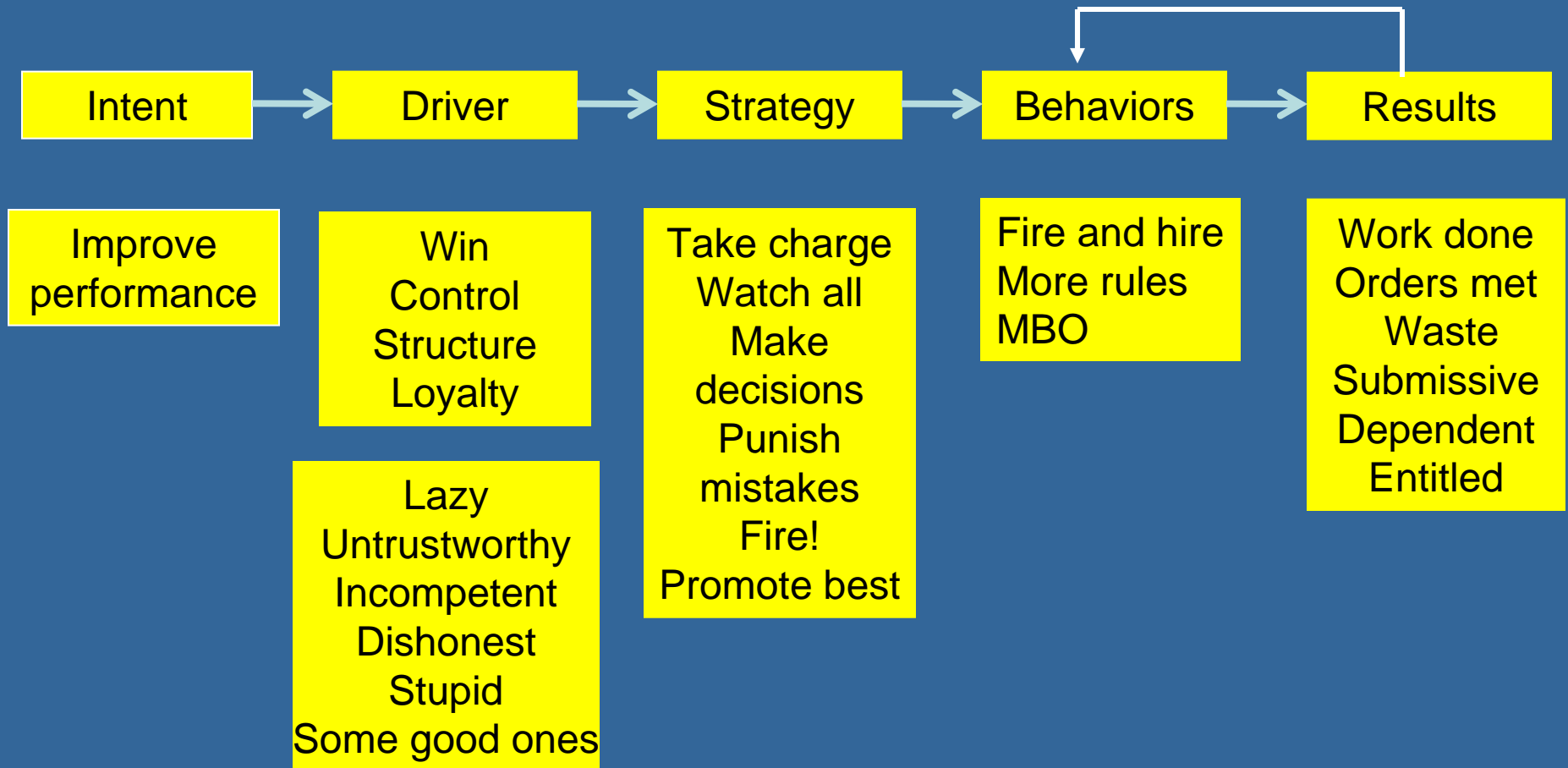
Formula for Change



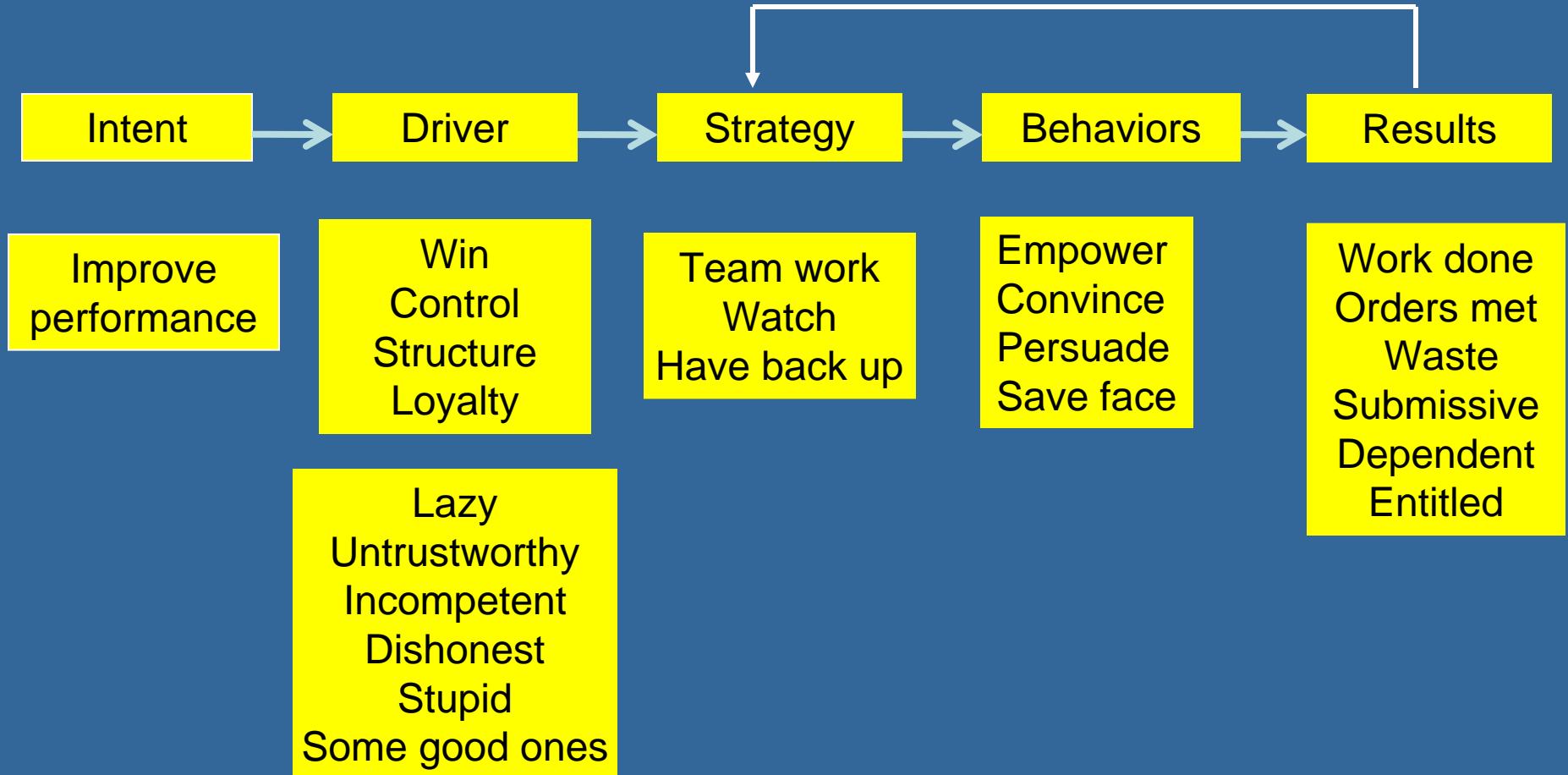
Examples



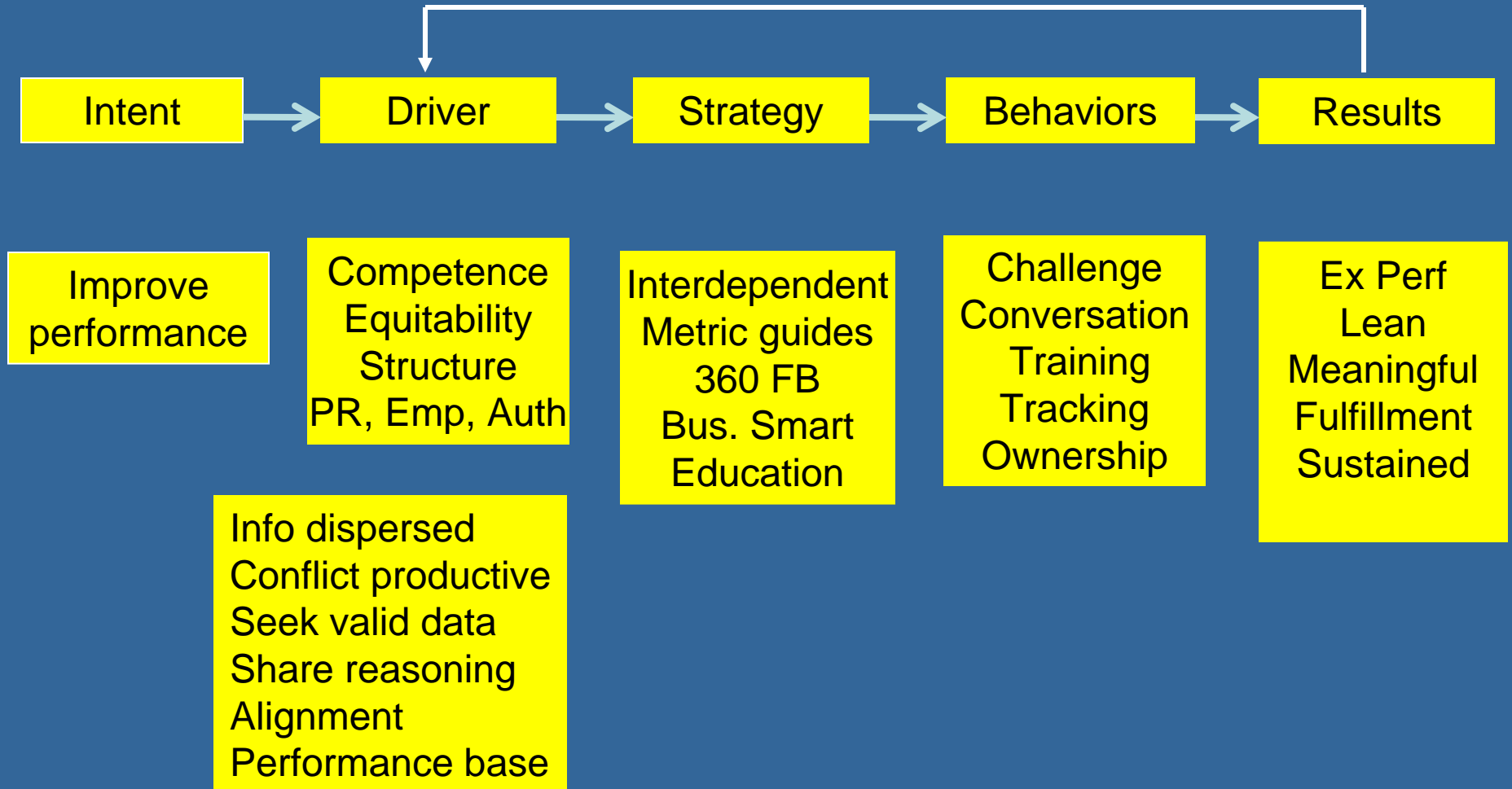
Single Loop



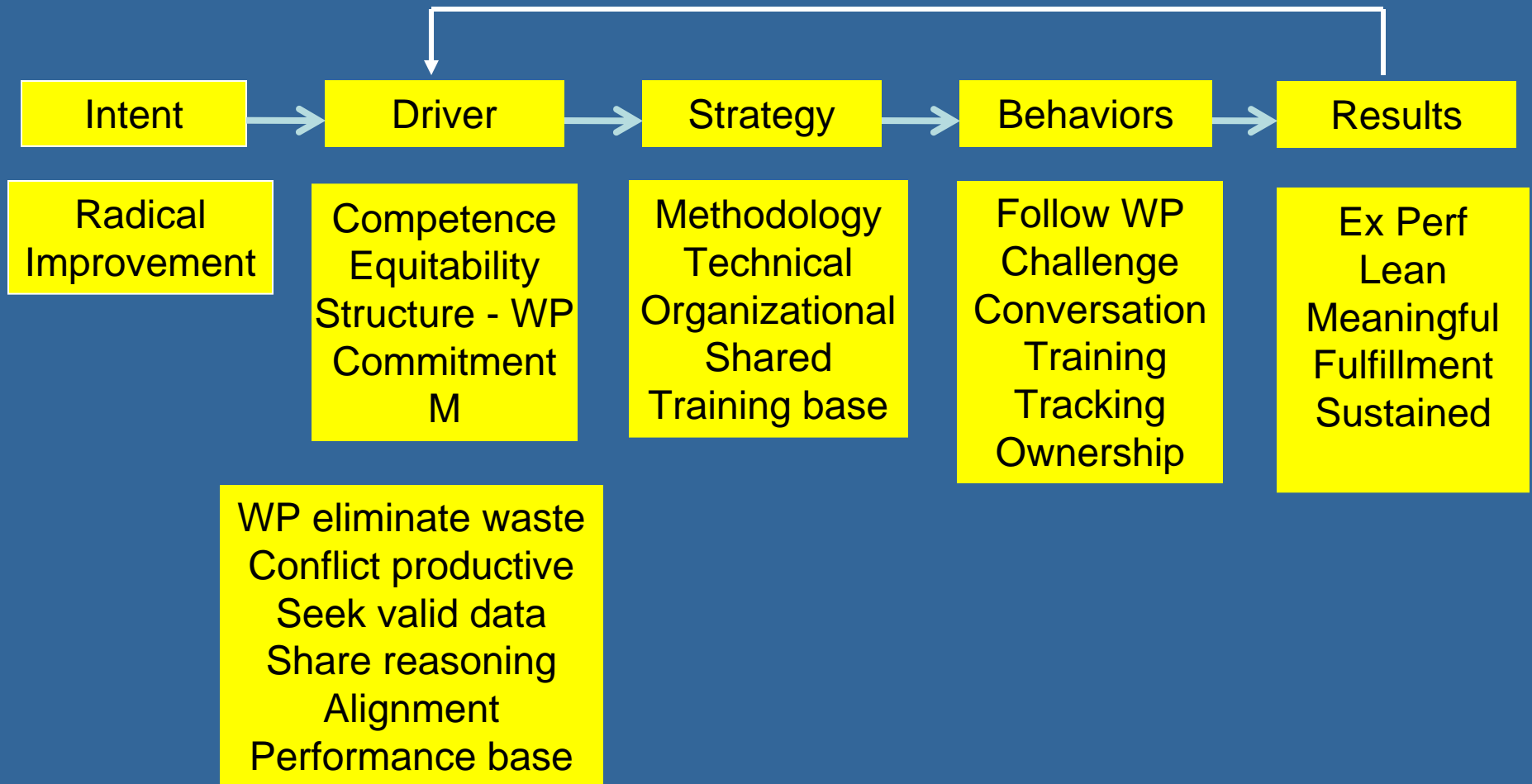
Double Loop



Triple Loop



Rapid Transformation® Methodology



Two Models of Working with Others

Commitment



Control



Insufficient Results

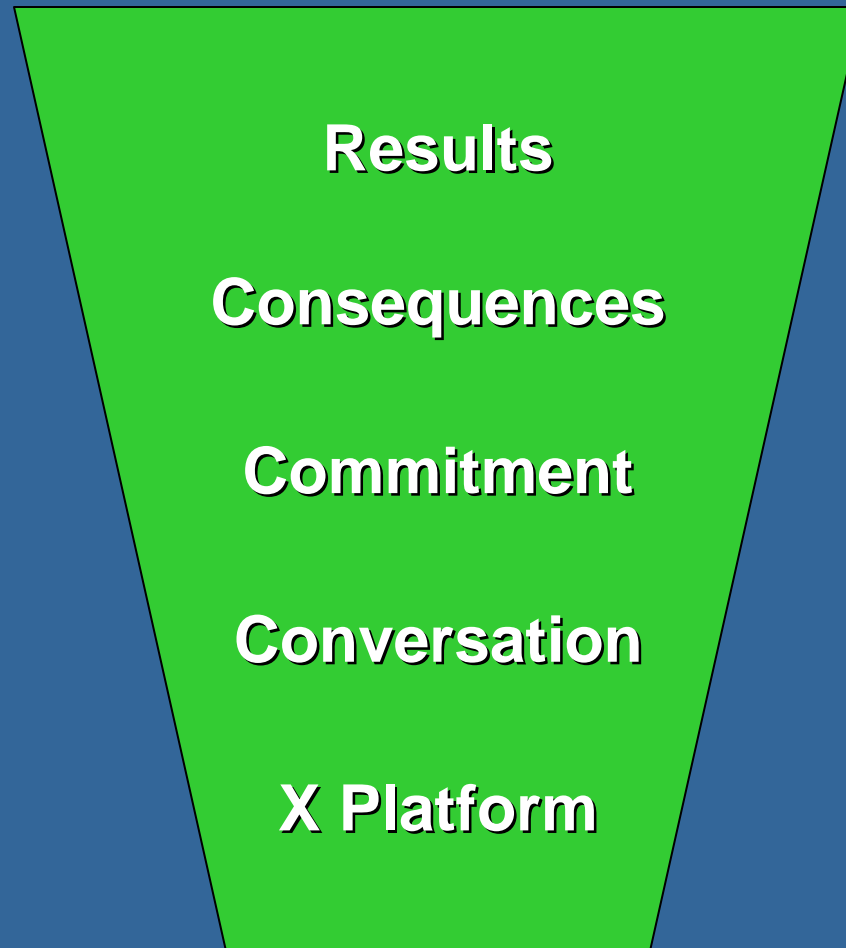
**Production, quality and cost per target
But ...**

- **Do what we're told**
- **Put on a good show**
- **Interpersonal manipulation**
- **Mistrust**
- **Over-protective**
- **Low risk-taking**
- **Low morale**
- **Low internal commitment**
- **Incremental change**

Chris Argyris



Commitment Model



X Platform

Philosophy based on

- Enlightened self-interest
 - If I act in your self-interest; you will act in my self-interest
 - Infinite Game
- Value driven approach
- Structured effectiveness

Consequently People

- Seek feedback
- Are open to coaching
- Display positive regard for others
- Are curious
- Allow themselves to be vulnerable
- Challenge constructively

VALUES
Positive Regard
Empathy
Authenticity
Competency
Learning
Sustainability

Conversation

An interaction in which mutual learning occurs

Conversations may focus on

- **Vision:** how do we create value or advance the game?
- **Conflict:** how do we see things differently?
- **Alignment:** how does this decision advance the game?
- **Breakdowns:** how did it happen? What correction, then prevention?

Conversation Skills

- **Open Advocacy**
- **Active Listening and reflecting on meaning**
- **Authentic Inquiry**
- **Combining advocacy and inquiry**

POSITIVE REGARD

Commitment

Decisions are made through Alignment

- Does this decision advance the game?

When a decision is internalized it becomes a commitment
- my responsibility – you can count on me! Ownership

Commitments more likely achieve effectiveness in

- Compliance
 - EHS
 - Regulatory Quality
 - Capital Projects
- Authenticity**

Consequences

Natural

- **Fulfillment or anxiety, frustration**
- **Meaningful or meaningless**

Logical

- **Compensation**
- **Recognition**

Accountability

- **How do we account for the results?**

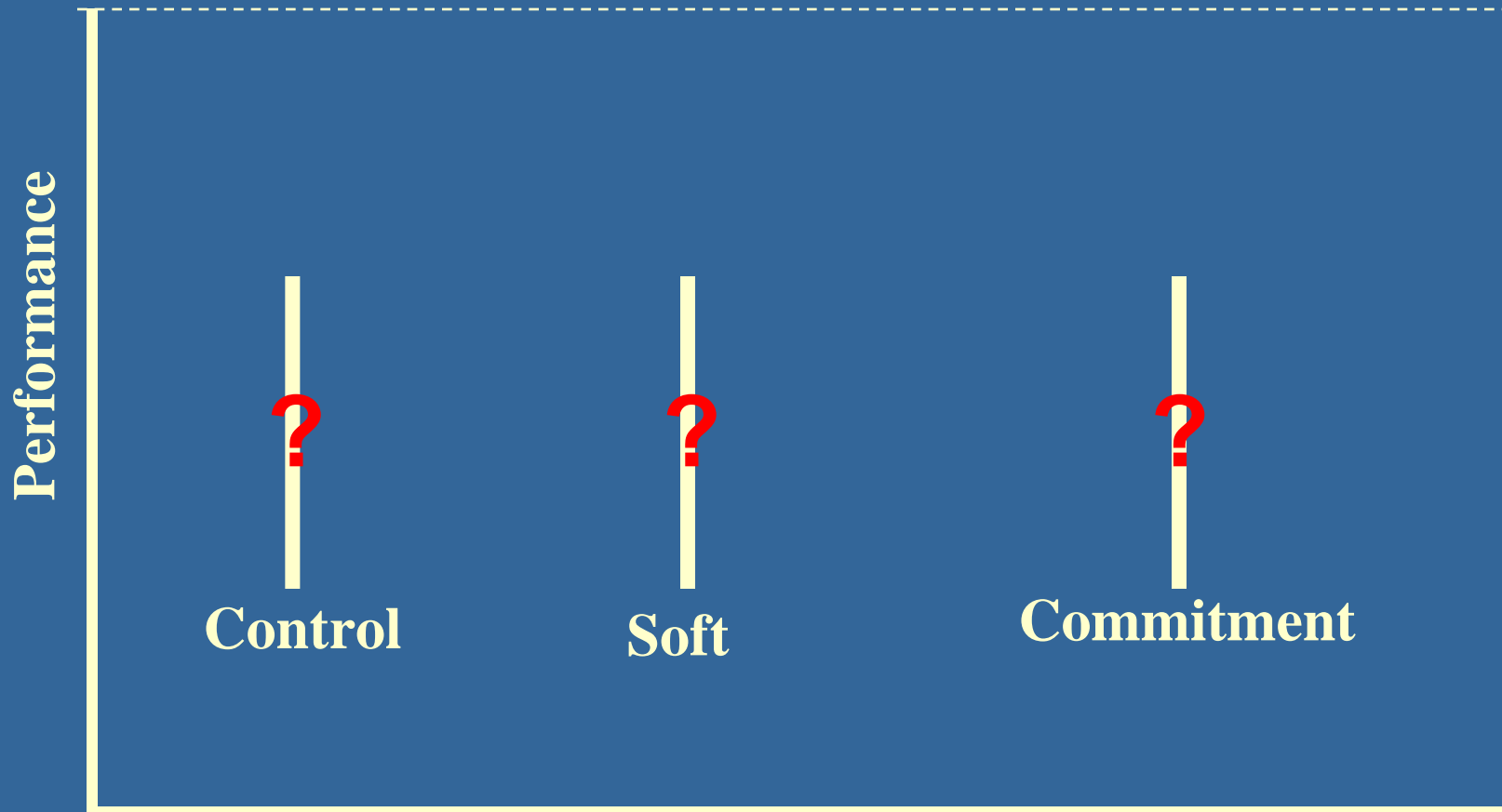
Extraordinary Results

- Minimally defensive interpersonal relations
- Collaboration
- Trust
- High freedom of choice
- High individuality
- Open confrontation on difficult or embarrassing issues
- Double loop learning
- Effective problem-solving and decision-making
- Increased long-term effectiveness
- Extraordinary performance

Taken from Chris Argyris

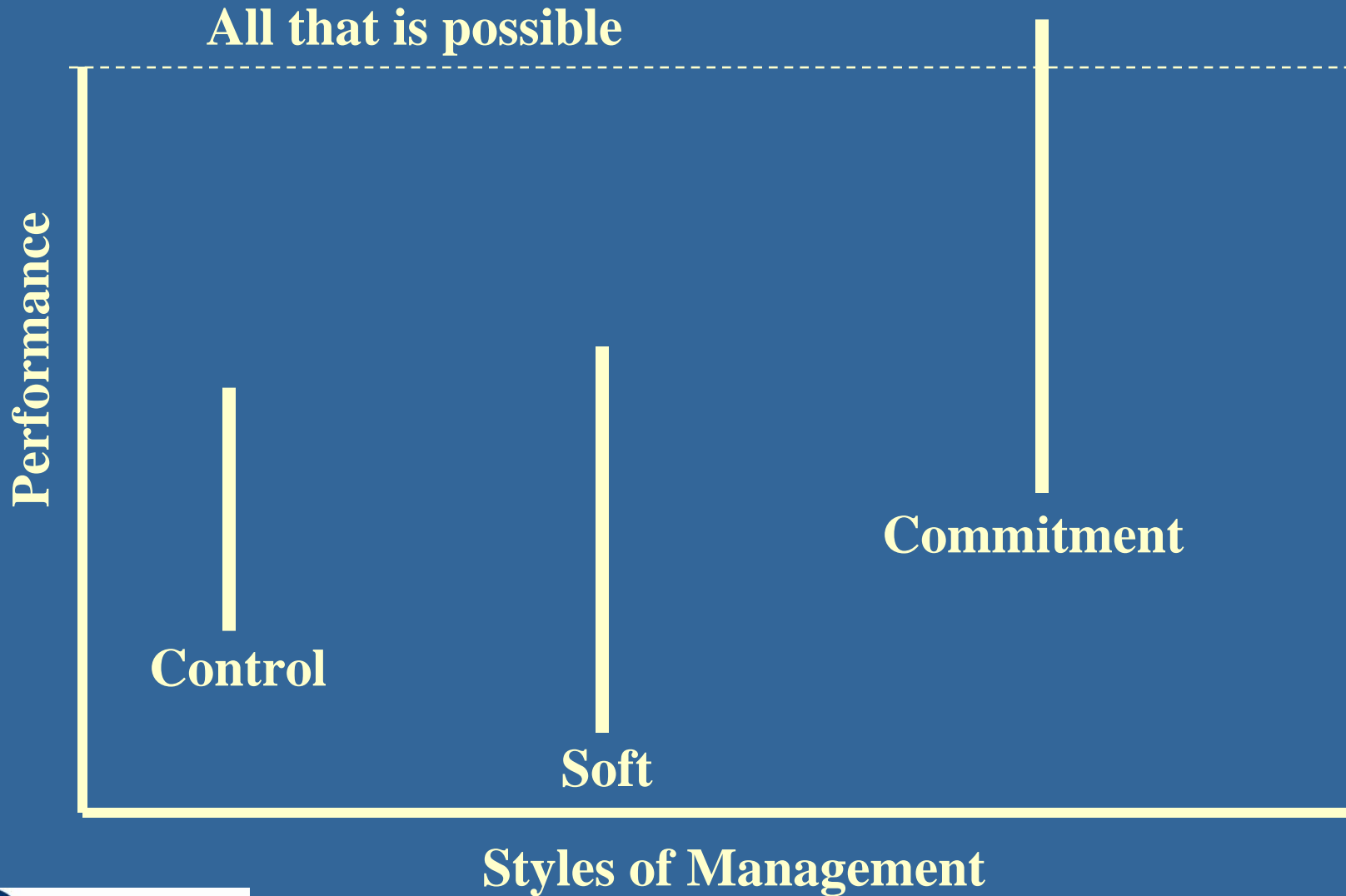
Performance Differences

All that is possible



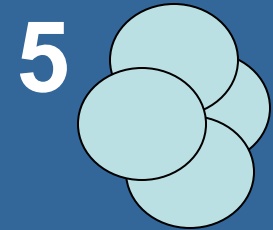
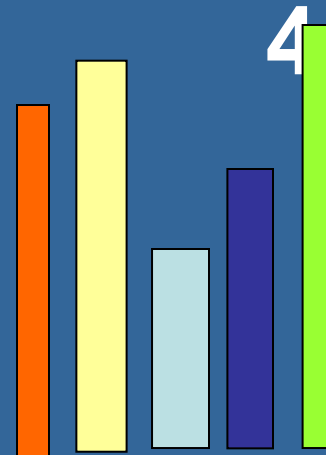
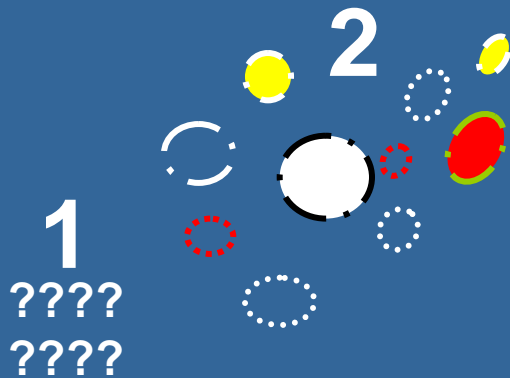
Styles of Management

Performance Differences



Stages of Team Development

-
-



Taken from Managing for Excellence, Bradford & Cohen

Membership

- **What is my investment?**
- **Value of team's work**
- **Role & credibility questions**
- **Boss's expectations & leadership style**
- **What are the other team members like?**
- **Size up others for compatibility**
- **Cautious meetings; polite, superficial discussion**

Sub-Grouping

- **Members form cliques of twos and threes - commonality and allies**
- **Meetings are stiff; people are politically correct; opinions are offered carefully, in line with known positions**
- **Real discussions occur in halls & closed offices**
- **There are challenges for leadership**
- **There are strong political overtones**
- **Automatic listening & distorted positions**
- **The envelope is pushed**

Confrontation

- Overt verbal exchanges across sub-groups; angry, heated, intense
- Struggle for control of the team's direction
- Even trivial issues take on importance
- Positions are overstated, distorted
- Victory establishes relative power
- Cannot be vulnerable
- Meetings are brutal but energetic
- More important issues are raised
- Groups progress to the next level or drop back

Individual Differentiation

- Individuals differentiate themselves by what they stand for, believe in, or by professional discipline
 - Sometimes more loyal to the customer than to the company
- They will help each other if asked
- Members know where each other stand and what they can count on

Shared Responsibility

- Individuals can see beyond the importance of their own discipline to the value of working interdependently with other disciplines
- Confrontations still occur over issues-based disagreements; these are intense but fair
- Time is invested in both performance and learning because of the inherent value recognized in both
- People are increasingly willing and able to take on management of vital issues traditionally decided by management or a single leader
- Anyone can make a decision for the team

