

Interactive Interventions

Interactive interventions are intended to bring people together so they can exchange pictures, interpret their situations, develop a shared vision and undertake communal action to bring about renewal. Interactive interventions also stimulate people to search together for the underlying values that guide their behaviour. This chapter covers twelve interventions. The first four interventions target interactions within teams. To be able to search for underlying values you need people to know each other, you need space for actions and emotions, people have to be willing to be part of a team and to bridge national cultural differences. The next four interventions have a broader perspective. At management conferences, managers search for what is going on and which actions are desirable and possible. At work conferences, people set to work together to imagine the future and bring it closer. At search conferences, people look for possibilities of renewal from the perspective of personal motives and ambitions. In the search for a desirable future, it can be sensible to involve employee participation. Then, there are three interventions about valuing the things that already work well, valuing performance to achieve excellence, and monitoring and valuing the change process. And finally, mobilizing external networks can result in surprising new viewpoints and activities.

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Getting to Know Each Other

The merger between KLM and Air France is characterized by successful cooperation. This cooperation starts at the top of both companies. The two top men share their vision of the future of aviation and its implications for KLM and Air France. The preparation for and implementation of the vision and strategy do not entail any significant differences of opinion. The two top men did not allow their egos to get in their own or each other's way. The fundamentals of the merger are laid down in a framework agreement. The new holding company allows the two airlines to continue to operate independently to a large extent, and both brands are preserved. This agreement lays down the financial and legal footing. A remarkable point is that it contains a number of passages in which it is stated explicitly that "fairness" will be the leading principle in the merger. This applies to things like career perspectives, investments, home airports, route network and destinations. The management of the merger is in the hands of four representatives from KLM and four from Air France, even though Air France is four times as large in terms of ownership ratio. If the votes are equally divided, the chairman of the board has the deciding vote. It is characteristic of the equivalence and the good atmosphere that this deciding vote has never had to be used. All these aspects give the merger the character of a partnership between equals. The "synergy teams" that gave substance to the benefits of the cooperation also were also made up of a careful balance between KLM and Air France. Each meeting was held on the basis of arguments and not on the basis of dominance by Air France from its ownership ratio. A slow, meticulous and fair process of integration was chosen in which people get to know each other and bonds of trust arise at all levels.

Effective cooperation requires trust. Trust can arise through specific process interventions. The method of process consultation is an entirety of activities that helps people in teams to observe and understand events in their environment and to act accordingly.¹ Five connected activities are involved: (1) the method of communication, (2) the clarification and allocation of roles, (3) the method of tackling problems and making decisions, (4) the development of values and standards within the group and (5) the method

of management in a team. These five activities enable the team members to get to know each other, develop trust in each other, make agreements about the team's working methods and develop values and standards that are guiding for the team members and the people in the enterprise. Being able to trust each other and work together means that there has to be time for investing in relations, communication, working methods, decision-making and developing group standards and cultural values.

The following handholds can be useful in working on trust:

- Invest in getting to know each other by exchanging personal biographies and important personal events and by being open towards each other.
- Share emotions, ambitions, uncertainties and experiences to get a view of what holds the team members together.
- Investigate the uniqueness, the needs, strength and influence of the different team members.
- Formulate a joint ambition that provides a space for the team members' own ambitions.
- Collect and exchange information and make an action plan to realize the joint ambition.
- Clarify each person's role in the team and the tasks and responsibilities of the team members.
- Make agreements about the way the team identifies and analyzes problems as well as how they find solutions and take decisions.
- Pay attention to monitoring the progress of the mutual relations and supporting each other in realizing the ambition.
- Develop a recognizable style of leadership within the team and towards the people in the enterprise.
- Invest in cultural development by making values and standards explicit and communicating about them.

Paying Attention to Action and Emotion

The integration of Tempo-Team and Vedior had to be completed swiftly as uncertainty for customers and employees was undesirable. In that situation, the art is in accelerating the integration of technology and working methods and at the same time paying attention to the feelings of the employees. Besides a tightly planned integration

of technology and working methods, there is attention to team forming and cooperation. The point is that people really get to know each other. “Once it does not concern the contents for the first time, the skill is in creating that connection. So you shouldn’t talk about your CV, but something that affects you deeply. The superior set the example. He told very personal things about his childhood, how he had joined Tempo-Team, and his feelings about the integration. When others did the same, the personal things emerged. One person had lost a loved one, and another had conquered an illness. You are open and honest and that immediately creates a connection.” In the new teams, the new colleagues commence immediately on getting to know each other’s strengths and weaknesses in Team and Talent Sessions in order to be able to use each other’s qualities straight away.

Team development is not just about creating action plans and performing a task. The example of Tempo-Team and Vedior shows clearly how the board members of KLM and Air France invested in the mutual relations and in articulating joint ambitions and cultural values. In mergers and takeovers, respect for the other side is essential. A balanced attention to tasks and relationships is not only important on board level but at all levels in the new organization. This emerges in the example of Tempo-Team. Attention to action and emotion also helps in the operational teams in creating a connection and knowing each other’s motives and qualities. The basic principle for team building based on emotions is that teams and team members achieve better results if the team members feel free to express their positive and negative feelings and can behave authentically.² Investment in actions and emotions within a team can form a good basis for teamwork. This intervention hooks up to deep personal experiences and events. This form of team development can be confronting, so this intervention is less suitable if people do not choose freely to express their emotions. Forcing attention on personal feelings and authenticity can result in discomfort and actually damages teamwork. This intervention is not practical if there is a slumbering conflict in the team.

Points of attention for team development and authenticity require people to³

- know themselves and their own biography by realizing where they are coming from and which important people and events have influenced what and who they are,
- be prepared to leave their own comfort zones and take on new adventures and relationships,
- invest in obtaining open and honest feedback from colleagues, friends and family members,
- really want to know others by being interested in their biographies and accepting them the way they are,
- be willing to give open and honest feedback that acknowledges the other for who he is and makes it possible for others to improve themselves and
- understand the context in which they are working and cooperating and relate to the new situation and the new culture that they are building together.

Developing Teams

3M had developed several innovative products, but at a certain moment it was slow in bringing them to the market. Innovation had lost its focus and a lack of market orientation. The new CEO at the time did not disqualify the past but was looking forward when he stated: “My objective is to participate in growing this company. The onus is on me to become part of this rather than to come here with some big-fix plan, nothing could be further from the truth. Nothing needs fixing. It is a matter of building on this huge potential.” To get products with commercial viability to the market faster, 3M started a change programme called 3M Acceleration. This programme involved a review of the research processes at 3M to identify ideas with potential and to allow the company to drop weak ideas and projects. A first step was to close the fourteen independent technology centres and to move the scientists to the Corporate Research Laboratory or to the company’s operational divisions where they could work closely with the manufacturing and marketing teams.

The second step was to reinforce that all scientists at 3M stay in constant touch with the manufacturing and marketing teams to get the feel of the markets. Greater cohesiveness was created between the different teams in the company in terms of sharing knowledge and market information. The third step was to form collaborations with customers and target groups. Employees were encouraged to work in teams on innovative projects with commercial viability. This extended teamwork reinforced knowledge and information sharing between the different professionals and improved the synergies between them. The collegial atmosphere was nurtured while the creativity in the company was more properly channeled.⁴

Task-oriented team development involves a series of activities aimed at realizing the proper functioning of a team by establishing and improving team goals, working methods, task implementation, organization of the work, cooperation, consultation and decision-making.⁵ There are a number of phases to team development in the bundling of a collection of individuals into a group, a team and then an independently operating team. There are many tools to support team development.⁶ Task-oriented team development concentrates on improving how a group functions and the way the group performs its task by increasing interpersonal skills and the skills for taking decisions and solving problems together. This form of team development cannot be used if managers are not accepted or function badly or if there are dominant team members who want to force their own vision on others.

The general method in team development consists of a number of steps:

- In mutual consultation, the team establishes the goals of the team development and how the team will work on them.
- It is essential to collect information about how the team operates. This information can relate to various aspects of internal and external functioning.
- The manager prepares the planning and design of the workshop in consultation with the team. Together, the team members and the manager put the topics together, discuss a general method of working, determine various activities, agree on methods for the transfer of knowledge and identify tasks and responsibilities for the people involved.

- The meeting preferably takes place at a location where the team can work uninterruptedly, while there is also time and space for relaxation and the development of informal activities and contacts. The programme is worked through with the team investigating the aspects that underlie problem areas, developing and discussing new working methods and lay down decisions and responsibilities with regard to the implementation.
- At a follow-up meeting, the team checks whether the agreed activities have been performed, which problems arose during that performance and what the results are. The team adjusts schedules and plans and develops new plans.

Bridging Cultural Differences

The employees of KLM and Air France have strong ties with their own companies and feel national pride. Many KLM employees initially have little faith in the merger. They are afraid that the French will be authoritarian, dominant, arrogant and bureaucratic. This fear is related to the image of Air France as state-run enterprise and the stereotypical image of “the Frenchman.” “I didn’t have that clear picture of Air France. I did have an image of the French in general. Chauvinistic and wanting to be the boss. I was afraid of that to start with. You can see it in the national flags too. They both have the colors red, white and blue, but on our flag the stripes are horizontal while on the French flag they are vertical. The French are naturally hierarchical, centralistic and dominant.” An external agency identifies and lists the cultural differences and this shows up actual differences in the way the companies are run. At KLM, achieving consensus has an important part to play, while decision-making at Air France is organized more hierarchically. Another difference is the orientation with regard to time. KLM concentrates on one thing at a time, while at Air France more than one thing is given attention at the same time. At KLM meetings are businesslike, while the French find private chats during meetings quite normal. The Dutch cherish their entrepreneurial spirit and aim more at the short term while the French have more of an eye to the context of their decisions and the long-term picture. This findings match research into the major differences

between the national cultures of the Netherlands and France.⁷ An investigation into cultural differences forms the basis of cultural workshops offered to employees who will in practice have to deal with the merger partner. The purpose of the workshops is to increase the awareness of the cultural differences between the two companies. A total of 1500 employees of KLM and Air France participated in these workshops. In addition, several hundred senior managers take part in joint training sessions of two times five days. The KLM and Air France participants together go through a programme aimed at behaviour in which they also get to know each other better. These training sessions contribute to self-awareness, reflection on one's own cultural peculiarities and on building up personal networks. An exchange programme for "young potentials" is also set up. Promising KLM managers go to the headquarters in Paris and young managers from Air France stay two years at KLM. This is extremely instructive for the managers themselves but also for the departments that act as host. The participants make a book when their exchange ends, the "Cultural Navigator." This book gives hilarious descriptions of how unspoken expectations on the side of both companies can differ and how that can create misunderstandings. Bringing the different cultures together and bridging the gap contributes to managers and employees recognizing the positive aspects in the culture of the other person. A more critical attitude to one's own culture also comes about. This results in the cultures of both companies changing subtly and gradually integrating.

That national cultures can influence the values and standards within companies is not a new fact.⁸ It is also known that these cultural differences between countries and companies can be difficult in international cooperation and when companies from different countries merge. It is fascinating that in mergers, often the cultural differences between the companies are magnified and the similarities disregarded. There is also selective perception as you could also say that the French performance in the merger between KLM and Air France is inspired by the leading values of the French revolution: "Liberty, Equality, Fraternity." However the case may be, time and attention for bridging the cultural differences are essential in international cooperation (see Chapter 2). A condition of

this intervention is that the cultural differences allow insight, that top managers are visible themselves and that time is provided for workshops and exchange programmes in which they can also take part.

The following can be helpful in bridging national cultures:

- Become acquainted with cultural differences between countries through existing research and from descriptions of specific cultural elements of countries.
- Invest in recognizing and learning to handle cultural differences between individuals, groups and companies with different cultural backgrounds.
- Develop awareness of cultural differences and respect cultural differences by placing them in a historical and cultural context.
- Pay specific attention to cultural dilemmas in which countries differ from each other, such as⁹:
 - Centralized–decentralized locus of control;
 - Large–small power distance;
 - Individualism–collectivism;
 - Short-term–long-term orientation;
 - Masculinity–femininity and
 - Degree of minimizing uncertainty.
- Besides attention to cultural differences, also pay attention to similarities between the cultural backgrounds and values between countries and companies.
- Look for complementarity by valuing the strong aspects of the culture of others and by presenting your own values.
- Invest in getting to know each other by visiting each other's work context and taking the time for personal contact.
- Invest in cooperation by working in mixed teams and through courses, workshops and exchange programmes.

Engaging Management in Conferences

Tempo-Team chooses a gradual process of cultural development. In that process, the board and managers meet several times a year at away days that actually lasted several days. The meetings concern the identity of Tempo-Team, the underlying business model, the market positioning and the way Tempo-Team interprets local

entrepreneurship. The meetings provide the opportunity to get to know each other better. There is a lot of space for listening to each other and entering into dialogues. “We were expecting a customary presentation by the board about the strategy and market developments, in which we as management would mainly just listen in a theatre setup. Instead of a theatre arrangement, this time there was a large circle of chairs and soul music was playing. This was a metaphor for people who want to make music together. That gave space to shift into a dialogue about the strong and weak sides of our management.” Thanks to the meetings, mutual understanding and unity arise. At follow-up sessions, the participants name the core values and translate them into concrete behaviour. When local and excellent leadership are the subject, all the branch managers are also invited. More than three hundred people participate in that meeting. They work on the basis of positive energy. Feelings are taken seriously and there is space for emotions. Management offers space and gives trust. From telling examples, people work together on giving substance to local entrepreneurship.

All companies where people work successfully on cultural change hold management conferences. It is a frequently used intervention for getting to know each other, exchanging experiences and developing a joint vision of the future. The conferences can have various formats. In the companies studied, they were usually meetings of several days that took place outside of the business and that also provided time and space for informal encounters. The skill is in creating an open atmosphere that allows dialogue to arise.¹⁰ Management conferences that do not offer enough space or do not connect to issues that people are concerned about, often get bogged down in perfunctory rituals. In that case, they become part of a culture in which underlying values are precisely not discussable.

Management conferences are effective in cultural change if

- there is space for getting to know each other better and experiences and emotions can be shared in an open atmosphere, allowing a communal spirit to come about,

- the topics at the conference match issues that people are involved in and for which they want to take personal responsibility and
- a dialogue arises about the present day and the desirable future, and the pictures of the future are translated into concrete behaviour.

Initiating Future Conferences

At the Rabobank, the innovation manager together with his innovation team organizes a series of work conferences for the local bank directors. The team starts with evening meetings in a futuristic context in order to make the people from the local banks aware of changing customer behaviour and the new possibilities of information and communication technology. The message gets across: customer comfort can be created through linking information technology with the local service. It is about “clicks” and “bricks.” Word gets around. The evening sessions are followed by work conferences for local bank directors. At these sessions, the innovation manager and his team pay a lot of attention to creating psychological security. They invite the bank directors to talk about their distrust and they show respect for the business and the issues at the local banks. The innovation manager is open about the risks involved for the local banks if they participate in the innovation. This creates a balance. During one of the work conferences, the team shows a computer simulation. It demonstrates the patterns between the national organization and the local banks. This image of the “normal” state of affairs brings out the dissatisfaction. It leads to a discussion about a more productive relationship between team and local banks. The innovation team indicates the way they do not want to work in any event. The local bank directors declare their trust in the innovation team. This smoothes the path towards cooperation on the basis of a regular dialogue and sharing knowledge about guiding a change in one’s own local organization.

The key question in work conferences is how the banks will develop their business and perform the work, what problems are involved, and how they could organize the work differently in order to serve customers better. The participants regularly set out the current work processes. They analyze problem areas and discuss how they can solve these problem areas. They

explore new possibilities for organizing the work differently and make agreements on fleshing out the new working methods. Risks and preconditions of renewal are discussion topics as are the introduction strategy and the role of the parties involved in that introduction. The idea behind the work conferences is that looking for new possibilities for quality improvement contributes to thinking from the basis of customer value and can result in a different structuring of the work. The change to work structuring and the use of new technology result in different patterns of cooperation and through that, indirectly in different discussions and different values and standards. Conferences for analyzing problem areas in the work and looking for improvements contribute indirectly to cultural change, as new working methods and patterns of cooperation emerge. However, this indirect link can also mean that the deeper layers of the culture do not change and old patterns remain in existence.

Work conferences are meaningful if

- participants experience problem areas in the current work organization and are willing to discuss this with each other and look together for improvement,
- the conferences fit in with the experience of the problem and the ambitions of the participants to make something of it,
- there is space for new ideas and new possibilities to organize the work differently and
- the work conference is not a once-only event but has a follow-up in the experiments with new working methods and the exchange of experiences.

Organizing Search Conferences

The directors of youth care centre Youth Format organize a search conference and invite employees who make the effort every day to keep children and parents on their feet. They ask them what they like in their work and what is difficult. They tell their own dream: “Youth care as if it is your own child”. Directors and professionals search together for ways of renewing the youth care and for what exemplary youth care would look like. The care providers put forward concrete situations they are ashamed of on a professional level because they

do not offer the help that is needed. They present events they are enthusiastic about. During the search conferences, they conquer the anxiety about experimenting with renewal and learning from it. They feel challenged and supported by the directors and take the initiative to adopt a concrete case and work it through. The search conference generates energy for renewal. Gradually, a process gets going in which the professionals work on exemplary youth care.

Working with search conferences is a tried and tested method for initiating renewal. It involves large-scale interventions in which all levels of an organization work together on forming a picture of a desirable future and working towards that.¹¹ Search conferences are suitable for sharing points of view and building a common foundation for cultural change. A precondition of success is that the ideas are given shape in action plans, that there are follow-up activities and that the progress is monitored. Without follow-up activities, often these are just nice meetings without any further effect. This intervention is meaningless if the issue is too simple, management has a strong need of control of the meeting, there are reorganizations in which participants have no say, there are doubts whether the participants can let go of existing value patterns or if the level of conflict is so high that people do not want to talk with each other.

The general steps for search conferences are¹²:

- Preparation of the meeting by a core team that assigns an attractive theme, invites relevant people from all levels of the company, finds a suitable location and works out suitable formats.
- Inviting relevant persons concerned. Top managers are involved and all levels and operational perspectives are represented. Inviting customers, business partners and policy makers is another consideration.
- The conference itself, at which people exchange perspectives, analyze problems, choose solution directions, formulate future perspectives and create a joint basis for further actions.
- Follow-up activities in which the participants communicate the results to the other members of the company, work on broader commitment and design, continue and monitor the change process.

At companies that work successfully on cultural change, two specific forms are apparent: the future conference¹³ and the open space.¹⁴ The

future conference aims at inspiring people by searching together for a future that binds them and on which they are prepared to work. As comprehensive as possible, a network of persons concerned works for several days together on a vision of the future and an action plan based on that vision.

A future conference involves the following steps:

- Invite all persons concerned who can contribute something to the analysis of and solution to an issue.
- First, jointly explore the entire issue and work on a joint basis, before people start on actions from each person's specific possibilities.
- Think and work future-oriented and action-oriented and focus on the jointly desired future. Consider differences in perception and conflicts as meaningful information.
- During the meeting, give space for personal initiative and assuming responsibility.
- Pay attention to the past and the historical context of the company and to the present with the current values and the developments already occurring. With a picture of the past and the present in their minds, participants are then given the opportunity to imagine a future.
- Translate the tension between the past, the present and the future into a change strategy and an action plan that people can work on together.

The idea behind the open space is that energy and movement for renewal are encouraged if people can question topics they feel passionate about and for which they want to assume personal responsibility. Participants take the initiative on the spot for getting themes on the agenda and forming groups in which they tackle these themes.

The basic principles for working in an open space are:

- Create an open space in which people can see each other, explore themes and exchange ideas.
- Name a central and binding theme or complex issue that concerns the meaning of the organization and that has personal meaning for several people.
- Ensure that ideas are exchanged in small groups on themes that the people themselves have contributed and that affect the central issue.
- Stimulate open dialogue and interactions in the small groups and ensure that all ideas and suggestions for renewal are bundled and distributed.

Investing in Formal Participation

The change that the Immigration Service makes has consequences for the future setup of the labour organization: existing positions will disappear and new positions will come in their place. The emphasis in the work shifts from knowledge to attitude, from application to applicant and the amount of contact with the outside world increases. It is expected that fewer employees will be needed once the new information system and a new labour organization model have been introduced. In other words, the renewal has quite a few consequences for the personnel. Employee participation in the development of the labour organization model is given an important position. In an intensive consultation programme, the organization develops a new form of cooperation between the director and employee representation. Step by step, the directors involve the Works Council in the development of the organization of which only the outline of the end point can be sketched in the first instance. Gradually, the consequences for the employees become clear. The Works Council lays down the measures – necessary to protect the interests of the employees – in a social covenant with the director. After the covenant has been signed, the Works Council continues to think along in work and development groups about the formation of the new Immigration Office.

Works councils and unions often play a part in deep change processes. They can act as defenders of interests or cultural guardians of the existing values and standards. They can also be a source of information and a valued partner in cultural change. The relationship between director and works council or union involves investing in trust and entering into a psychological contract about roles, communication and forms of conduct during the cultural change.

The following conditions are relevant for turning the workers' voice into a partner:

- A works council that is not divided and is prepared to deal with some uncertainty about the outcome of the change.

- An open attitude from the director to share information, exchange experiences and involve members of works councils and workers' participation in the change process.
- Willingness of director and workers' participation to invest in mutual trust and open communication.
- Clarity about each person's role in the change process and willingness for each other to be permitted to play that role.

Supporting Appreciative Inquiry

The Consultancy Group of the Municipality of Amsterdam has a stiff assignment from the alderman: Analyze whether the waiting lists in Amsterdam for youth care will be cleared by the end of this year. If it turns out that the waiting lists are not eliminated, the minister for youth care will start a procedure for administrative re-allocation budgets. In a complex field such as youth care, that is the last thing the alderman is waiting for. The waiting list issue is not an isolated phenomenon but is woven into questions about funding flows, treatment space for professionals and binding legislation. The question is not “whether” the waiting lists will be cleared at the end of the year, but “how” they are to be eliminated. The Consultancy Group chooses an approach of appreciative inquiry. The first step is exploring, together with the relevant parties, what works well and where they can make progress in attacking the waiting lists. The second step is to find out what they can learn from each other when it does go well. People on the waiting list are helped faster if the care institutions cooperate with each other and if there is space for the professionals to get to work without too much bureaucratic fuss. The positive learning experiences are used to trace and get rid of obstacles to cooperation and coordination. This creates the space to work on a future without waiting lists. The third step is for the institutions to make concrete agreements about mutual cooperation, funding and the way they deal with the legislation. During the entire process, the advisors monitor whether the waiting lists become shorter. If movement in

the waiting lists falters, they discuss which actions are possible with the persons who are directly involved. The fourth step is making the results clear, sharing learning experiences for the future and celebrating successes with all the people concerned.

The starting point for appreciative inquiry is that every organization has successes and something that works well.¹⁵ Innovative practices and cultures are already there. The art is in discovering and appreciating those practices and cultures. What makes this intervention powerful is the merging of analysis and change, and the energy that is released because the focus is aimed at what works well and the qualities that are already present for realizing deep changes. The process of appreciative inquiry is usually visualized as a cycle with four activities.¹⁶ Usually, the process starts with discovering, appreciating and valuing the best of what is already there, followed by dreaming and envisioning what might be an attractive future. Designing the innovation process based on a dialogue of what should be done and realizing the destiny by delivering and implementing the desired future follow the first two activities. The appreciative inquiry intervention is gaining in popularity. It is a suitable intervention for cultural development because it strengthens successes from the past. The intervention is less suited to episodic cultural change as people can then precisely have a longing for the past. One danger of this intervention is that appreciative inquiry is used as a gimmick to get people to talk positively with each other for once, without any follow-up being provided.

Appreciative inquiry involves the following principles and activities:

- With discovering, it is about a communal exploration of previous successes which are connected to the theme that is the focus of attention.
- With dreaming, the participants imagine a desirable future in which the successes from the present and the past are a source of inspiration for imagining the future.
- With designing, they share the discoveries and possibilities and make a design of the organization in the future.
- With delivering, they construct the future by making innovations concrete, formulating actions and sharing successes.

Introducing Appraisal and Assessment

Deltaland Hospital wants to increase the quality of the care. Eight medical specialists start the programme “Appraisal & Assessment” as part of the quality policy. This programme consists of peer intervention and evaluation to improve the quality of the individual functioning. Part of this intervention is 360° feedback. The appraiser collects the feedback. At Deltaland Hospital, this appraiser is a medical specialist from the other branch who is trained in holding intervention discussions. Information is gathered from fellow specialists, nursing staff, people from the operation rooms, managers, general practitioners and patients. The starting point of the discussions is that everyone can improve and is entitled to coaching. In the discussion, the way things are going in the hospital is probed. The person who receives feedback gains insight in that feedback and receives three observations about what is going very well and three points for improvement. The group of eight specialists gradually expands. More and more specialists work on self-reflection and use the interactions with the colleagues for this purpose.

A characteristic of contemporary forms of valuing the performance of people in organizations is that the evaluation takes place on the basis of information from colleagues, customers, employees and managers. It is about 360° feedback of which the aim is to value what is going well and improve what can go better.¹⁷ Actively involving relevant people who give feedback contributes to the person under evaluation gaining a full picture of their own functioning and being offered possibilities to improve their functioning. The effects of this form of feedback are generally positive. The skill in changing or shaping an organizational culture is linking the points of view for feedback to the desired cultural values and asking for and providing information aimed at that. When involving customers and colleagues in collecting information, the emphasis is on customer value as an important point for attention in the organization and that a culture of cooperation is valued. A condition of effective feedback is a good relationship of trust between the giver and receiver of feedback. It is essential that the person receiving feedback assume responsibility for their own learning process. Several steps are conceivable in valuing performance.

Developing a system for evaluating performance involves the following actions:

- Establish the goal of the evaluation system and what it relates to. Is it just about feedback on functioning or is there a link with career planning and rewards?
- Develop a system for collecting and assessing information about how a person functions and discuss that information with that person.
- Invite people to experiment with the system and test the points of view that are part of the evaluation.

For performing the evaluation, the following actions apply:

- Select the persons who are capable of giving feedback to a specific person on the basis of concrete behavioural observations.
- Choose the persons who pass the collected information back to the person who is being evaluated.
- Feed the collected information back in a discussion with the person being evaluated and test recognition of strong points and points that can be improved.
- Make agreements about improving the functioning.

Using Monitor Systems

The Metropolitan Police force sets aside two years with all managers to create space for diversity in the organization. Due to the topic and the open learning form, the initiators of the process choose to monitor the progress closely. They do this in three ways. Firstly, the supervisors of twenty-four learning groups follow the groups as well as the individual participants. They want to see who gets moving, who finds it difficult, what hinders the group dynamics and where space arises. In between the meetings of the learning groups, the supervisors exchange their experiences about people speeding and others slowing down in the learning, and a sharp picture arises of the complex tension between the current culture and the topic of

diversity. This helps the supervisors understand what the learning requires and it helps them in their role in the learning groups. Secondly, there is an intermediate evaluation halfway through the process. All participants can express what they feel about the course in an extensive survey. The general outcomes are discussed with all participants who can get to work with their own outcomes. The process supervisors use this research into cultural change to gain insight into complexity of the learning task and the effective ingredients of the cultural process.

Monitoring, evaluating and discussing the progress and results of a change process can provide a positive contribution to cultural change. One reason is that monitoring progress and providing feedback of results sets a learning process in motion in which people reflect on the existing situation and their own actions and together look for new ways to solve problems or obstacles in the change.¹⁸ Monitor systems contribute to exchange and interactions about a specific theme. The outcomes provide a picture of the situation in a company and contribute to communication about important issues. It becomes possible to discuss successes and obstacles in the change and people can cooperate on realizing improvements. A high level of distrust is a contraindication for this intervention. This intervention does not work if there is not enough time and openness to discuss the results and work out improvements.

In practice, the intervention of monitor feedback follows five steps¹⁹:

- Initiators involve members of the organization, including top managers, in the setup and planning of the intervention.
- From all members of the organization, they gather information about the importance of the change and the progress of the change process.
- They analyze the data and provide feedback to the top of the organization and managers.
- Managers prepare for their role of sharing information and discussing it openly.
- Managers discuss the outcomes in their departments or teams, allowing people to interpret the data together and make plans for improvements.

Mobilizing Networks

Jeudgformaat gives professionals the space to experiment with innovative youth care. To get real renewal going, the professionals seek cooperation with colleagues from other juvenile institutions. Sustainable cooperation between the institutions requires contact on a strategic level. The Board of Directors of Youth Format organizes a network dinner and invites directors from partner organizations to participate. The aim of this dinner is to give the directors of the partner organizations insight into the way they can play a part in getting the concept and method of Exemplary Youth Care further. The Board of Directors expresses it as follows in the invitation: “Exemplary youth care is a process in which we have the ambition to improve youth care gradually, working from small examples from the work practice of our care providers. We cannot increase the success of Exemplary Youth Care without the help of our network partners. That is why we are asking you to travel with us on the road to Exemplary Youth Care.” Sixteen directors of network partners are present at the dinner. They sit together at the table with the professionals who are working on renewal from their work practice. During the dinner, the initiators come up with concrete situations of children and indicate what they need from partner organizations to give the children a future. Due to the urgency of the situations concerning children, new arrangements and forms of cooperation between youth care and childcare and between youth psychiatry and foster care, come about on the spot. From the real-life situation, a strategic cooperation arises that lays down a foundation for more intensive cooperation between institutions that are involved with youth services.

Mobilizing networks contributes to accepting different perspectives where functioning is concerned. This can lead to entrenched patterns becoming evident and discussable and self-evident truths emerging. The answer: “That’s how we always do things here” is no longer good enough. The idea behind mobilizing networks is that people look at other locations and gain experience and that they seek out others to satisfy their own needs or purpose.²⁰ Through this searching through all kinds of topics and issues,

subcultures arise of people who share something with each other that they find valuable and that they want to work on. Often, it involves informal networks that share something together and develop their own values and standards. Precisely in these new and informal networks, innovations arise that are difficult to achieve within one's own organization. Building and mobilizing networks almost always results in exchange and learning processes across organizational boundaries. New work practices and other values and standards about cooperation arise in these learning processes. These new cultural practices can contribute to cultural change in your own organization if the network leaders are prepared to share their experiences.

To mobilize networks and experiment with renewal, the following is necessary:

- networks are set out and people in networks are consulted (this is not normally a problem if the customer and customer question are the starting point),
- management gives people in the organization the space to develop networks and enter into work relationships with people from partner organizations,
- networks that come about on operational level are supported by networks on an administrative level and
- positive practices with working in networks are shared with others and the different working method and cooperation practice are discussable.

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