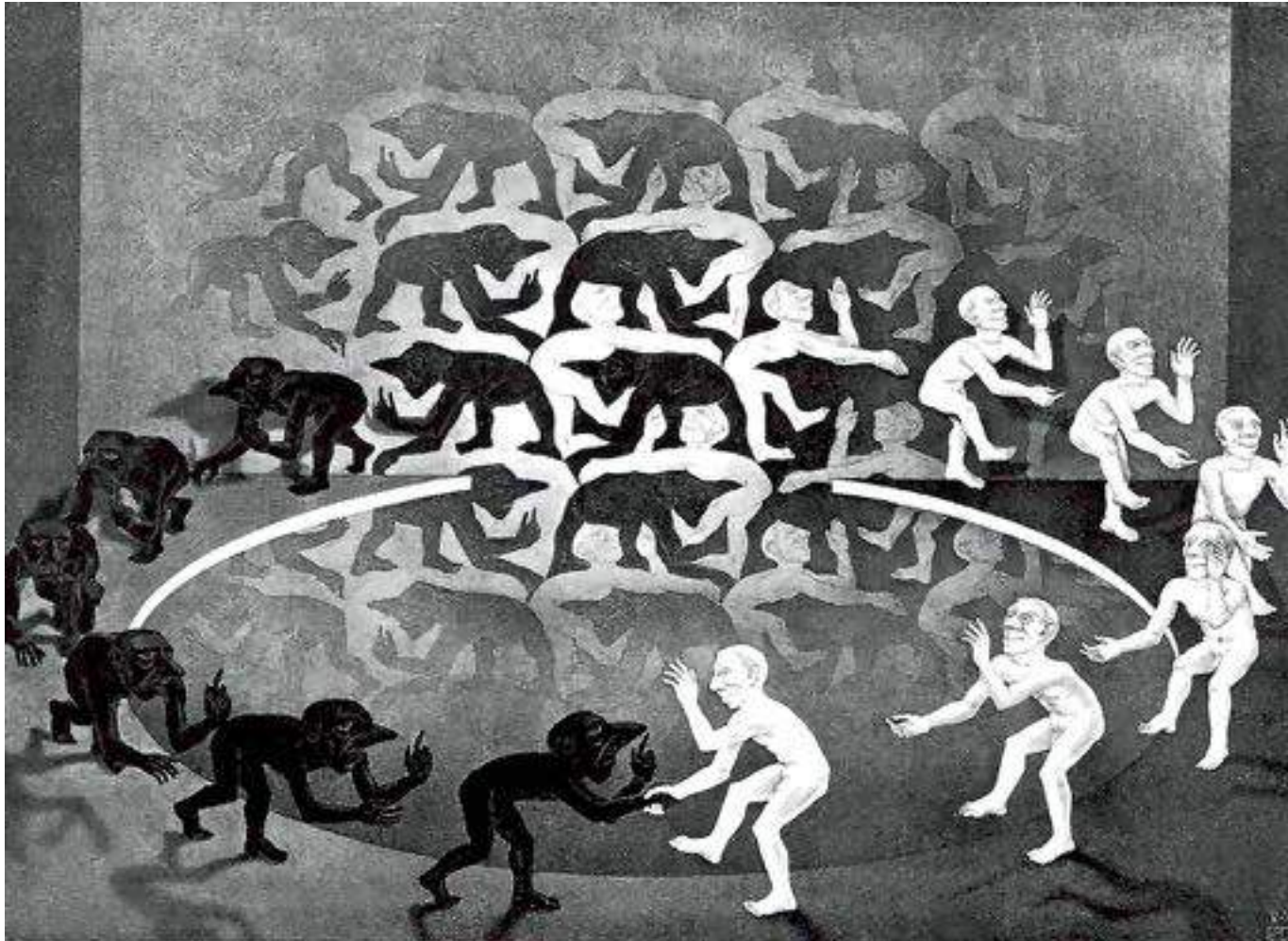
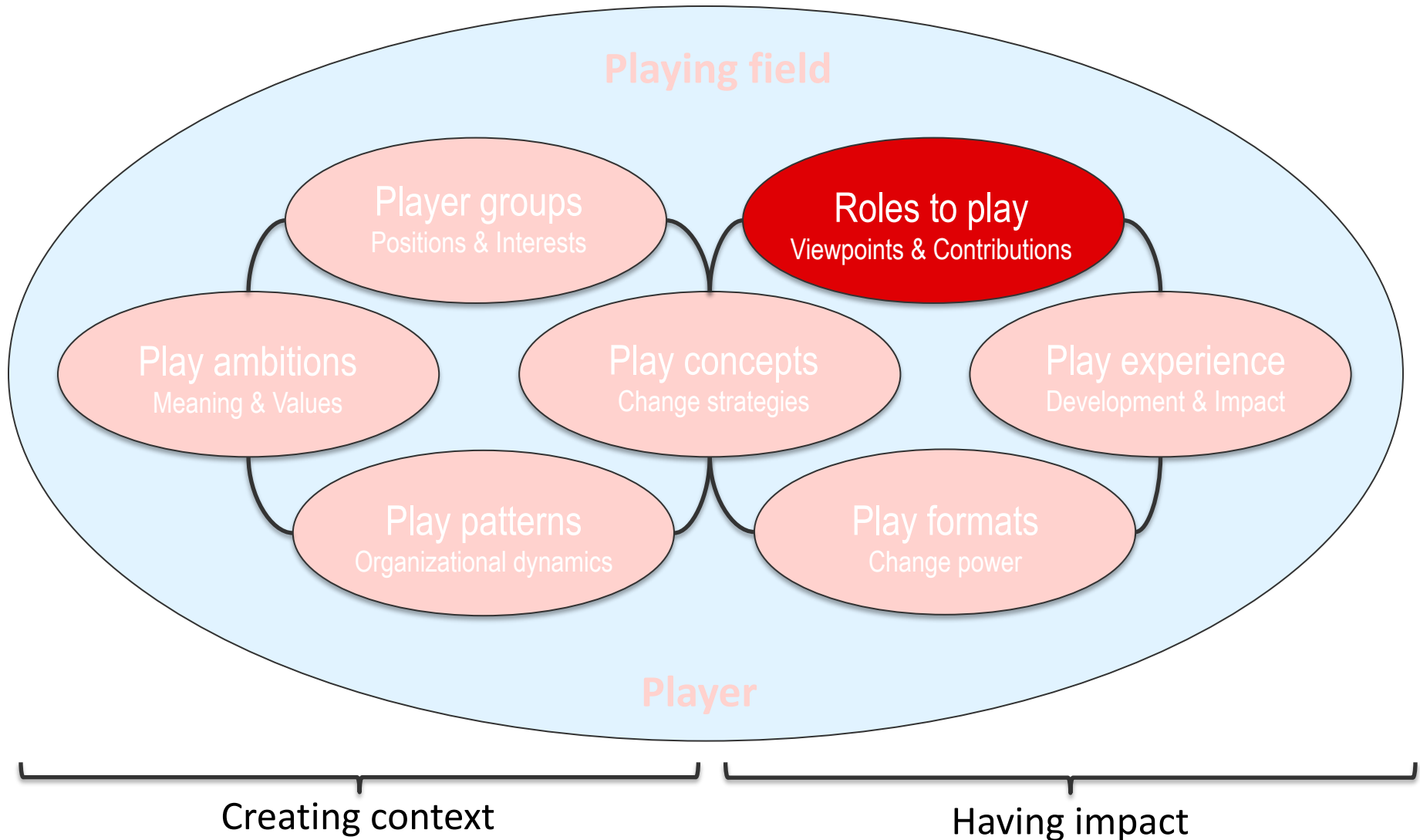


Organizing play division



Roles to play



Content

- Roles in change
- Belbin roles
- Global team work
- Effective teamwork
- Support and resistance
- Roles in change processess
- Change leaders
- Challenges for change leaders
- Consultants
- Consulting roles
- Five mindsets

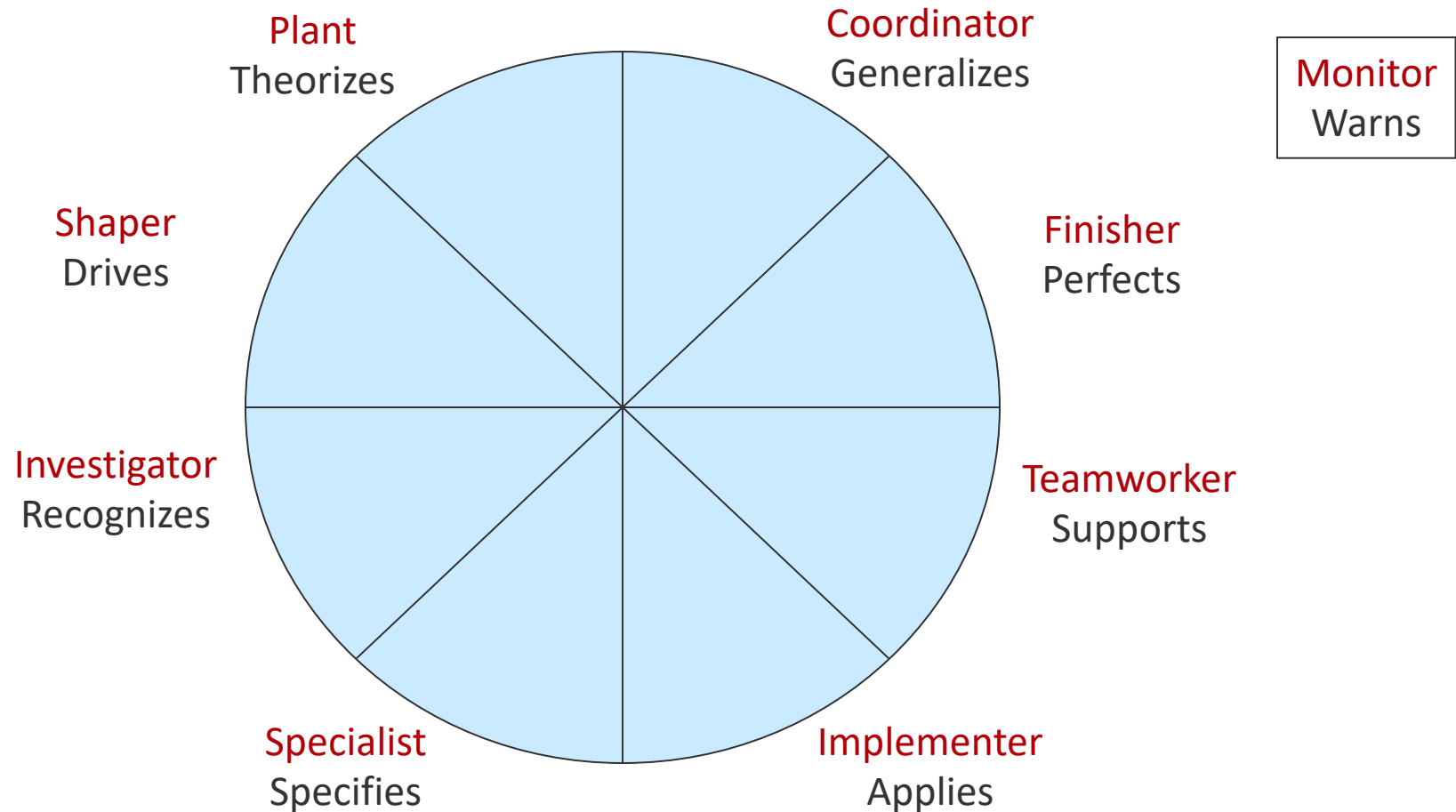
Roles in change

- **Task oriented behavior**
 - Planning, organizing, utilizing resources, monitoring
 - Stability, efficiency, productivity, quality of products
- **Relation oriented behavior**
 - Supporting, recognizing, developing, coaching, teambuilding
 - Cooperation, efficacy, satisfaction, quality of teamwork
- **Change oriented behavior**
 - Sensing, sensemaking, visioning, encouraging, networking
 - Sustainability, effectiveness, vital coalition, quality of change

Belbin roles

| Essentials | Contributing and potentially competing roles | |
|----------------|--|--------------|
| Needs | Coordinator | Shaper |
| Ideas | Plant | Investigator |
| Plans | Monitor | Specialist |
| Contacts | Investigator | Teamworker |
| Organization | Implementer | Coordinator |
| Follow through | Finisher | Implementer |

Belbin team role opposites



Belbin role descriptions

| Team role | Contribution | Allowable weaknesses |
|----------------------------|---|---|
| Plant Innovator | Creative, imaginative, free-thinking, Generates ideas and solves problems. | Ignores incidentals, Too occupied to communicate effectively. |
| Investigator Explorer | Outgoing, enthusiast, communicative. Explores opportunities and contacts. | Over-optimistic. Loses interest once initial enthusiasm has passed. |
| Coordinator Chairman | Mature and confident, identifies talent. Clarifies goals. Delegates effectively. | Can be seen as manipulative. Offloads own share of the work. |
| Shaper Driver | Challenging, dynamic, thrives on pressure. Drive to overcome obstacles. | Prone to provocation. Offends people. Can be overly critical. |
| Monitor Analyst | Strategic and discerning. Sees all opportunities and judges accurately. | Lacks drive and ability to inspire others. Can be overly critical. |
| Team-worker Team-player | Co-operative, perceptive, diplomatic. Listens and averts friction in the team. | Indecisive in crunch situations. Avoids confrontation. |
| Implementer Executer | Practical, reliable, efficient. Turns ideas into actions and organizes the work | Somewhat inflexible. Slow response to new possibilities. |
| Completer Finisher | Conscientious, anxious. Searches out errors. Polish and perfects. | Inclined to work unduly. Reluctant to delegate. |
| Specialist Expert | Self-starting, dedicated, single minded. Provides knowledge and skills. | Contributes only in a narrow front. Dwells on technicalities. |

Global team work

- World class teams with members
 - different locations
 - different cultural backgrounds
 - different roles and functions
- Solve **complicated issues**, address customer problems, develop products and deliver customer value.
- Work mainly globally **without physical limitations** of distance, time and organizational boundaries
- Use **electronic collaboration technology** and other techniques to leverage the best talent and improve decision making time and communication

Networked teams

Development teams

Problem solving teams

Parallel teams

Learning communities

Functional teams

Action teams

Design teams

Management teams

Service teams

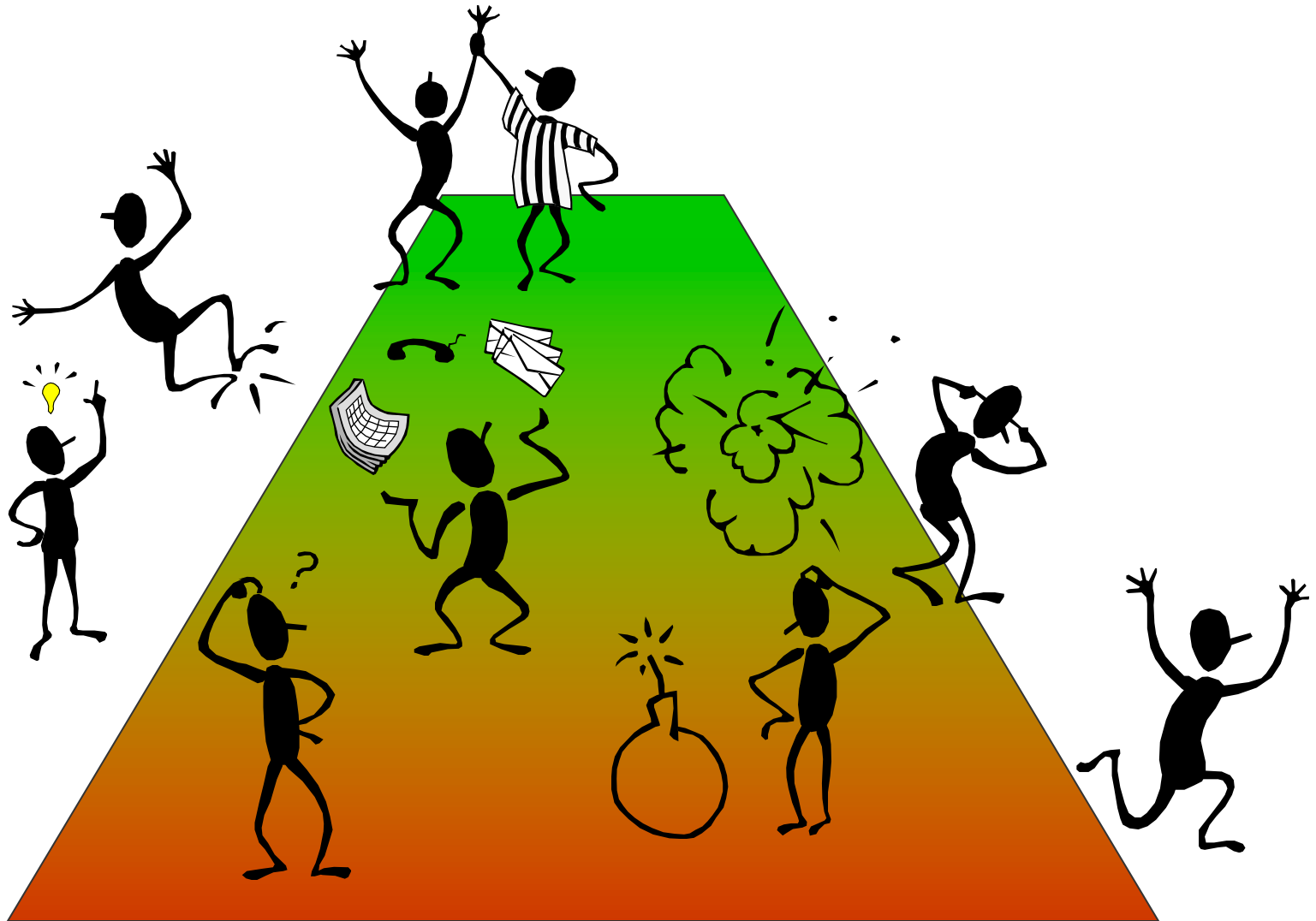
Challenges for global teams

- Building trust within the team with limited face-to-face interaction
- Managing distributed cultural and functional diversity
- Overcoming feelings of isolation and detachment
- Balancing technical and interpersonal skills among team members
- Addressing cultural tensions and managing conflicts
- Maximizing process gains and minimizing process losses
- Process monitoring and recognition of team performance

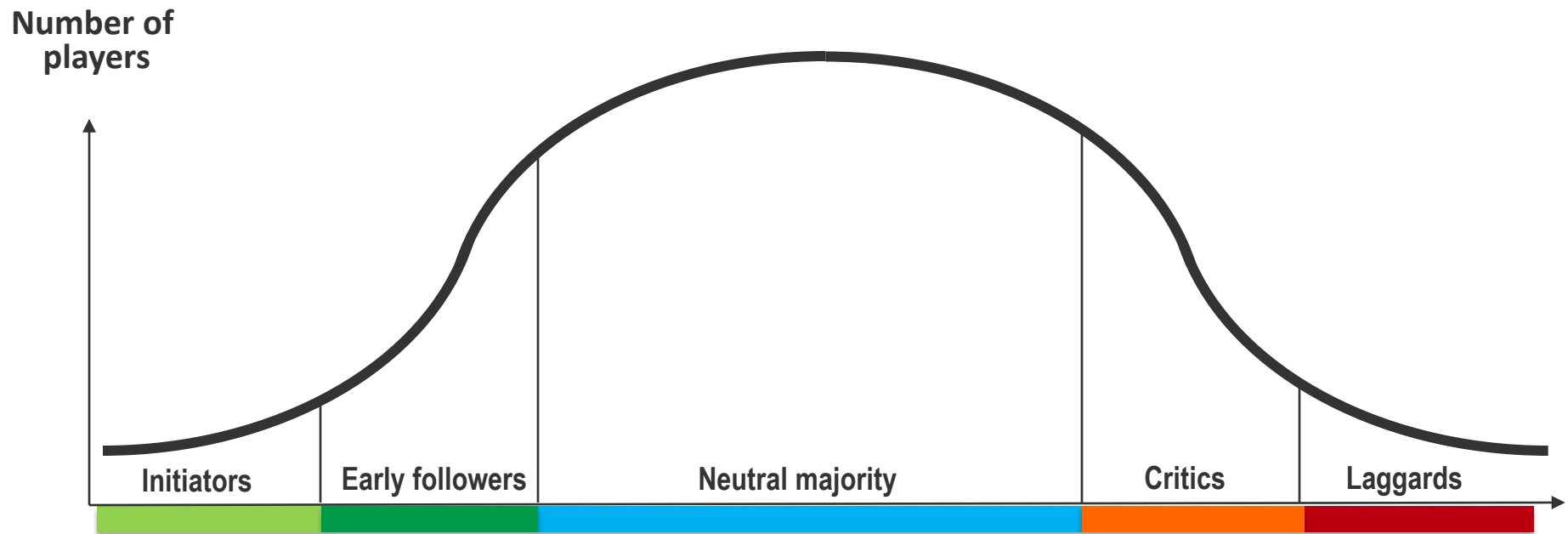
Effective team work

- Knowing each others' cultural and functional background
- Building trust, commitment and open communication
- Sharing the same objective and time constraints
- Clarity on competences, roles and contributions
- Leaders that coordinate, coach and manage performance
- Choosing technologies for electronic collaboration
- Time and attention for symbolic meaning and interaction
- Awareness of task-related or culturally based problems
- Awareness of own biases and ask for feedback when it hurts
- Ground rules to address cultural issues and tensions
- Comfortable with addressing cultural issues electronically
- Setting norms for voice-mail, e-mail, group-ware, meetings

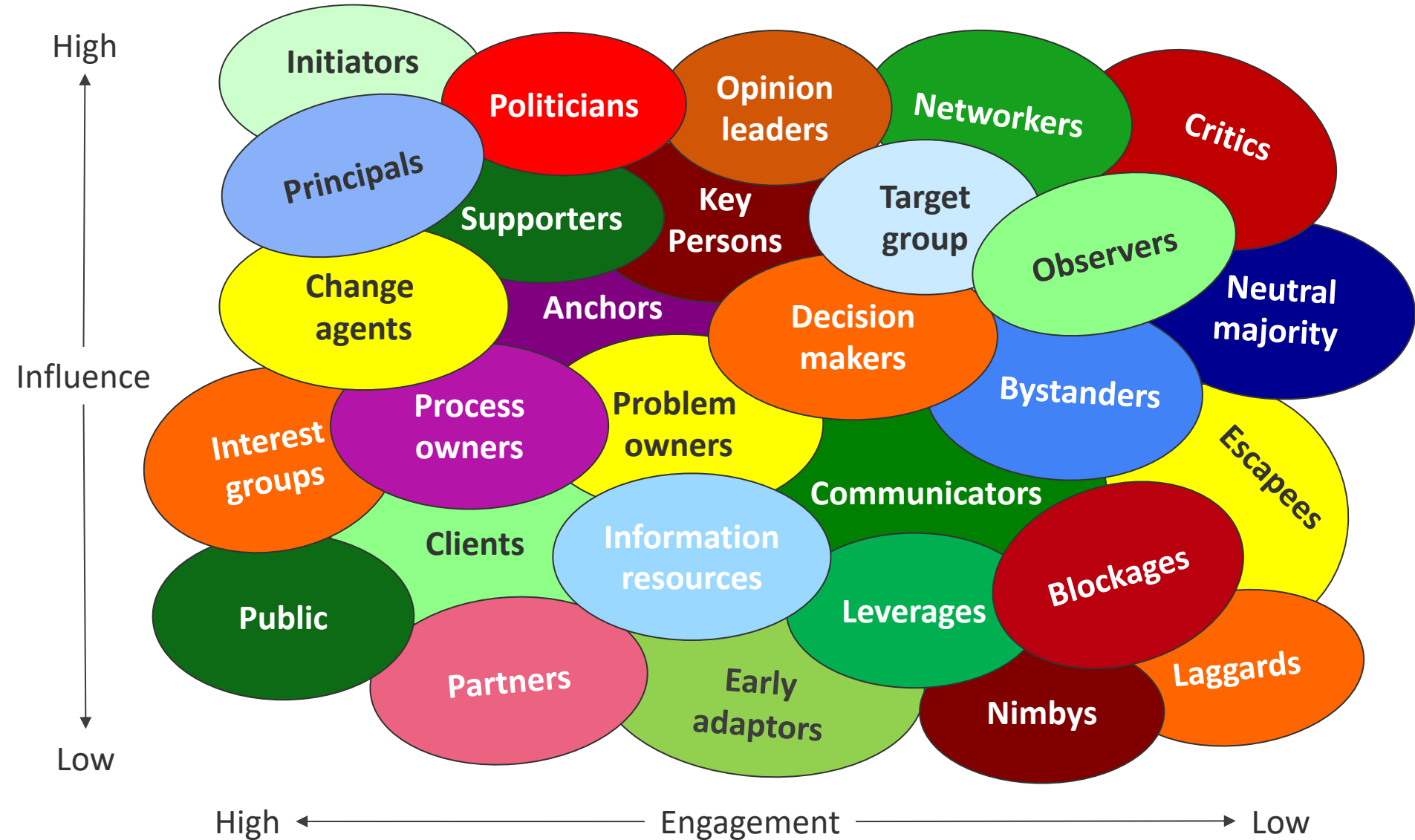
Support and resistance



Support and resistance



Roles in change processes



Change leaders

- **Executive leader**
 - Organizational environment
 - Continual innovation and knowledge generation
 - Strategic communication and contextualization
 - Passion for value driven change
- **Line leader**
 - Execution is strategy in value producing activities
 - Focus on work organization and collaboration
 - Practical impact of new ideas
 - Passion for creating better results
- **Network leader**
 - Communities of practice
 - Moving about the larger organization – crossing borders
 - Broad networks and alliances
 - Transforming ideas and stories

Challenges for change leaders

1. Time

- We don't have time for this...
- Enough flexibility to play with uncertainties and challenges

2. Support

- We have no help or enough support....
- Building guidance and support for innovative groups

3. Relevance

- Not again, this change is not relevant!
- Exploring how changes are related to business values

4. Walking the talk

- They are not walking the talk!
- Clarity and consistency in espoused values and behavior

5. Anxiety

- This change is dangerous, anxious and fearful....
- Openness, trust and exposure

Challenges for change leaders

6. Assessment of success

- This is not going to work here....
- Connecting the traditional ways of working with new ways

7. Commitment

- True believers and not invented here syndrome
- Inspiring and consulting the neutral majority of people

8. Governance

- Who is in charge of this?
- Create commitment in stead of dependency

9. Diffusion

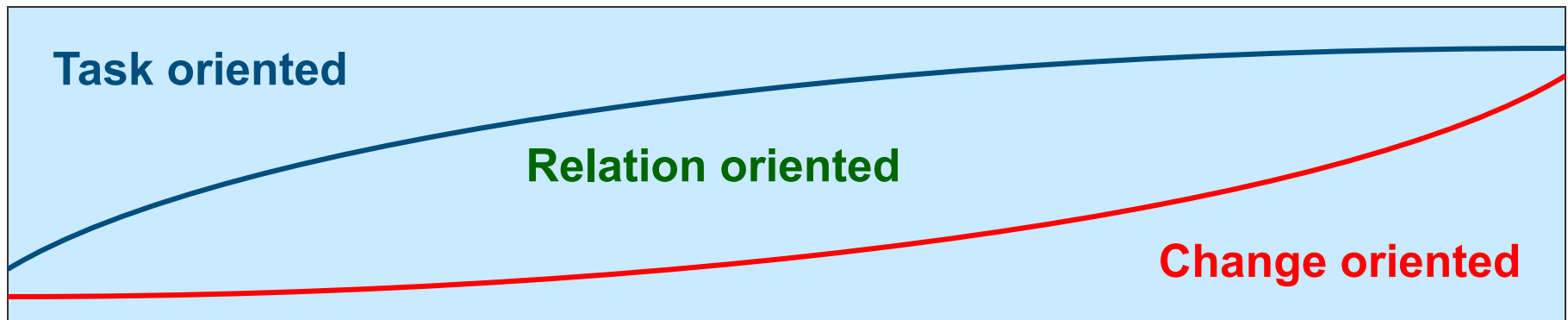
- We keep reinventing the wheel....
- Knowledge transfer across organizational boundaries

10. Purpose

- Where are we going?
- Revitalizing and rethinking identity, meaning and engagement

Perspectives on leading change

| Autocratic | Transactional | Participative | Charismatic | Transforming |
|---|--|--|--|---|
| Initiating Commanding Acting Realizing Accounting Punishing Positioning | Goal setting Informing Managing Performing Demanding Rewarding Controlling | Diagnosing Listening Evaluating Consulting Delegating Encouraging Developing | Impressing Speaking Ideology Achieving Modeling Expecting Monitoring | Sensing Sensemaking Visioning Vitalizing Supporting Appreciating Empowering |



Successful organizational change

- Asking: What needs to be done?
- Asking: What is right for the enterprise?
- Developing action plans
- Taking responsibility for decisions
- Taking responsibility for communicating
- Focusing on opportunities rather than problems
- Running productive meetings
- Thinking and talking in 'we' rather than 'I'.

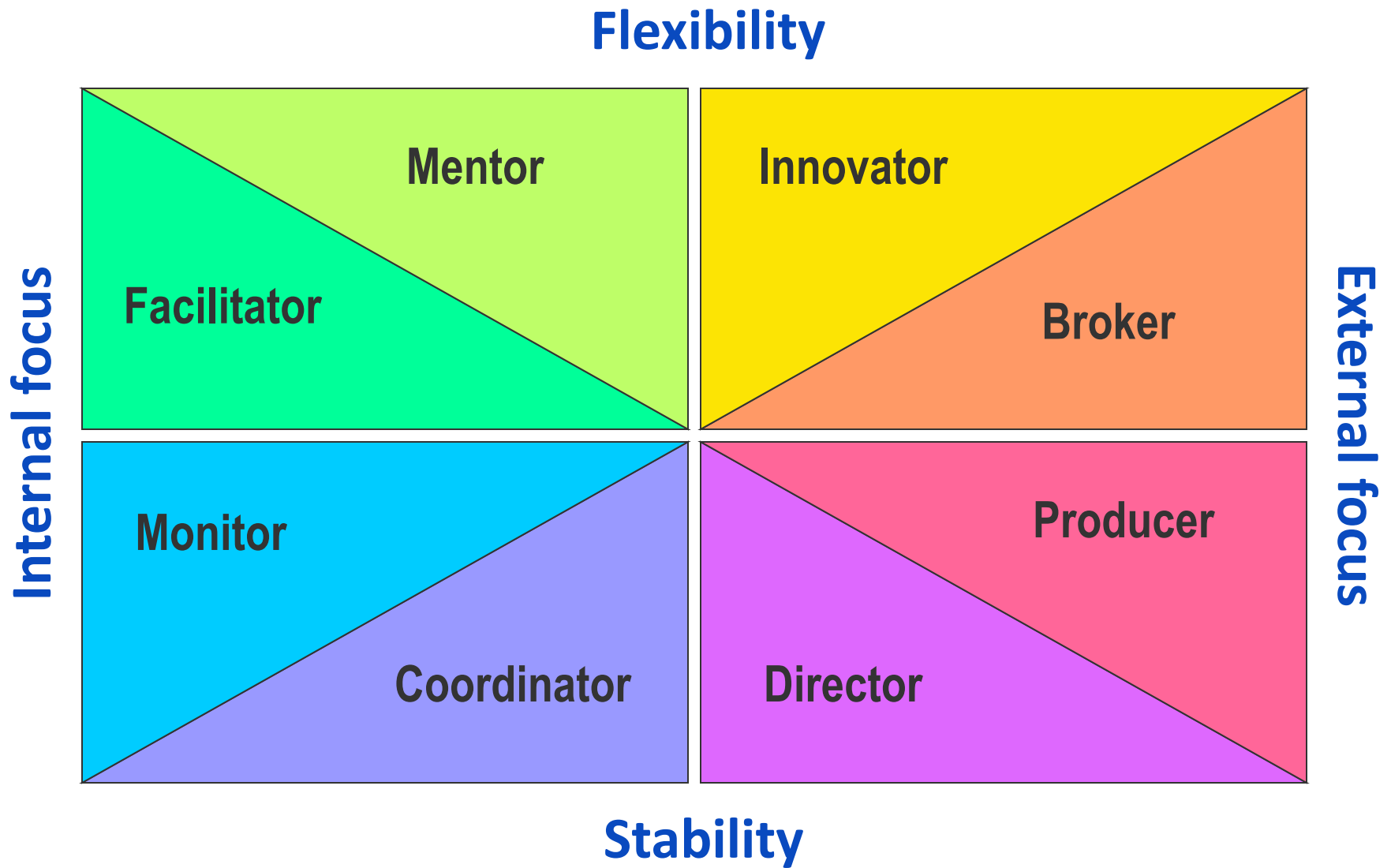
Successful cultural change

- Sensing what is going on in and outside the company
- Focusing on service to clients and customers
- Recognizing own moods, emotions and drivers
- Controlling and redirecting disruptive impulses
- Pursuing goals with inspiration, commitment and energy
- Understanding the emotional makeup of others
- Managing relationships and building networks
- Appreciating cross cultural values and norms
- Leading change and transformation
- Building common ground and support

Successful transformational change

- Awareness of self – others – context
- Visualizing the future
- Developing play ambition
- Building vital coalitions
- Realizing collaborative power
- Taking initiative and invite others
- Story telling and sense making
- Sharing experiences and successes
- Reflective and learning

Paradoxes in change leadership



What is consulting?

- Dedicated profession
- Way of working
- Method for improving business
- Professional service



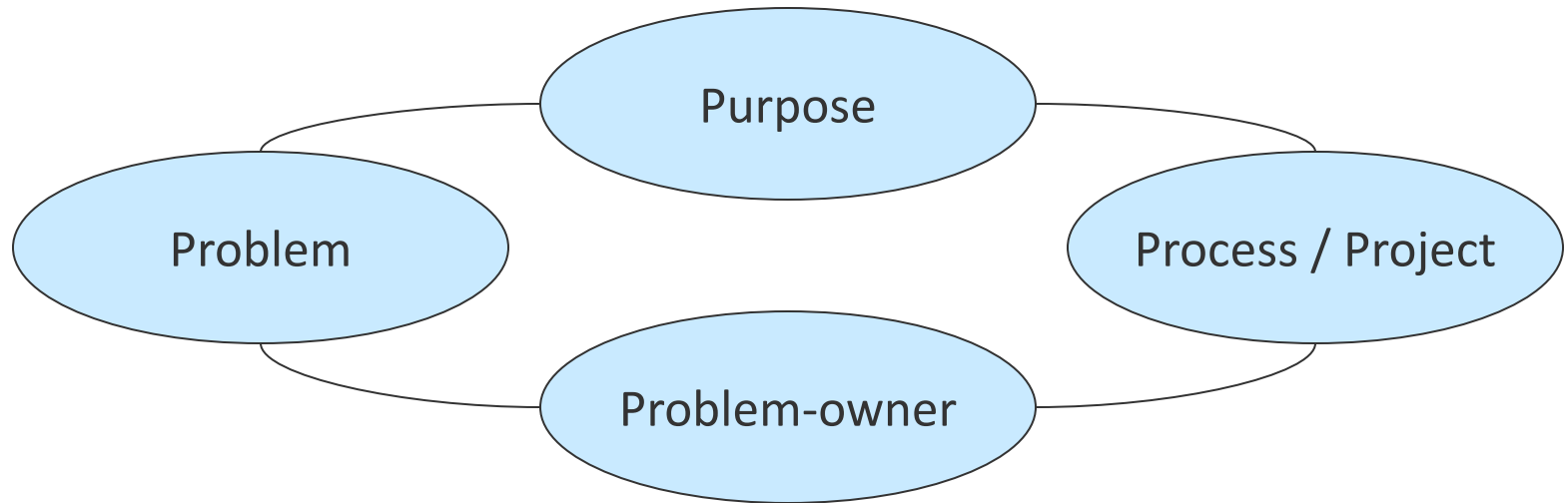
- Technical – Process
- External – Internal
- Advising – Implementing



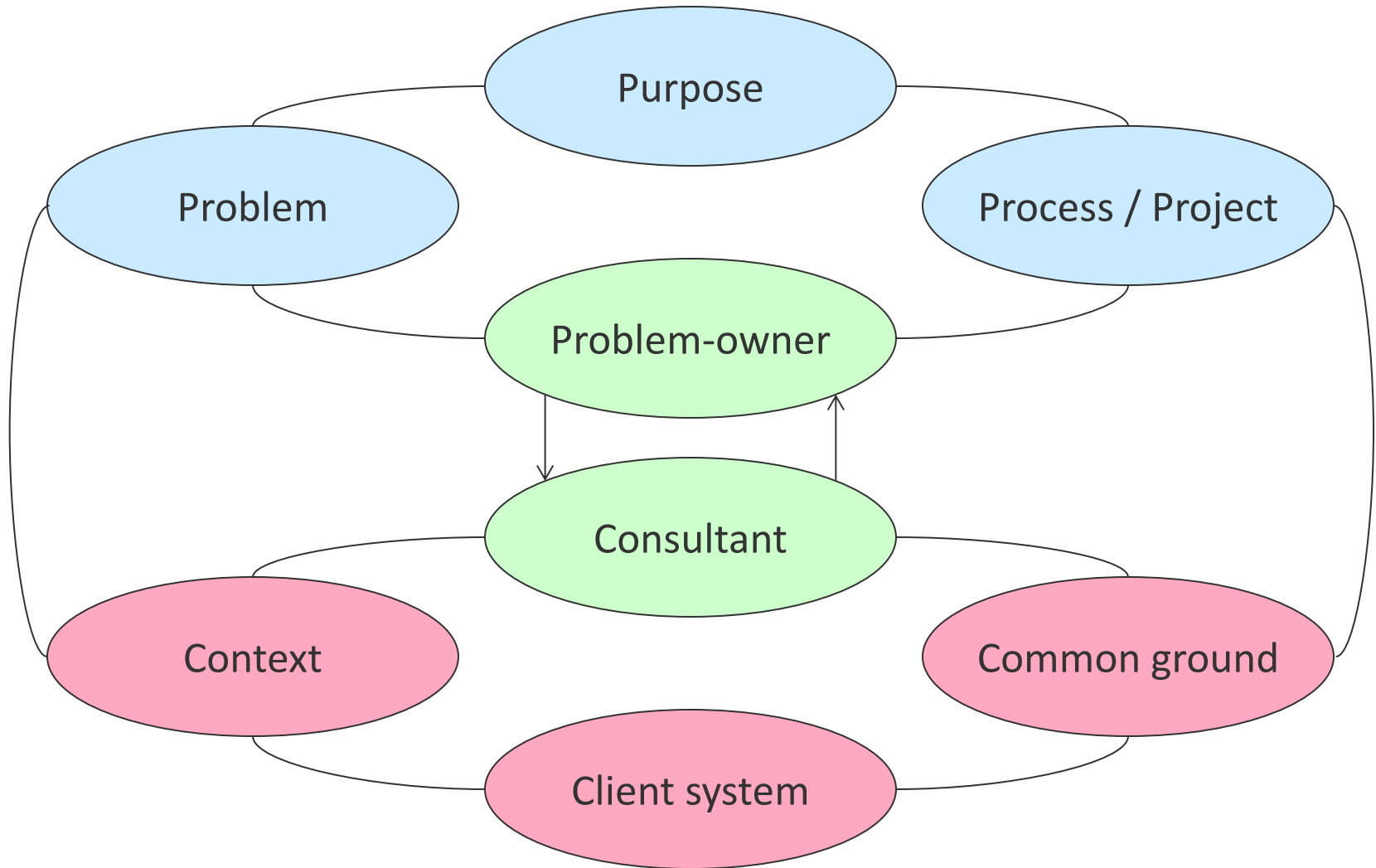
- In-dependent
- Multi-dependent



What is consulting?



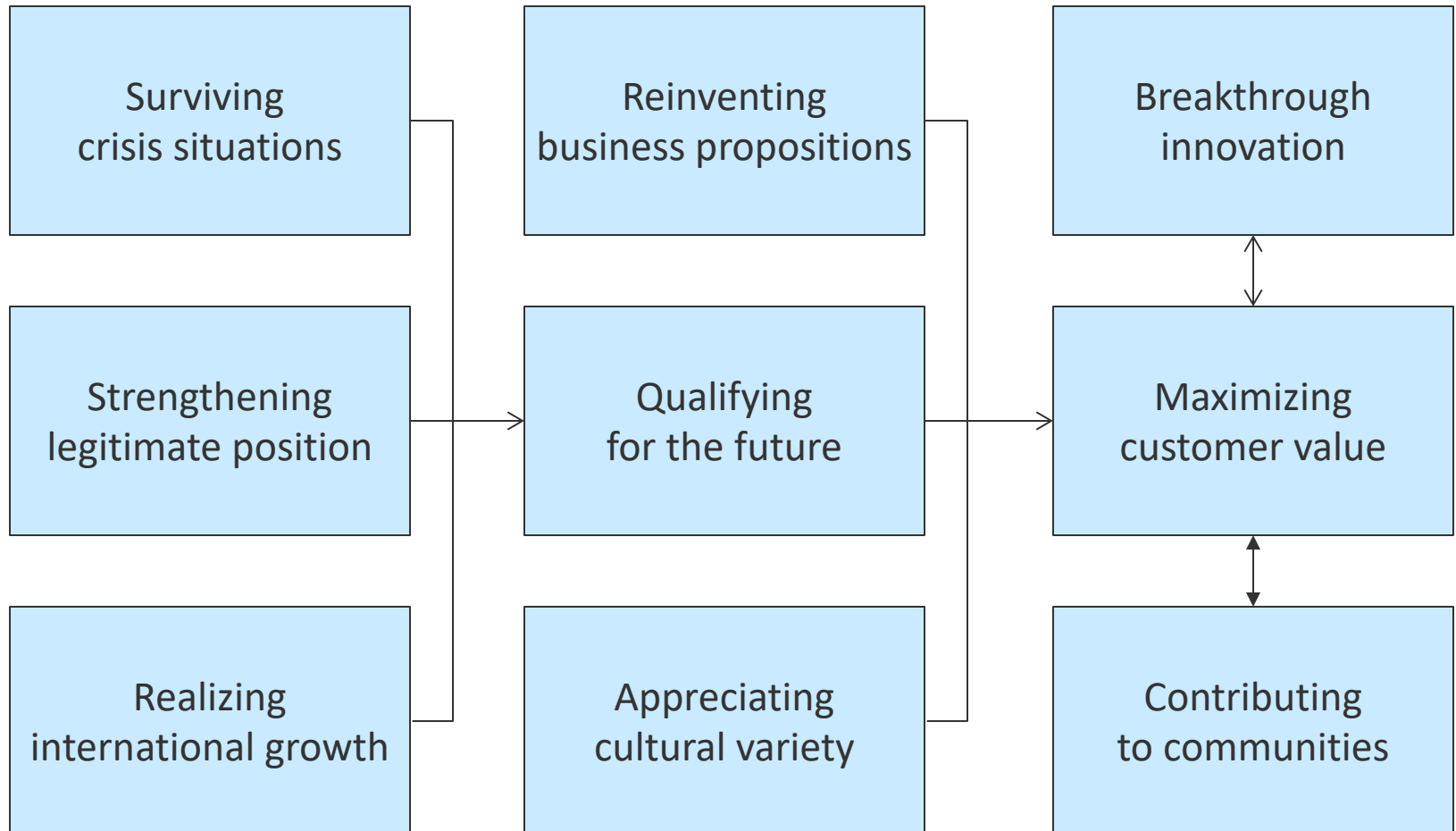
What is consulting?



What is consulting?

| Milan Kubr | Jaap Boonstra |
|--|--|
| Professional service Assisting managers Organizational strategy Solving problems New opportunities Enhancing learning Implementing changes | Dedicated profession Organizational members Aims and ambitions Understanding issues Visualizing futures Co-creation and learning Realizing futures |

Why consulting?

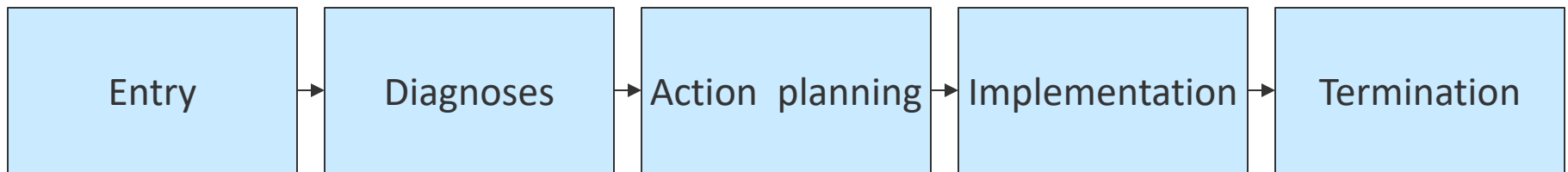


Consulting roles

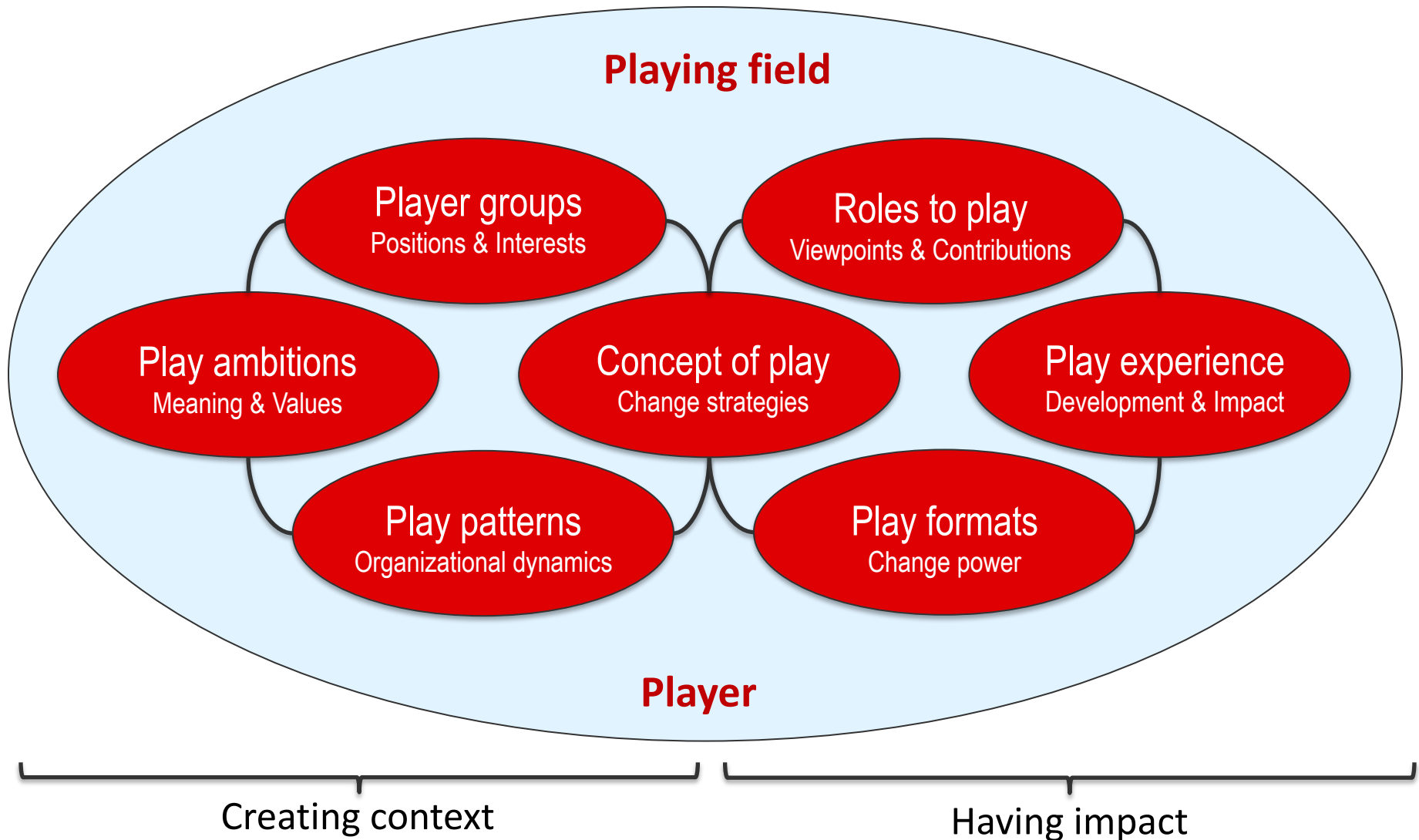
| | | | | | | | |
|--|--------------------------------------|--------------------------------------|-----------------------------------|--|--|--------------------------------------|--|
| Advocate Specialist | Technical expert | Explorer Fact finder | Trainer Educator | Identifier Visualizer | Collaborator Co-creator | Process facilitator | Reflector Learner |
| <div> <div>Consultant</div> <div>Client</div> </div> | | | | | | | |
| Directing Proposing Persuading | Analyzing Providing Suggesting | Collect data Problems Feedback | Designing Teaching Training | Possibilities Resources Alternatives | Searching Collaborating Team working | Problem- articulation Futuring | Questioning Mirroring Reflecting |



Consulting as linear process



Consulting as dynamic process



Five mind sets

