


OBSD and Transformational Organization Change Leadership

Learning our Way

Sharon J Matthias, Lisa McDonald, Bruce Rafuse

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Introductions

- Panel members - Sharon Matthias, Lisa McDonald, Bruce Rafuse
 - At your table
 - Name, organization affiliation, role
 - Personal information of your choice - marital status, kids/ grandkids, favourite food.
 - Plenary
 - how many from an Authority?
 - how many from Department?
 - how many from Agencies?
 - others?
 - how many actively engaged in an OBSD implementation?
- 

Change



- Incremental (transitional)
- Reformist (transitional)
- Transformational - Exponential Change - “Big Change”

- **Transitional** - pursuit of a known end state
 - **Transformational** - process where end state emerges
 - At table - 5 minutes
 - What are some transformative changes that have come from another field, that have profoundly changed society, how we connect with one another?
 - Questions on Index Cards for Q&A session
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Big Change

Societal
Convergence of Trends, factors

- Human
- Natural Environment
- Economic
- Knowledge
- Communications and Information Processing Technology



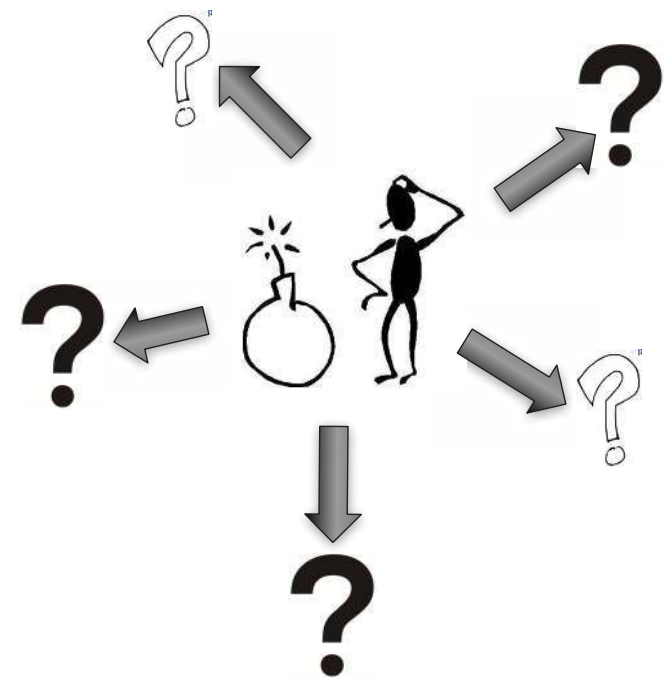
On the Ground in Human Services



- Greater % complex cases
- More ‘wicked problems’ - resolve not fix
- More expectations/need for ‘citizen-centric’ (customized) service
- Traditional tools less effective or make things worse
- Demand for innovation, but policies and organizational forms increasingly misaligned with current challenges
- Faster and Faster

Adaptive Dilemma

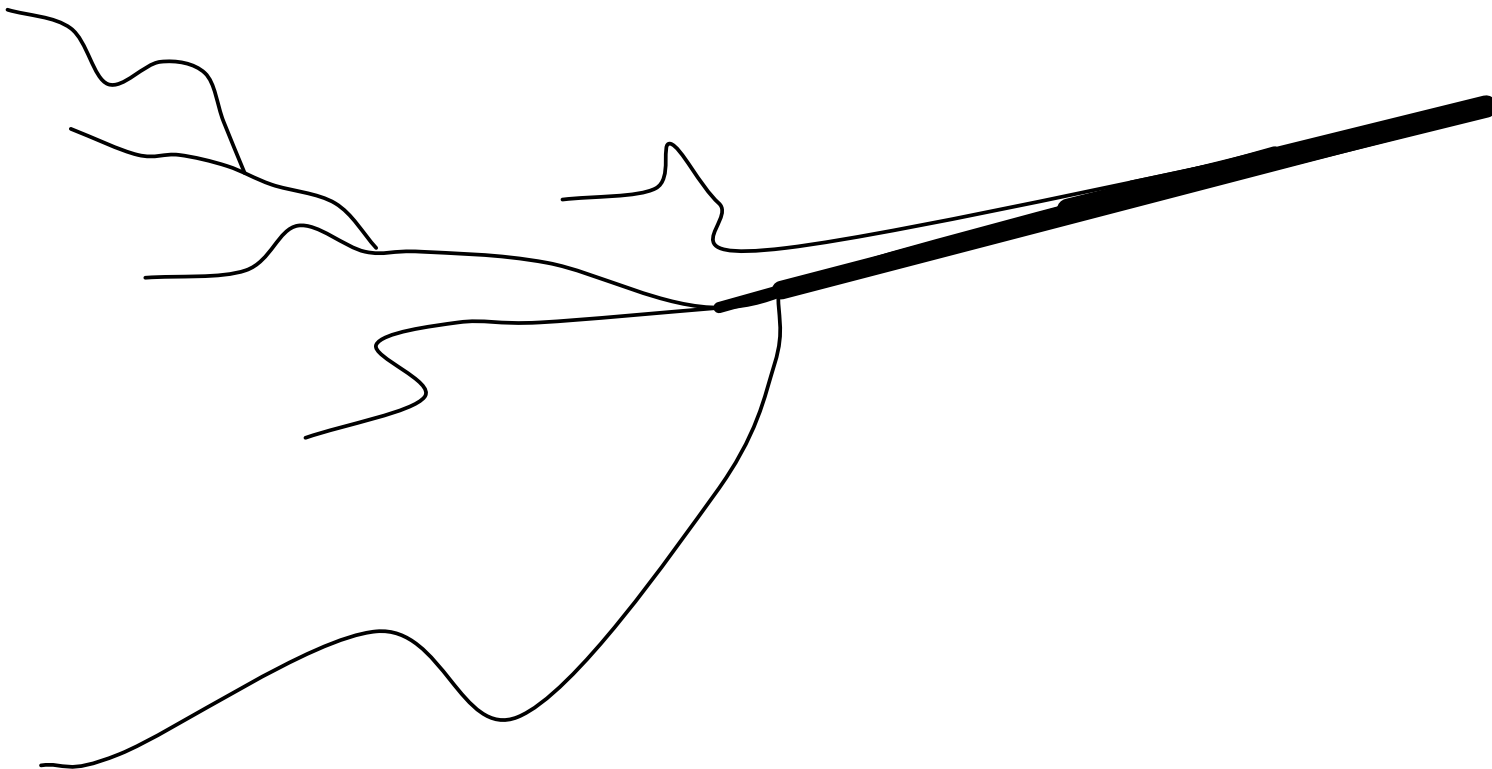
- Steadily Declining Revenues
- Steadily Increasing Costs
- Steadily Increasing Demand and Expectations
- Alberta's geographic and demographic realities



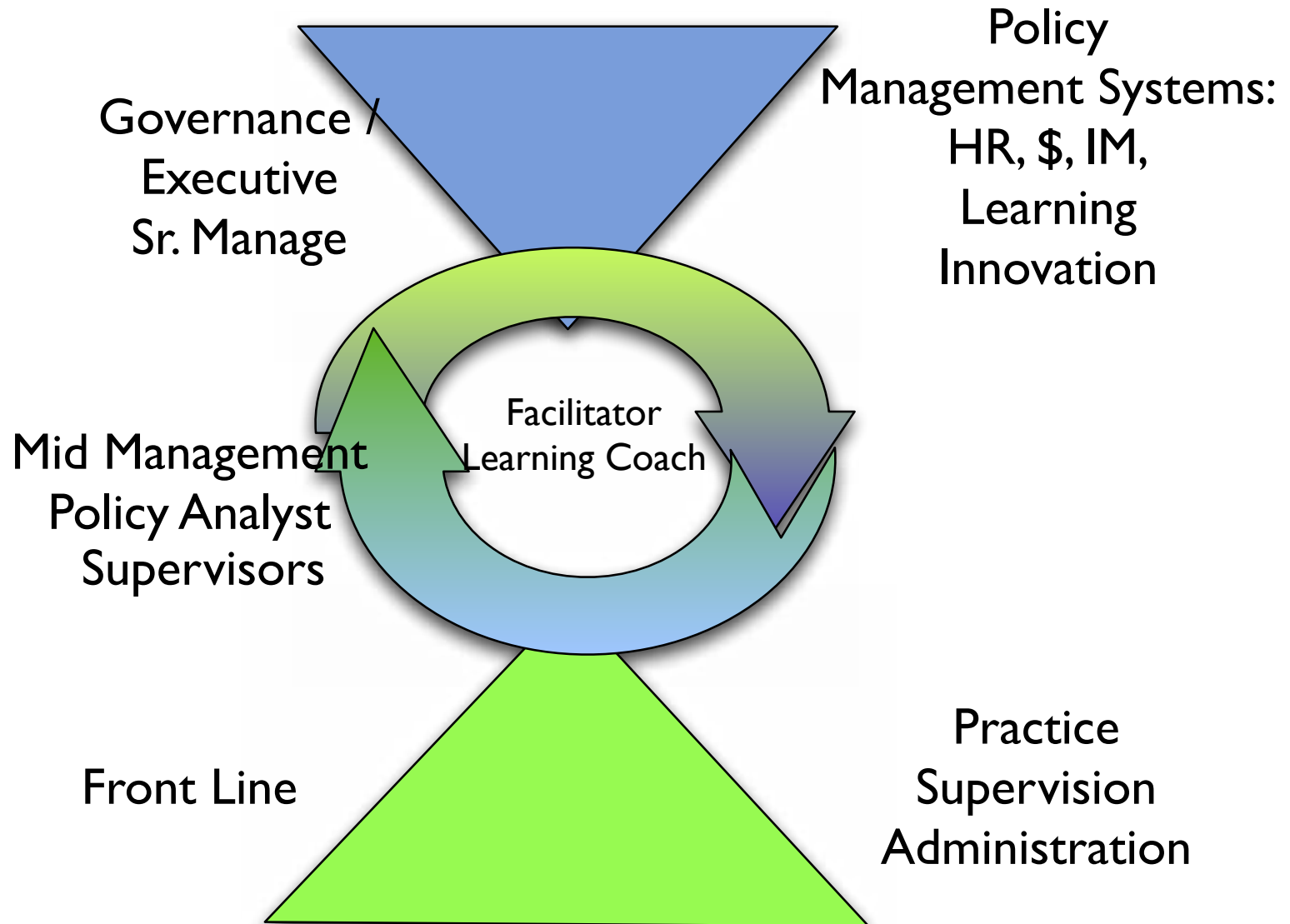
Big Change doesn't 'happen', it evolves organically

More and more things connect and feed on each other

- much like a major waterway develops from small streams and rivers coming together to create a large river / watershed



Learning our way: management and leadership, governance in transforming organization, system





Perspective Matters

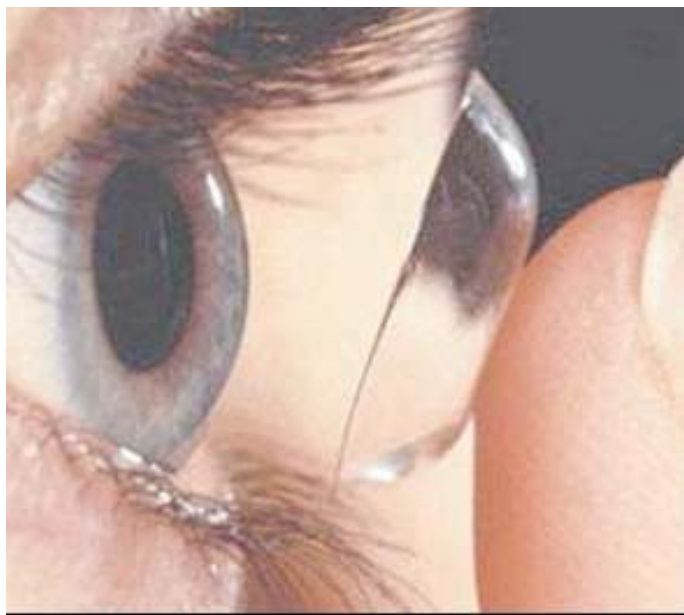


‘Lens’ - beliefs, cultural, situation, life history



日本中央競馬会



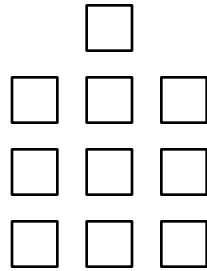




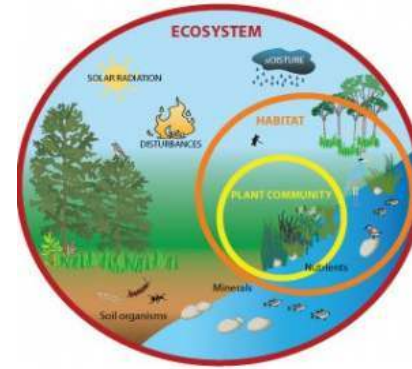
Dandelion (*Taraxacum officinale*): The familiar mop top is transformed for the bees



Western Industrial, Mechanistic Ordered



Ecologic, Continuous Flow Emergent





The real voyage of discovery consists not in seeking new landscapes but in having new eyes

Marcel Proust

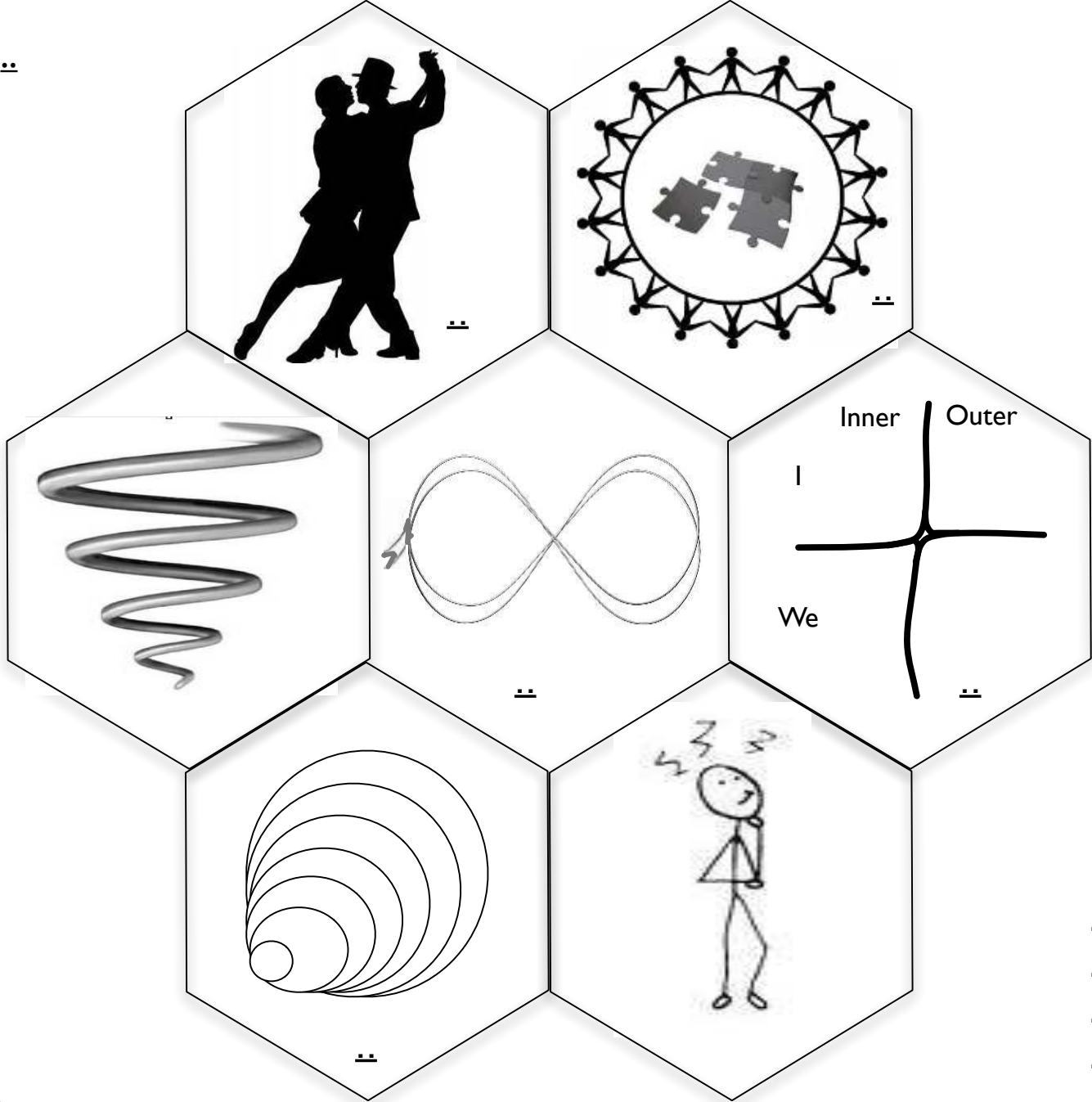




OBSD examples..

Perspective..

Q&A..

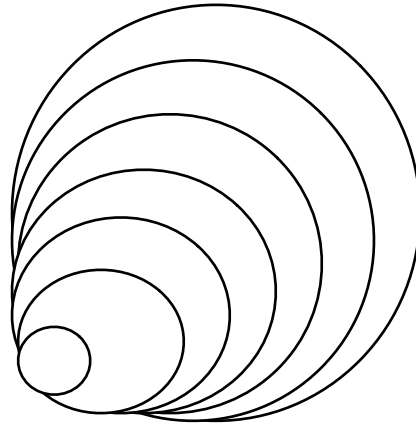


Next Steps..

- Experience
- organizational..
 - origami..
 - personal..
 - airplane..
 - cats..

Points on the concept of 'organization'

1. Any scale

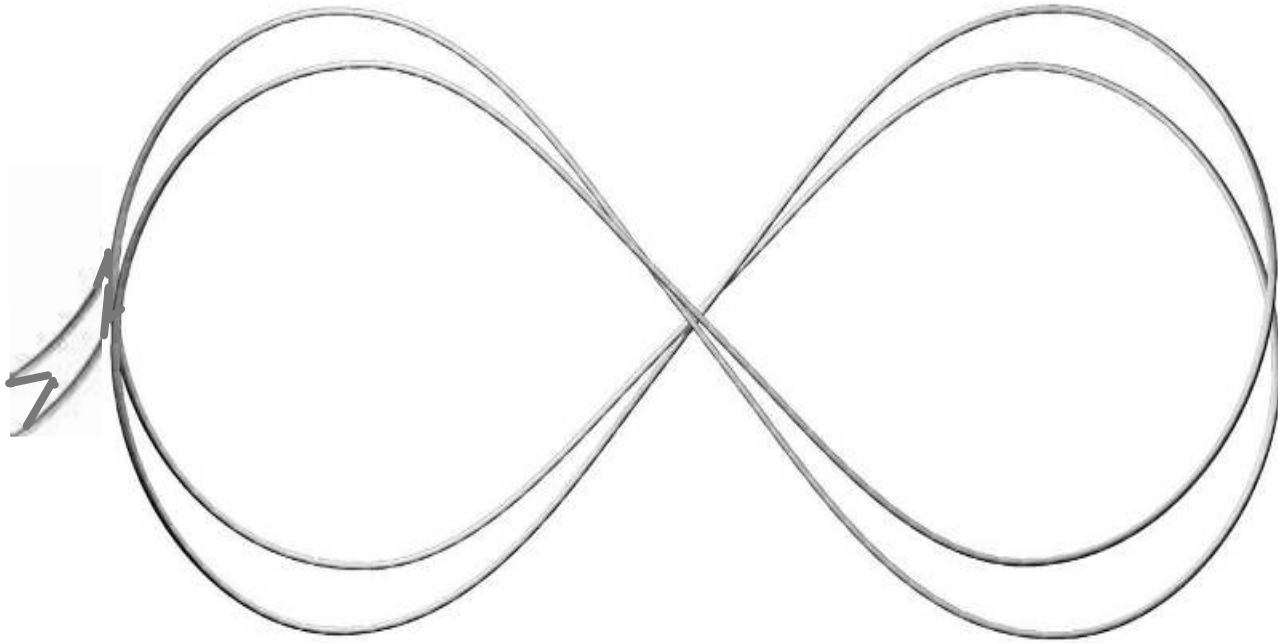


2. Domains - More 'lenses'

- Business / Management Systems
- Service / Program
- Relationships
- Governance / Policy

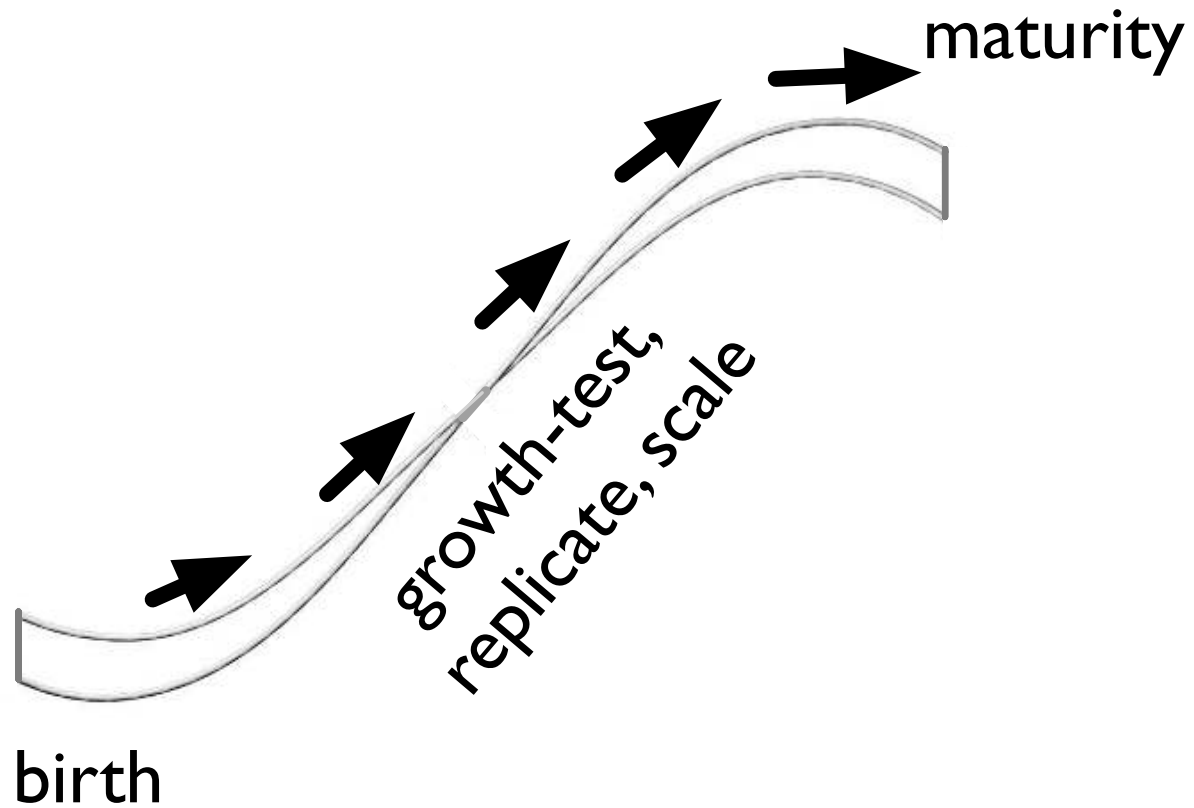


Vibrant living systems have cycles / seasons



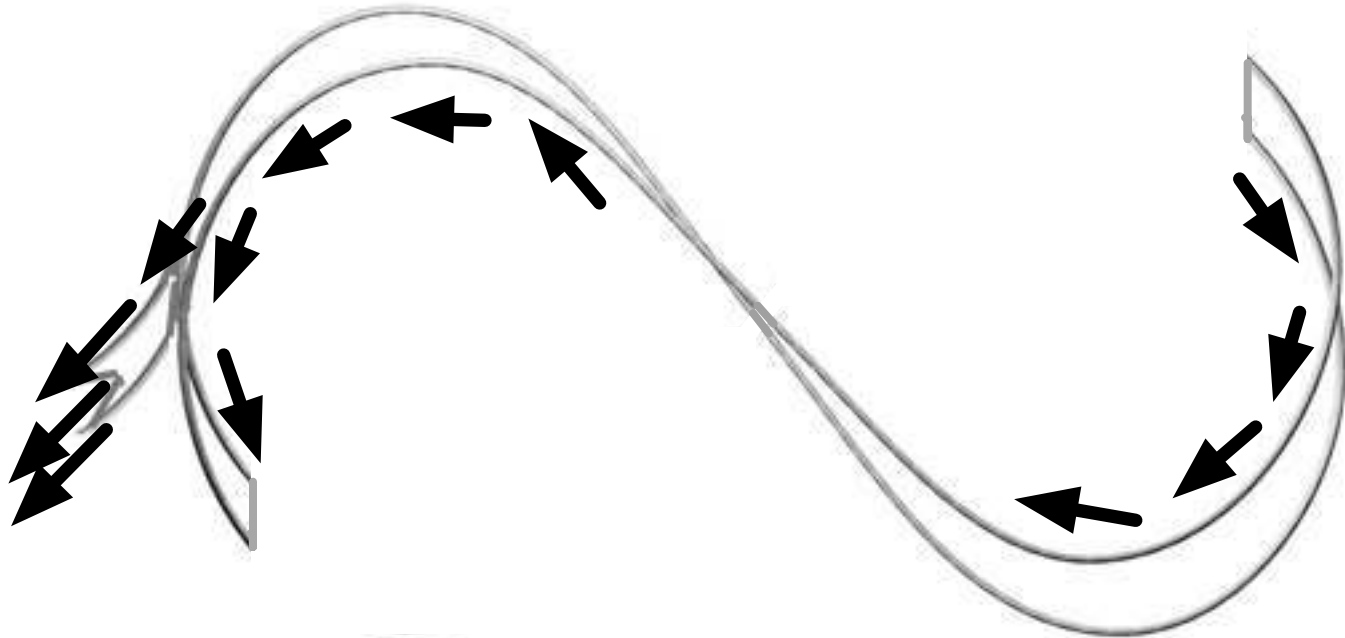
Adaptive Cycle

Production Cycle



Adaptive Cycle: Renewal Cycle

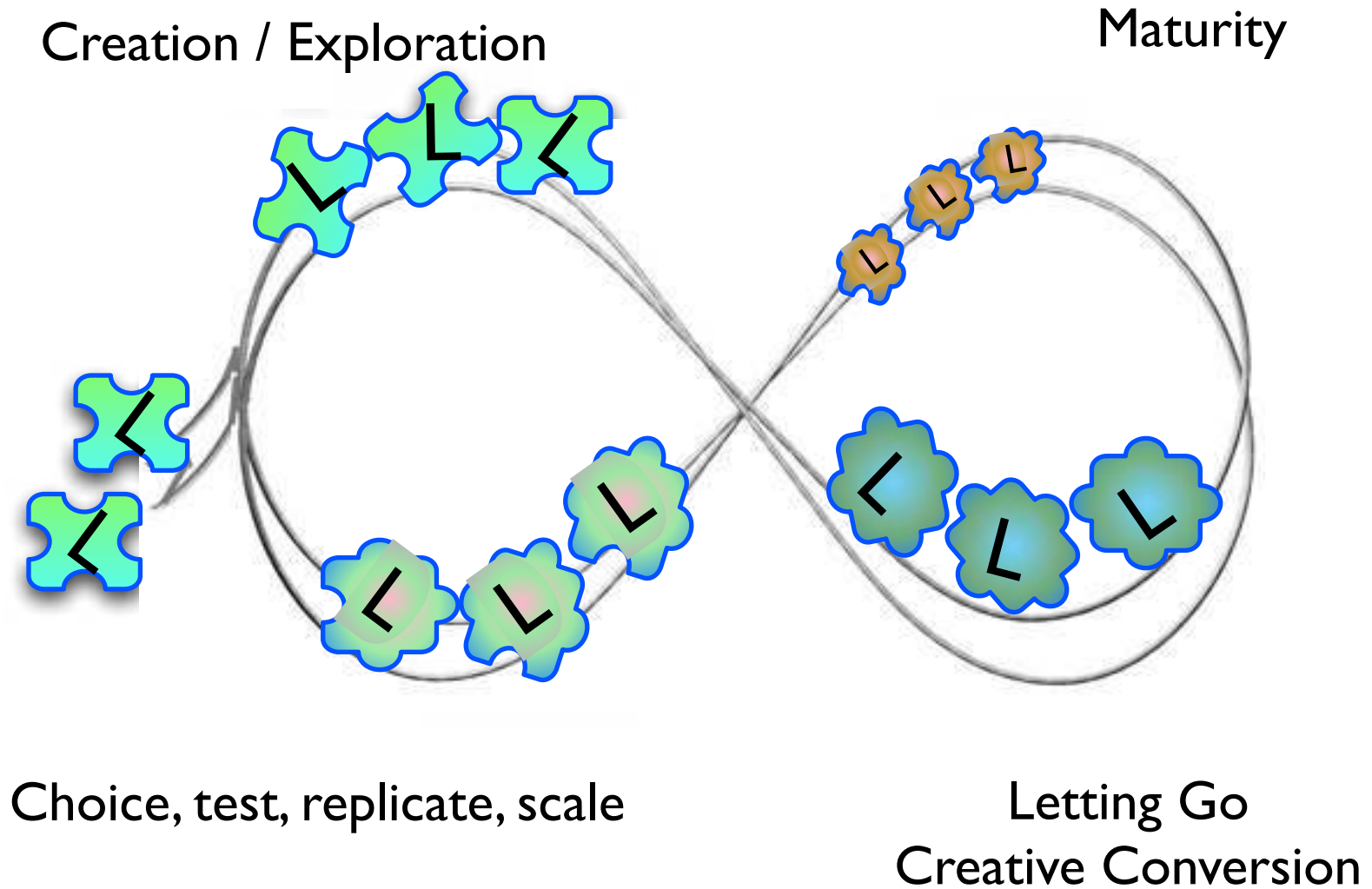
Creation / Exploration



Choice,

Letting Go
Creative Conversion

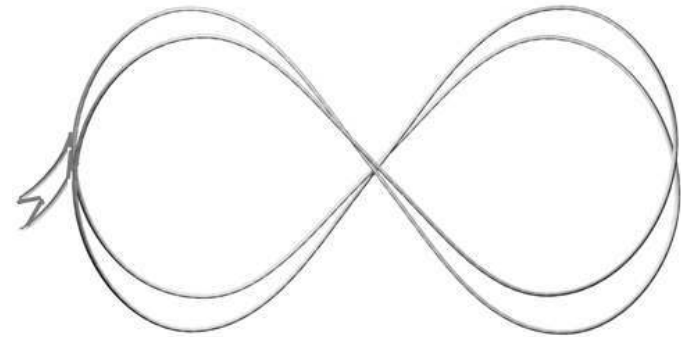
Learning in every quadrant - but different





Creation / Exploration

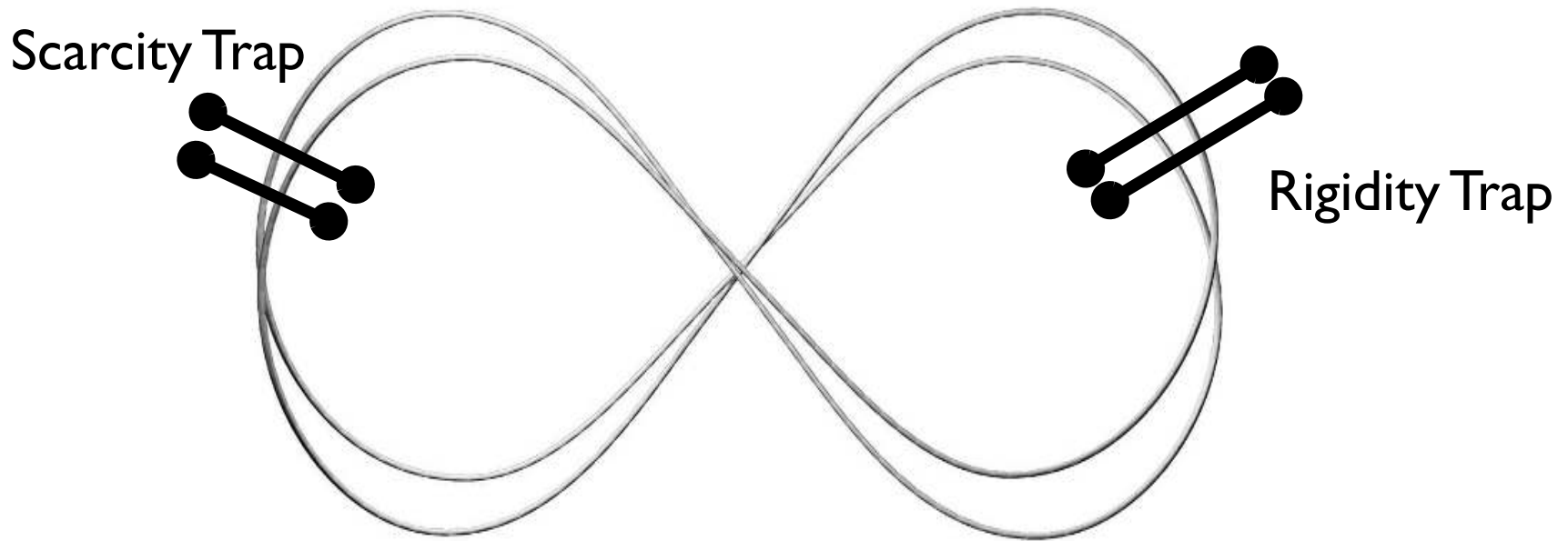
Maturity



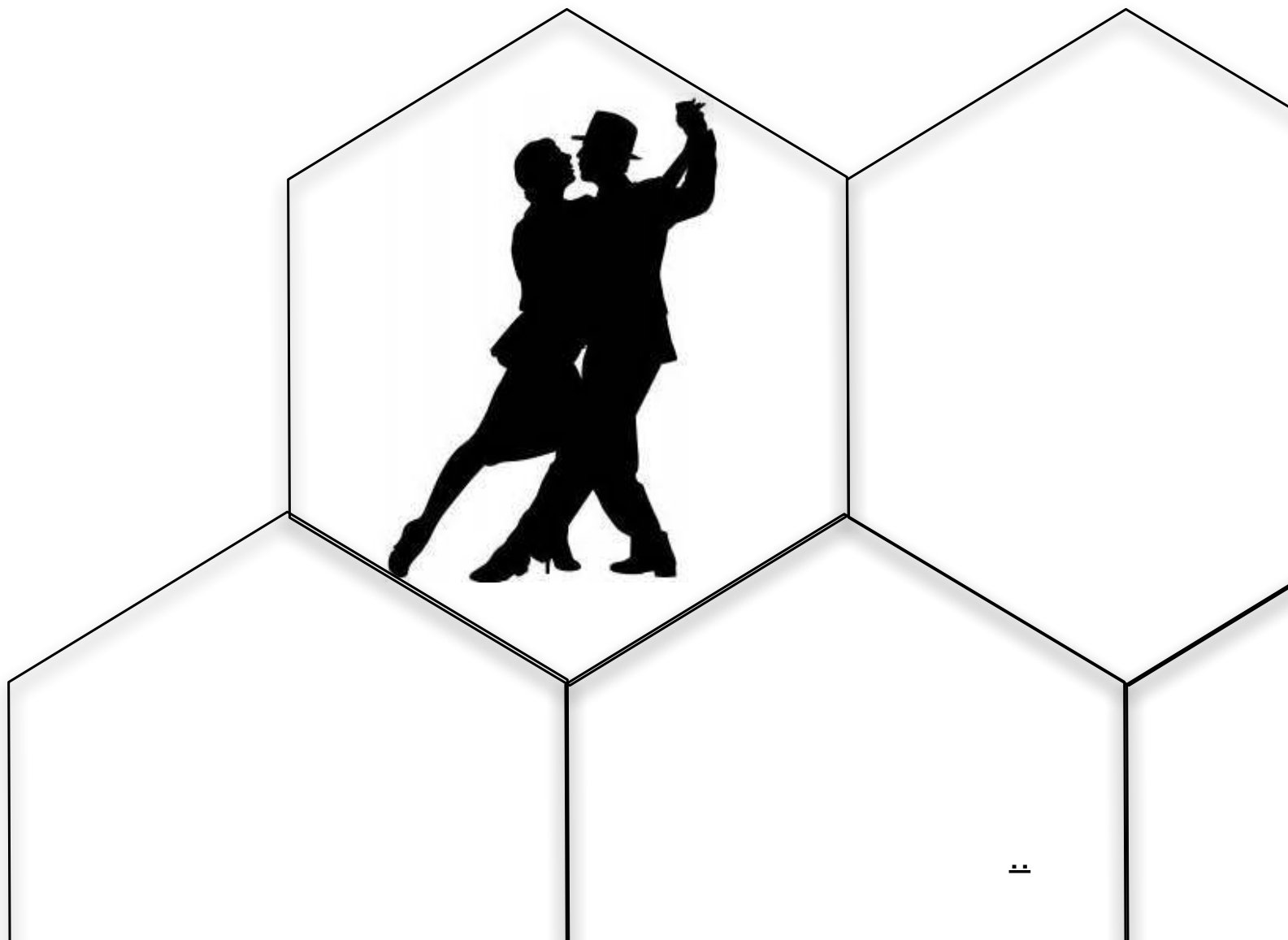
Choice, test, replicate, scale

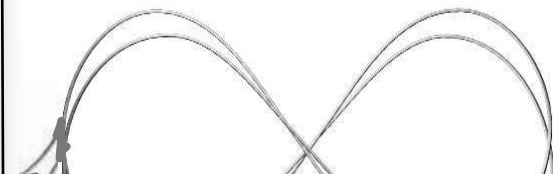
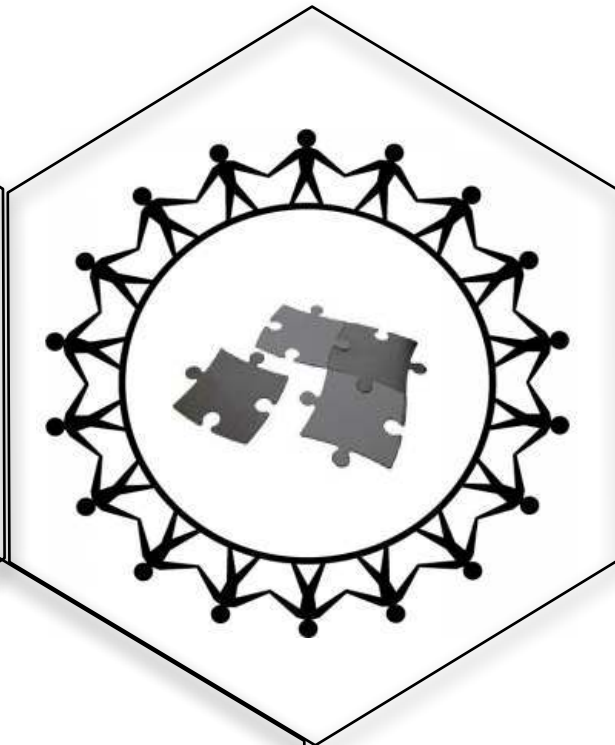
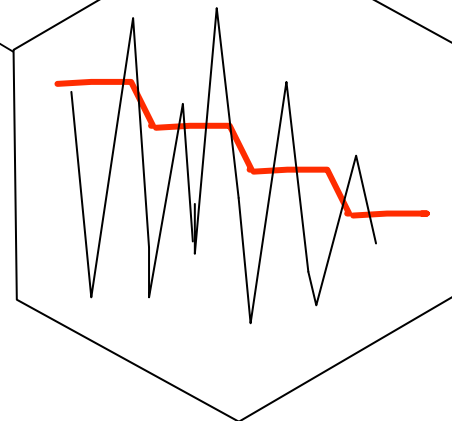
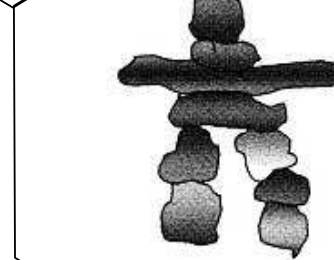
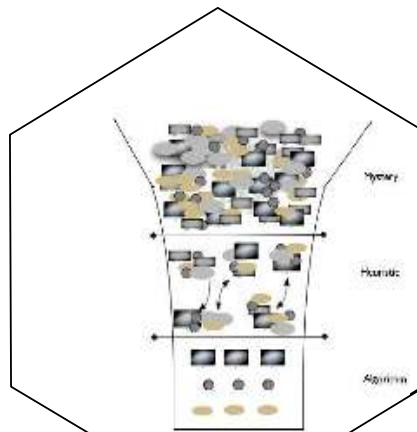
Letting Go

One way living systems lose vibrancy - is they get 'stuck' in traps at different stages



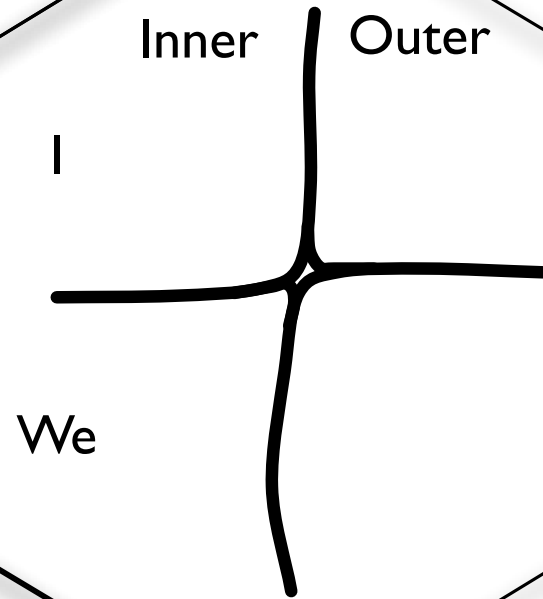
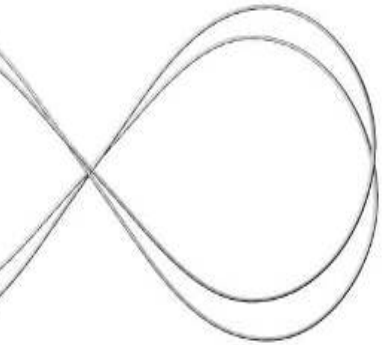




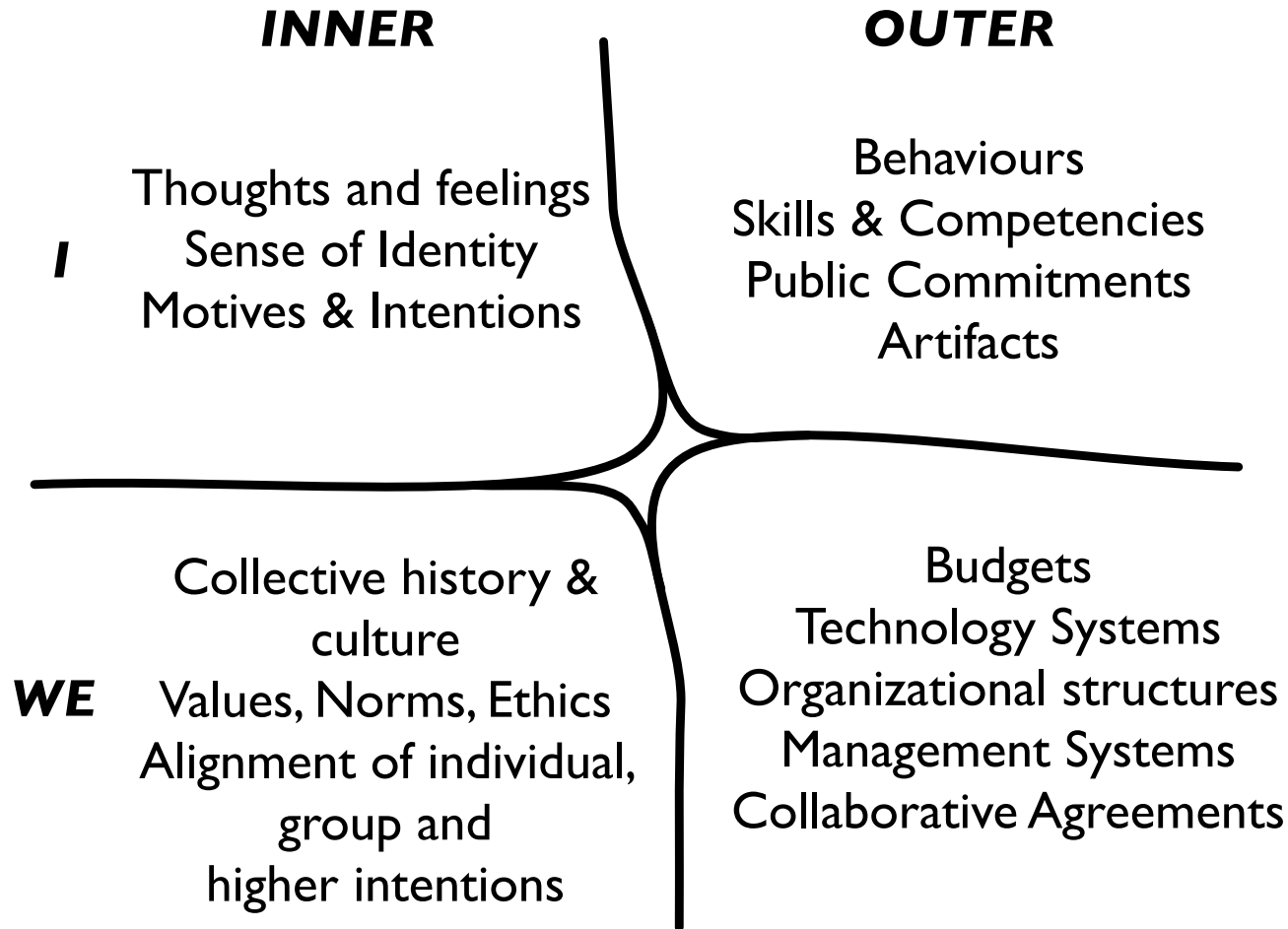


Learn from Life

Life can only be understood backwards; but it must be lived forwards. (Soren Kierkegaard)



4 quadrants of change



(Ken Wilbur
John Ott)

Origami as a way to connect with transformative change - metamorphic



Choosing where and how you want your organization to engage

- 'early engagement' for Learning our Way

There = level 5 rapids, all along the journey







Q & A

Personal Implications - more metaphors





- Success = “Generative Survival”
- *"All of us failed to match our dreams of perfection. So I rate us on the basis of our splendid failure to do the impossible." (William Faulkner)*

Personal Implications

- Toolkit for Whitewater Environments

- ▶ Magic Glasses + set of filters
- ▶ Boots, Stepladder, Shovel
- ▶ Different types of Paddles
- ▶ Martial arts belt and mat
- ▶ Designer sketch pad / (Etch and sketch?)
- ▶ Set of celebration glasses -- used frequently!
- ▶ Cell phone + trusted colleague to call from the bottom of the 'black hole'
- ▶ 3 personal 'time out coupons'

Transformational Organization Change Leadership

-- like Building a Plane while it's still flying

<http://www.youtube.com/watch?v=L2zqTYgcpfg>

and always like ‘herding cats’

<http://www.youtube.com/watch?v=Pk7yqITMvp8>

In summary:

- Increasingly not a linear world, but a complex, patterned one
- Right tools align with the situation
 - ordered
 - emergent
- Add purposeful management systems
 - Learning
 - Innovation
- Be prepared for discomfort

- Success = “Generative Survival”

- *"All of us failed to match our dreams of perfection. So I rate us on the basis of our splendid failure to do the impossible." (William Faulkner)*

Next Steps

- What's exciting
- What do you see as possibilities for the future?
- What do you need as learning, activities, policy changes to move forward on the organization transformation perspective - What would you like AASCF, Ministry, and ACCFCR to do in the next 90 days?

1. Ideas on Index Cards
2. Table identify 1 - 2 highlights (on paper)
3. Leave on the table
4. Outside the room -- place for you to write down your desired training
5. Online Evaluation