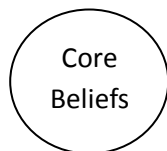


Change the world, not the person:

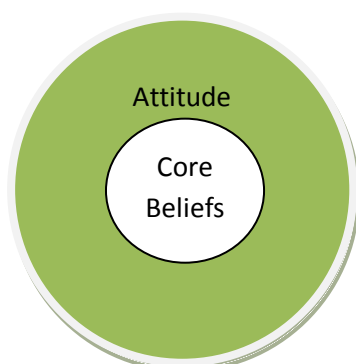
Leading change always involves people, the approach we take in dealing with people and delivering change will determine success or failure. Understanding culture, often the reason for change, and the people within the organisation or system being changed are the keys to success.

Organisational culture is a direct result of the individuals and stakeholders who interact with it and these individuals can be viewed as three concentric circles:

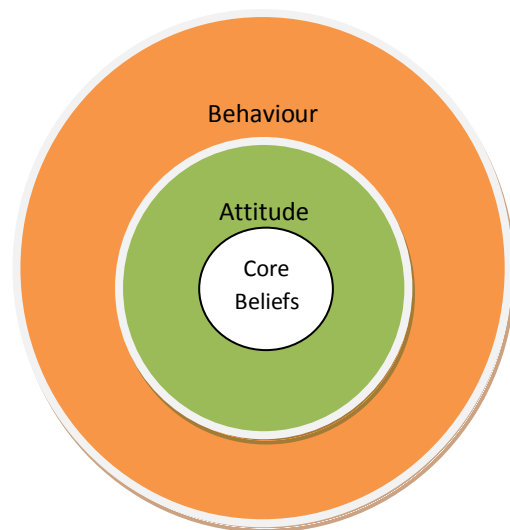


The first circle, "Core beliefs", are the fundamental beliefs of the individual, and therefore the whole company if the company is viewed as a collection of individuals, and are often created, developed and refined in an individual's early childhood years. They rarely change, and require significant emotional shift, such as a death, or religious conversion to alter. Again within an organisation the core beliefs are often created during the start up phase, by strong willed individuals, and change only after significant environmental factors affect the business.

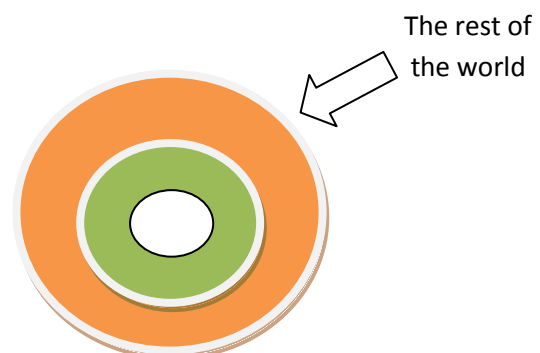
Core beliefs give an individual or company an attitude and perception to the outside world, and this attitude or perception forms our second circle.



The attitude and perception adds colour and emotion to the core beliefs, giving them depth and understanding. If a core belief is the cold reason behind action, then the attitude and perception are the emotional motivation to act. These attitudes and perceptions thus affect an individuals' behaviour and that behaviour is the third circle.

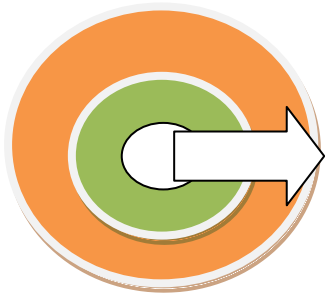


Now behaviour is the only thing the outside world can see, and individuals, and thus organisations, are judge by their behaviour. Other individuals and organisations try to ascertain an individual's attitudes and core beliefs by observing behaviour, but they only ever see the behaviour.



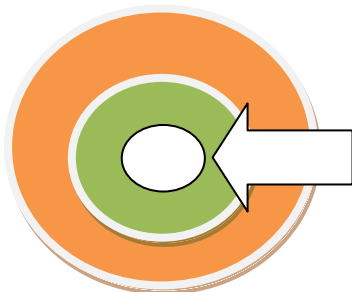
The question is how this helps us understand change?

Change typically fails when an organisation or outside force, such as management consultants, tries to challenge directly core beliefs. Individuals and organisations feel threatened by the change since it drives to the heart of the core beliefs. Barriers to change appear, and if one studies the barriers to change, one will often see the parallels with challenging someone or organisations core beliefs.



Trying to change a company from the core beliefs outwards

It is much better to try and change an individual's behaviour, not from the core beliefs outward, but from the outside world inwards.

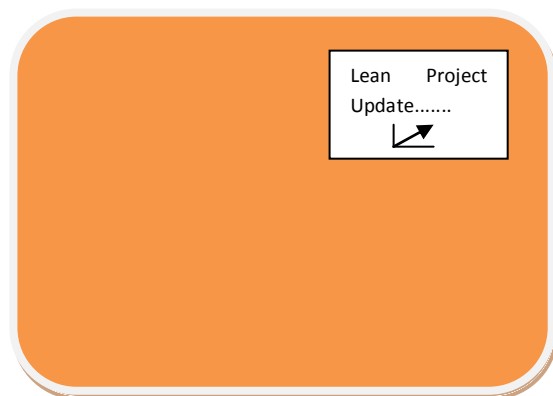


Changing the world and forcing a behavioural change

For example, if you need to change an experienced, time served persons attitude, perception and ultimately behaviour towards health and safety, then simply telling them to wear protective clothing is not going to work, likewise asking people not to be run down in factories by forklift trucks, by "staying out of the way" tends not to work either. Hence you see companies putting up protective guarding, painting walkways and roadways on factory floors, all to try and change a behavior, which in turn will change an attitude

and perception, but without threatening a core belief.

A final example is taken from a company who made washing machines and tumble dryers. I wanted to put up a sign on the notice boards illustrating all the projects we were working on and the effect we were having on productivity. The warehouse manager just laughed, "no-one reads the notice boards." I decided to investigate further. Interestingly the earliest notice I could find was of "Dave's leaving do" in 1969, the most recent, the "Christmas party in 1999", exactly 30years apart (it was 2008 when I visited). Rather than sending a memo or email telling people to go read the notice board I simply changed the world not the people. I removed all the notices from every board I could find, made them all completely blank, then I placed my notice, an A3 sized, colour noticed with charts at the bottom, in the top right hand corner of every board I could find. I then camped by the notice board next to the clocking in station and waited. On the shift change over, every person who stopped to clock in looked at the board, some laughed at it, some read it with interest, some read it, grunted and walked away, one even scribbled on it, but they all looked at it. Something which would not have been achieved by challenging their core beliefs and asking them to read it.



Change the world not the person