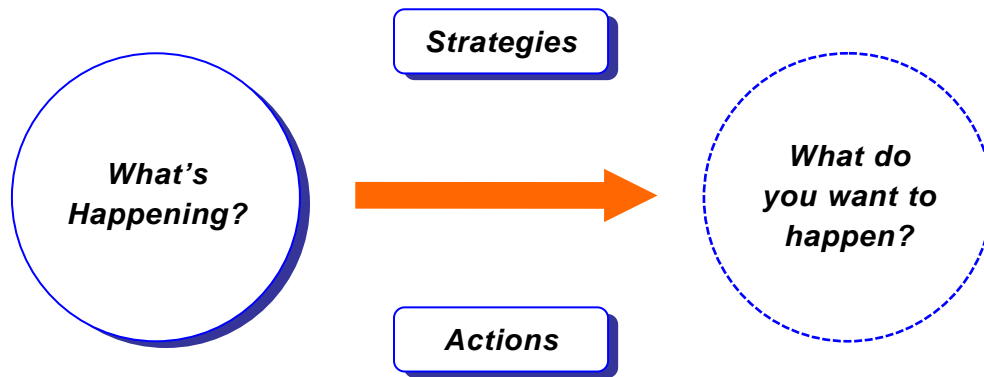


PROCESS CONSULTING TOOLS



PROCESS CONSULTING TOOLS

James A. Vaughan, Ph.D.
Organizational Psychologist

Copyright © 2006 by James Vaughan, Ph.D.

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of Licensees, and with respect to brief quotations and certain noncommercial uses permitted by copyright law. For permission requests, write to the publisher.

Published by Dialog Press, 6015 Gullstrand St., San Diego, CA 92122

040900

Ordering information:

Adobe PDF versions and licenses may be obtained directly from:



Culture-Building.com

Preparing people & organizations for continuous change

www.culture-building.com



TABLE OF CONTENTS

Introduction 2

Organizational Development

Process Consulting..... 3

Key Success Factors 4

The New Corporate Imperative: Learn to Learn Rapidly 5

The Leadership Task..... 6

Communicating for Results 7

Forces of Change 9

Change: A Double-edged Sword 10

Acceptance of Change Continuum 11

When is “Help” Helpful? 12

Perception Is More Complicated Than You Think..... 13

Team-Building

Teamwork Continuum 14

Quick Team Profile..... 15

The Way We Are 16

The Way We Ought To Be 17

Things That Affect the Level of Listening 18

Issues of New Team Members..... 19

Symptoms of Ineffective Team Attitudes and Behavior..... 20

Why Teams Fail to Achieve Their Potential 21

Special Challenges to Team-Building in the New Millinium..... 22

Team Effectiveness Survey 23

Team Profile Survey 24

Planning—Goal Setting 25

What’s the Best Use of Your Time Right Now? 26

Complicity—Shared Responsibility for Outcomes 27

Systems Alignment

Strategic Planning Issues 28

The Systems View 31

Stakeholder Universe..... 32

Culture as a Source of Differentiation 33

The Way Things Are 34

Cultural Survey 35

Some Keys to Building a Learning Organization 36

Reframing 37

Time, Energy, and Attention 38

Some Factors that Influence How an Associate Treats the Next Customer 39

Things that Contribute to Effective Conflict Resolution 40

Some Basic Rules for Resolving Conflicts..... 41

Strategies for Success at Work 42



INTRODUCTION

These process consulting *tools* are provided to help you improve the key interpersonal processes that affect the performance of individuals and groups. They compliment and augment the *Productivity Tools*. They can be used effectively in a wide variety of circumstances, with or without the *Productivity Tools*. Simply leafing through the pages will give you a deeper understanding of the processes we all use every day at work—but the greatest benefit will come from using them with your colleagues to build shared understandings and to improve performance.

You should use them as individual handouts whenever they are relevant to the process issues a group is struggling with. For example, when members of a group are having difficulty resolving differences because they are locked into positions, the perception model on page 13 might help them step back and take a fresh look at what's happening. It's a reminder that none of us sees the whole truth—that each of us is shaping reality to our own needs.

Other *tools* provided here can form the basis for significant practice and development. For example the goal setting model on page 25 provides a way for individuals and teams to do a quick reality-check on common goals and plans, while the three pages on Strategic Planning, beginning on page 28, can be used as a framework for long-range group planning.



PROCESS CONSULTING

A Way to Help People Achieve Individual, Team, and Organizational Excellence

ACTIVITIES:

| | | | | |
|----------------------|-------------------|---------------------------|---------------------------|------------------------|
| Culture- Building | Team- Building | Intergroup Development | Individual Development | Conflict Resolution |
|----------------------|-------------------|---------------------------|---------------------------|------------------------|

PROCESSES:

Listening/Observing

Asking good questions

Facilitating

Raising Awareness

Counseling

Coaching /Supporting

Teaching

Modeling

Criteria for effectiveness:

- Are we improving the organization's ability to achieve key results?
- Are we facilitating vision/mission achievement?
- Are we empowering people?
- Are we building trust throughout the organization?



KEY SUCCESS FACTORS

Vision / Mission

Sound Business Model

Distributed Leadership

Communication / Information Flow

Quality / Customer Service Mindset

Empowered Associates

Teamwork

Process Orientation

Alignment / Systems View

Embracing Change and Diversity

Sustained Focus on Individual, Team, & Organizational Learning

Global Perspective



THE NEW CORPORATE IMPERATIVE: LEARN TO LEARN RAPIDLY

Out of all the changes buffeting the corporate world today, a single imperative stands out above all others for individuals and organizations alike—learn to learn rapidly or be prepared to be an observer instead of a player. The global economy will have no mercy on organizations that don't learn rapidly, and organizations that want to survive will have no place for people who aren't committed to *learning every day*.

Information is now *the* most valuable organizational resource and keeping abreast of the rate of change in information is *the* greatest organizational challenge. People that can learn rapidly will be in greater demand than ever before. Corporations that can retain their most talented learners *and* develop the capacity for organizational learning will enjoy a competitive edge over the rest of the field.

What are the implications for organizational leaders?

The number one priority for the CEO is still to develop and sustain a shared vision aimed at satisfying important customer needs. A major portion of the CEO's time will be spent on an ongoing basis communicating and nurturing the vision which serves as a broad-brush map to keep everyone focused and energized.

The second priority of the CEO is so close in importance, it can't really be separated from the first—it is to create the conditions for success. In broad terms there are 7 fundamental conditions for success:

1. Acquiring and managing key resources—people and technology
2. Building effective teamwork
3. Taking the systems view
4. Building a learning organization
5. Empowering everyone to make a difference
6. Rewarding people fairly for their contributions to the whole
7. Embracing change



THE LEADERSHIP TASK

- **Creating a compelling vision**
- **Acquiring and managing key resources**
- **Making sure everyone has easy access to the information they need**
- **Building effective teamwork**
- **Taking the systems view**
- **Sustaining focus, alignment, and balance**
- **Building a learning organization**
- **Empowering everyone to make a difference**
- **Rewarding people fairly for their contributions to the whole**
- **Embracing change and diversity**



COMMUNICATING FOR RESULTS

Getting needed information to the right people in a timely way continues to be one of the greatest challenges facing all organizations today. Advances in electronic media make it possible and cost-effective to send large amounts of information to many people virtually anywhere in the world simultaneously. The central issue remains, what information is relevant and who needs it? People must still choose and filter; otherwise, everyone would suffer from information overload.

Every person in the organization needs to develop a new sense of information responsibility that includes an openness to take in new information and a commitment to communicate everything they think is important, even though the recipients may not be eager to hear it. This is not the norm in most organizations. If it is to become the norm, leaders must model it in every respect.

Following are four broad areas of communication that are vital to all organizations.

- 1. Purpose:** *Why we exist and what difference we make*
- 2. Performance:** *How we'll coordinate our actions and measure our results*
- 3. Alignment:** *How we'll stay informed and aligned*
- 4. Continuous Improvement:** *How we'll constantly strengthen our competitive position*



COMMUNICATING FOR RESULTS, *continued*

1. **Purpose:** *Why we exist and what difference we make*

Mission: The broadest statement of what customers we serve and what value we add.

Vision: Who we are and what we can become.

Strategic Plans: Where we're going and how we'll get there.

Goals and Objectives: Specific targets and milestones in achieving the mission.

Roles and Expectations: Individual and team responsibilities in achieving the mission.

2. **Performance:** *How we'll coordinate our actions and measure our results*

Specific Assignments/Action Plans: Establishing accountability.

Follow-up and Coordination: Translating intentions into actions.

Tracking: Measuring things that make a difference.

Feedback: Reviewing customer commitments/contracts.

Planning: Updating our action plans in the light of current circumstances.

3. **Alignment:** *How we'll stay informed and aligned*

Gathering Information: Scanning/listening/reading.

External: Scanning—monitoring customers, competitors, and industry developments.

Internal: Listening with respect in one-on-one conversations and timely meetings and reading internally written reports.

Passing Information: Choosing the best means to communicate:

External Data: Customer intelligence, competitive intelligence, and industry developments.

Internal Data: Shifts in priorities and relevant organizational developments.

4. **Continuous Improvement:** *How we'll constantly strengthen our competitive position*

Joint Review: Checking progress and making course corrections.

Problem-solving: Solving quality problems permanently at the source.

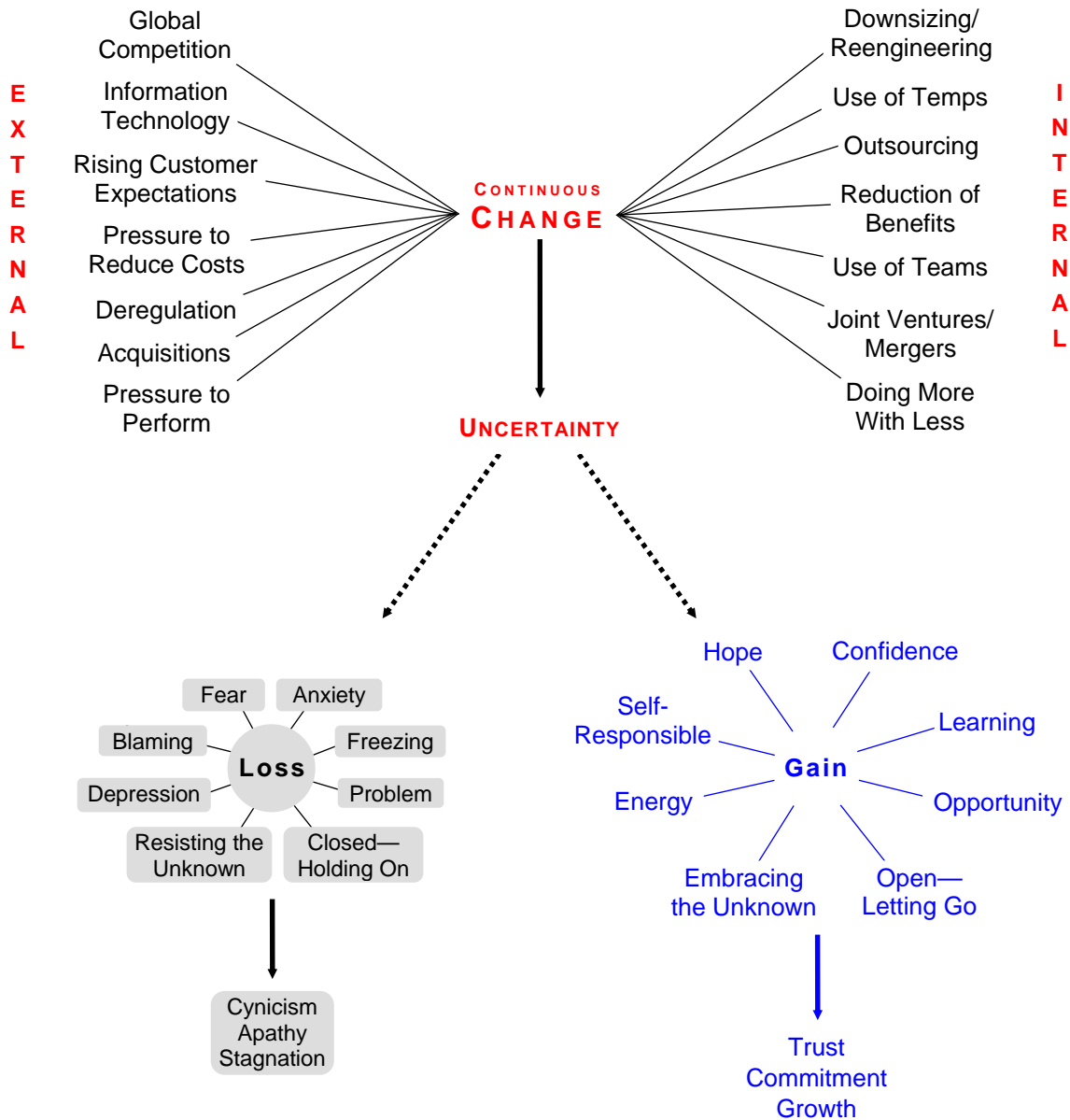
Reducing Cycle Time/Driving Costs Out: Finding the next increment of improvement in every process we use to satisfy customer needs.

Listening to Customers: Making sure we're serving real customer needs as *they* perceive them.



FORCES OF CHANGE

Massive forces of change are creating uncertainty and anxiety in the workplace.



Faced with continuing uncertainty and ambiguity, many people assume they will lose in the change process. In an effort to survive, they hold on, shut down, and focus inward at the very time the organization needs them to open up, reach out, and embrace the change.