

# **Changing Communities and Organizations**

## **High Performance Work Systems Large Group Interventions**

Management 585  
Benedictine University  
October 13-15, 2006

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# Meeting Roles

- Discussion leader
- Timekeeper
- Recorder
- Reporter

# Principles of Engagement & Large Group Interventions

- Purpose is the cornerstone
  - Determines who participates, what conversations are needed, boundaries, and focus
- Whole system in the room
  - All stakeholders represented
  - All necessary knowledge
  - Keep big picture in mind
- Inclusion
  - Every one's voice is heard
  - Everyone's opinion matters

# Principles of Engagement & Large Group Interventions, cont'd

- Circle is the methodology of equality and collaboration
- Focus on the future
  - Invent new directions, forms, actions
- It's all about common ground and joint ownership of actions
- Information and decision-making are public
- Self management
- Focus moves from individual to small group to whole

- Small medical practice
- Needs to change
  - Effectiveness
  - Grow the practice
  - Improve office climate

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# Improvement Conference Overview

- Warm up, getting into role
  - Coffee room conversations
- Conference part one
  - Hopes, vision, roadblocks
  - Force field analysis
- Conference part two
  - Ideas
  - Options
  - Recommendations
- Consultation to leaders

# **Force Field Analysis;**

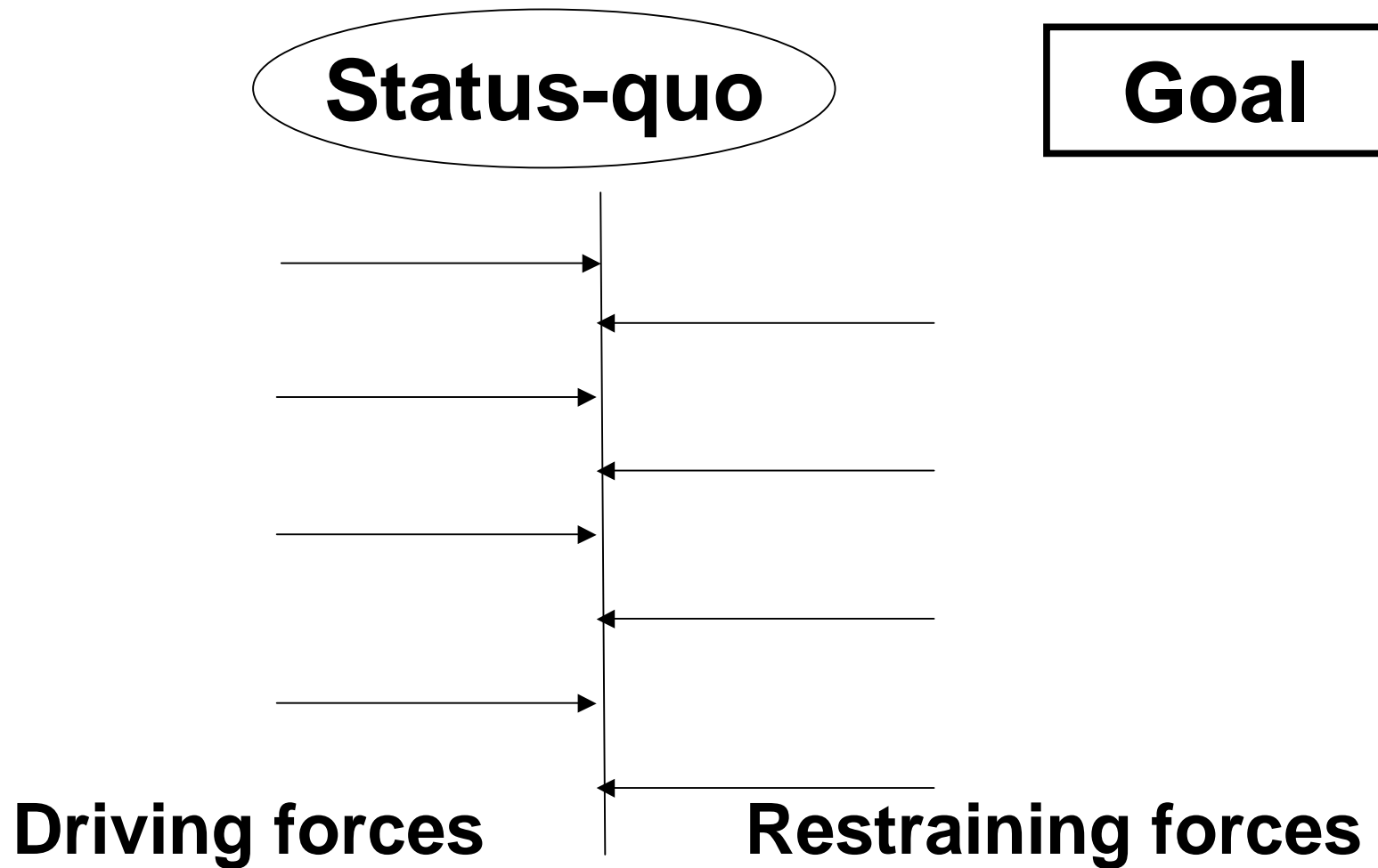
A method for issue resolution and goal attainment

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# Force Field Analysis



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# Force Field Analysis

## The Theory:

- On the physics side,
- An object is at rest because the balance of forces acting on it are balanced.
  - When forces that will move the object (driving forces) are increased, the object moves.
  - When forces holding the object in place (restraining forces) are taken away or reduced, the object also moves.

# Force Field Analysis

## The Theory:

- On the physics side...
- An object is at rest because the balance of forces acting on it are balanced.
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# Force Field Analysis

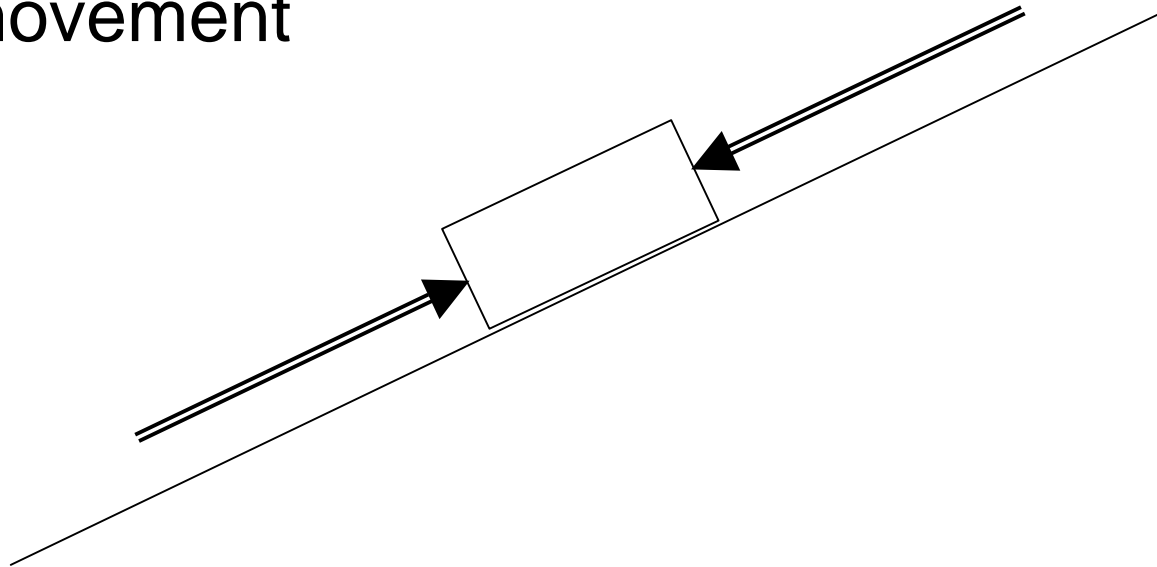
## The Theory:

- On the physics side ...
- Two ways to create movement:
  - Add driving forces.
  - Remove restraining forces.
- Adding new driving forces may create new restraining forces.
- Removing or reducing restraining forces allows movement to occur with fewer restraining forces created.

# Force Field Analysis

## The Theory:

- On the physics side ...
- Example: moving a block up an incline
  - With balanced forces, there is no movement

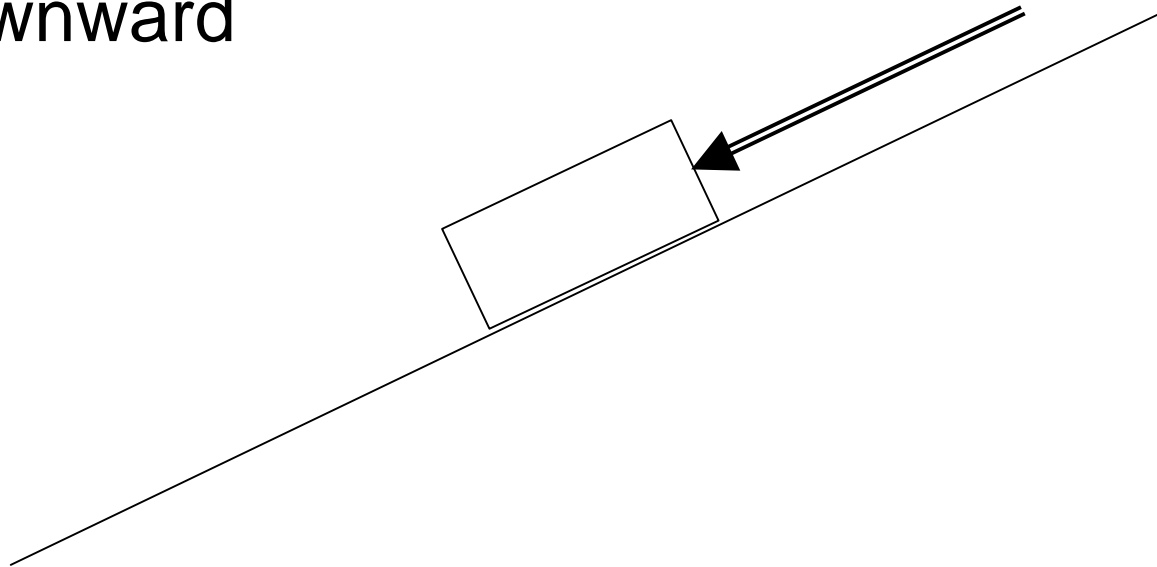


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# Force Field Analysis

## The Theory:

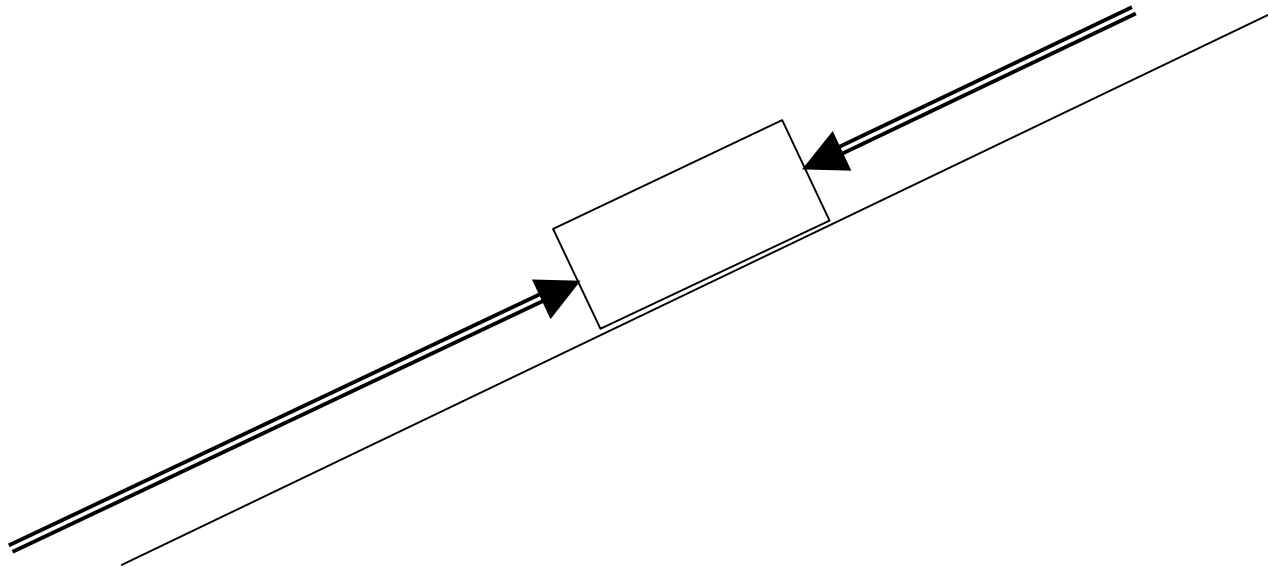
- On the physics side ...
- Example: moving a block up an incline
  - Unbalanced forces cause movement downward



# Force Field Analysis

## The Theory:

- On the physics side ...
- Example: moving a block up an incline
  - Unbalanced forces cause movement upward



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# Force Field Analysis

## The Theory:

- On the human side ...
- An issue is not resolved or a goal is not attained because the forces against issue resolution or goal attainment are balanced. A status quo exists.

# Force Field Analysis

## The Theory:

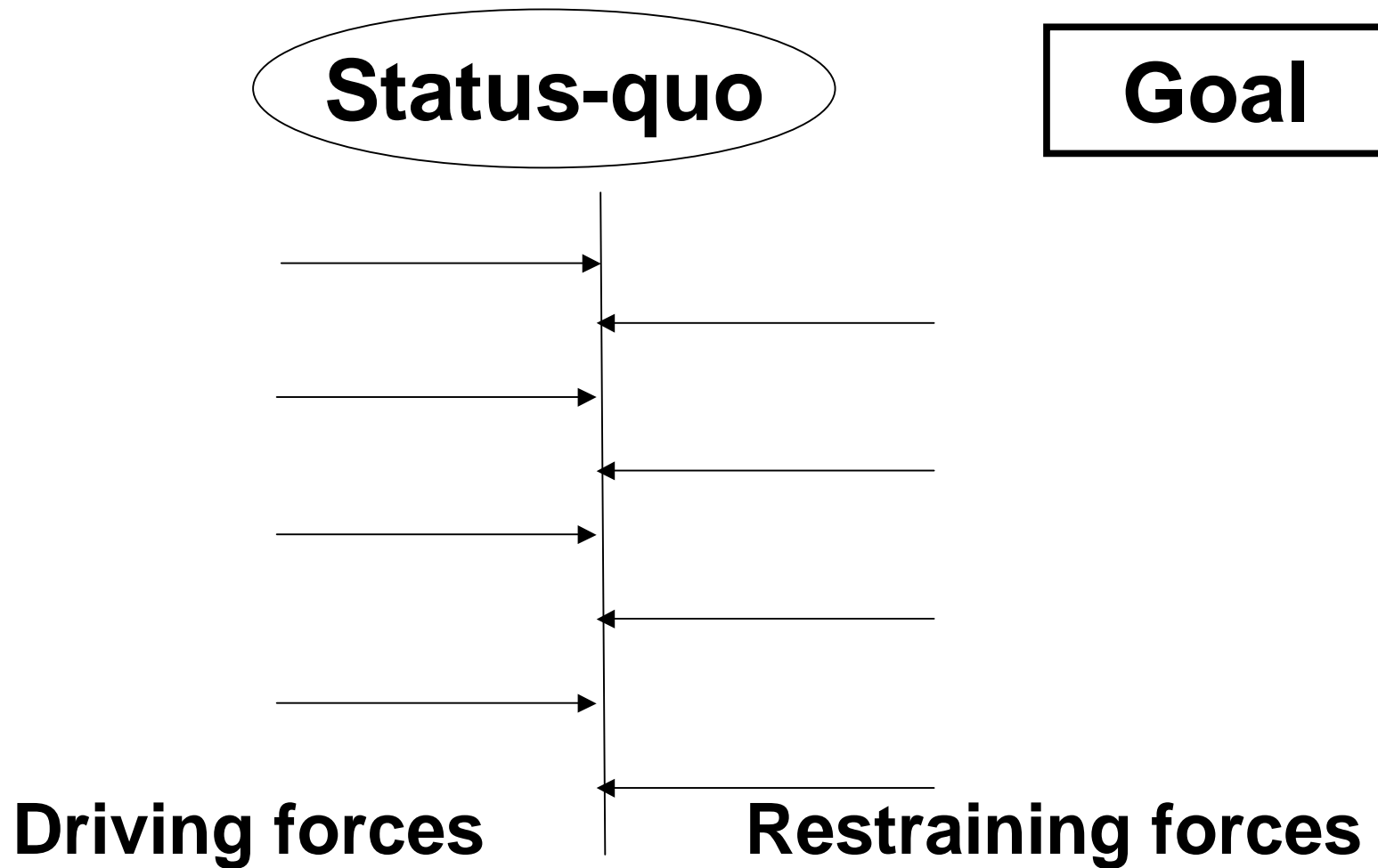
- On the human side ...
- An issue is resolved or a goal is achieved by increasing or creating new activities to help (driving forces) and/or by removing barriers (restraining forces) that get in the way.

# Force Field Analysis

## The Theory:

- On the human side ...
- Examples:
  - Improving your health
  - Finishing college

# Force Field Analysis



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# Force Field Analysis

The methodology in general

- **Steps**
- Draw the field.
- Identify the goal, draw the status-quo.
- Draw and create driving forces.
- Draw and create restraining forces.
- Select restraining forces to remove or reduce.
- Brainstorm actions that remove or reduce those forces. Create a list.
- Prioritize the list of actions, select one, and create an action plan.

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# Characteristics of High Performing Work Systems

- Interactions with their environment
  - Responding quickly to rapidly changing conditions
- Teamwork
  - Within groups, across functions, and between departments
- Meaningful work
  - Optimal autonomy and variety; decisions about the work made at levels closest to the work

# Characteristics of High Performing Work Systems, cont'd

- Information
  - Free flowing with access based on need not position or power
- Quality
  - Built in with variances found and corrected at their source.
  - Emphasis on prevention not inspection

# High Performance Leadership

*Involving employees based upon type of decisions to be made*

## **Types of decisions**

### Policy

- Usually one time decisions
- Govern other decisions

## **Leader's actions**

- Make them, share information, why etc
- Seek inputs then make them
- Assign to study groups for recommendations

### Process

- About the work itself
- Self management

# Essence of Socio-Technical Design

- Integration of technical and social systems
- Groupings of groups (functions and activities) based upon:
  - Common goal, end product, service, or customer base
  - Optimization of variance control
  - Interdependence
- Establish direct customer/client relationships inside and outside organization

# Essence of Socio-Technical Design, cont'd

- Design of jobs to provide job enlargement and job enrichment
  - Whole piece of work
  - Decision making / autonomy
  - Variety of tasks, skills required

# Core Job Dimensions

- Task significance
  - Job is seen to have an impact in the organization
- Task identity
  - Job produces a whole identifiable piece of work
- Skill variety
  - Job includes a number of tasks, skills
- Autonomy
  - Job requires little supervision, includes opportunity for decision making
- Feedback –
  - clear and direct information about effectiveness from the job itself or from agents

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# Steps in Redesign Process

Based upon use of a large group intervention methodology

- Initial discussions and education
- Data collection and feedback
- Steering team formation and training
- Design scope determination
- Design methodology determination
- Goals and guidelines development
- Organization orientation
- Support team establishment

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# Steps in Redesign Process

Based upon use of a large group intervention methodology

- Customer/stakeholder visioning and analysis
- Technical analysis
- Preliminary organization shape design
- Transition planning
- Implementation
- Follow up

# What Organizations Want

- Customer service
- Quality
- Efficiency
- Flexibility
- Innovation
- Commitment

# Traditional Approaches

What organizations want:

- Customer service
- Quality
- Efficiency
- Flexibility
- Innovation
- Commitment
- Typical responses
- Visioning
- Strategic planning
- Re engineering
- Organization redesign
- Culture change

# Traditional Approaches

- Typical methods
  - Management decree
  - Consultants
  - Design teams
- Difficulties
  - Lack of buy in
  - All available expertise not used
  - Fear and resistance
  - New bureaucracy
  - Teams become isolated

# A Different Approach

- Whole system in the room
  - Leaders, decision makers
  - Employees from all levels, functions
  - Customers and suppliers
  - Community and other stakeholders
- Broad view
  - Global, industry, organization, individual
- Self management
- Discover common ground
- Invent new directions, forms and actions

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# Opening

- Who am I
- What I do outside of Benedictine
- What I want from this class
  - Professional
  - Personal