

Contents

| | |
|--|-----------|
| List of Figures, Tables, and Worksheets | xv |
| Preface | xix |
| Acknowledgments | xxiii |
| Introduction | 1 |
| Purpose of this Book | 1 |
| Organization of the Book | 3 |
| Special Features | 4 |
| Part A | |
| Introduction to Systems Thinking and Superior Results | 7 |
| 1. The Fundamentals of Enterprise-Wide Change | 9 |
| Chapter Purposes | 9 |
| Welcome to the Future | 10 |
| The Systems Thinking Approach | 12 |
| | ix |

| | |
|--|-----------|
| Achieving Superior Results | 13 |
| The Uniqueness of Enterprise-Wide Change | 13 |
| 21st Century: Revolutionary Worldwide Change and Its Implications | 16 |
| The Secret of Constant Growth | 18 |
| 75 Percent of All Major Changes Do Not Succeed | 19 |
| The “Big Three” Enterprise-Wide Failure Issues | 23 |
| Preview: The Enterprise-Wide Change Journey | 27 |
| Chapter One Recap | 30 |
| 2. Seeking a Unity of Science for Living Systems | 33 |
| Chapter Purposes | 33 |
| Complexity Versus Simplicity: Our Different Views of the World | 34 |
| The Helicopter View of Life | 38 |
| Analytic Thinking: A Mindset Left Over from the Industrial Age | 41 |
| General Systems Theory: The Unity of Science | 46 |
| Chapter Two Recap | 51 |
| 3. Foundations of the Systems Thinking Approach | 53 |
| Chapter Purposes | 53 |
| Systems Concept #1: Seven Levels of Living Systems | 55 |
| Systems Concept #2: Natural and Predictable Cycles of Change | 58 |
| Systems Concept #3: The Simplicity of Systems Thinking Is <i>Backwards Thinking</i> | 63 |
| Systems Concept #4: Twelve Characteristics of Living Systems | 68 |
| The Whole System: Living Systems Characteristics #1–#6 | 68 |
| The Inner Workings of Systems: Living Systems Characteristics #7–#12 | 74 |
| Some Guiding Principles of Systems Thinking | 79 |
| Chapter Three Recap | 93 |
| Part B | |
| Practical Application to Enterprise-Wide Change | 97 |
| Framework for Part B | 98 |

| | |
|--|------------|
| 4. Smart Start: Engineering Success Up-Front | 101 |
| Chapter Purposes | 101 |
| Chapter Context | 102 |
| Smart Start: Engineer Success Up-Front | 104 |
| The Iceberg Theory of Change—Three Realities of Life: Content—Process—Structure | 108 |
| The Structures of Change Expanded: Tailored to Your Needs | 111 |
| Structure and Player #1: Change Leaders | 113 |
| Structure and Player #2: Change Consultants | 114 |
| Structure and Player #3: Change Implementers | 116 |
| Structure and Player #4: Program Management Office | 118 |
| A Menu of Additional Change Infrastructures | 120 |
| Further Elaboration on Key Structures | 123 |
| The Game Plan for Enterprise-Wide Change | 124 |
| Chapter Four Recap | 128 |
| 5. Clarity of Purpose: Working <i>On</i> the Enterprise | 133 |
| Chapter Purposes | 133 |
| Chapter Context: Working <i>On</i> the Enterprise | 134 |
| Missing Element #1: Phase E | 135 |
| Missing Element #2: Phase A | 139 |
| Missing Element #3: Phase A | 146 |
| Missing Element #4: Phase B | 148 |
| Summary: Clarity of Purpose | 154 |
| Chapter Five Recap | 157 |
| 6. Assessing the Enterprise as a Living System | 161 |
| Chapter Purposes | 161 |
| Chapter Context | 162 |
| Some Mental Maps for Assessing Enterprises as Living Systems | 163 |
| Multiple Conflicting Mindsets or Mental Maps (Versus a Totally Integrated Enterprise-Wide Assessment) | 165 |
| One Mental Map of an Organization as a Living System | 168 |
| A New Enterprise-Wide Assessment Mental Map: A Business Excellence Architecture | 173 |

| | |
|---|------------|
| Summary: Enterprise-Wide Assessment and Vital Signs | 179 |
| Chapter Six Recap | 183 |
| 7. Simplicity of Execution: Working <i>In</i> the Enterprise | 187 |
| Chapter Purposes | 187 |
| Chapter Context | 188 |
| On the Path to Clarity and Simplicity | 191 |
| Cascading the Changes: Strategies—Initiatives— Tasks—Accountability—Rewards | 194 |
| Chapter Seven Recap | 211 |
| 8. Wave After Wave of Changes | 217 |
| Chapter Purposes | 217 |
| Chapter Context | 218 |
| Individual Change: The Rollercoaster of Change | 220 |
| Enterprise-Wide Change and the Rollercoaster of Change | 224 |
| The Cascade of Change: Wave After Wave | 229 |
| Seven Natural Rings of Reality: Classifying Mainstream OD Change Interventions | 235 |
| The Seven Natural Rings of Reality Matrix and the Impact of the Rollercoaster of Change | 241 |
| Implications for the Enterprise-Wide Change Journey | 244 |
| Chapter Eight Recap | 248 |
| 9. Sustain Business Excellence | 251 |
| Chapter Purposes | 251 |
| The Mid-Course Enterprise-Wide Change Review: Fighting Entropy in Enterprise-Wide Change | 253 |
| Annual Review of Organizational Capacity | 259 |
| Chapter Nine Recap | 267 |
| Enterprise-Wide People Edge Best Practices | 269 |
| Part C | |
| How to Begin Enterprise-Wide Change | 273 |
| 10. Working on the Enterprise: The Bite-Sized Approach | 277 |
| Chapter Purpose | 277 |

| | |
|--------------------------------------|-----|
| How to Begin: Tailored to Your Needs | 278 |
| The Results | 281 |
| Websites | 287 |
| Bibliography | 289 |
| About the Series | 297 |
| Statement of the Board | 301 |
| Afterword to the Series | 307 |
| About the Series Editors | 309 |
| About the Authors | 313 |
| Index | 315 |

<http://www.pbookshop.com>

<http://www.pbookshop.com>

List of Figures, Tables, and Worksheets

| | | |
|------------|---|----|
| Figure 1.1 | Types of Change Management | 14 |
| Figure 1.2 | The Secret of Constant Growth | 18 |
| Figure 1.3 | The Yin and Yang of Strategies | 26 |
| Figure 2.1 | Simplicity Versus Complexity | 34 |
| Figure 2.2 | Rubik's Cube | 35 |
| Figure 2.3 | The Changing View of Our World | 38 |
| Table 2.1 | Synthesis Versus Analysis | 46 |
| Table 2.2 | Simplistic Thinking Versus Elegant Simplicity | 50 |
| Figure 3.1 | Matryoshka or Russian Stacking Dolls | 56 |
| Figure 3.2 | The Seven Natural Rings of Reality | 57 |
| Table 3.1 | Examples of Natural Cycles of Change | 58 |
| Figure 3.3 | The Rollercoaster of Change | 59 |
| Figure 3.4 | The Simplicity of Systems Thinking—The ABCs | 64 |
| Figure 3.5 | The ABCs of Enterprise-Wide Change | 67 |

| | | |
|------------|---|-----|
| Figure 3.6 | Open Versus Closed Systems | 69 |
| Figure 3.7 | The Simplicity of Systems Thinking—The ABCs | 73 |
| Figure 3.8 | The Inner Workings of a System | 79 |
| Table 3.2 | Systems Thinking | 92 |
| Table 3.3 | Best Practices for Managing the Twelve Natural Characteristics of Living Systems | 94 |
| Figure 4.1 | Systems Versus Analytic Thinking | 103 |
| Table 4.1 | Four Smart Start Activities | 105 |
| Table 4.2 | Sample Yearly Map of Implementation | 107 |
| Figure 4.2 | The Iceberg Theory of Change | 108 |
| Figure 4.3 | Essential Structures and Players in Enterprise-Wide Change | 113 |
| Table 4.3 | Examples of Support Areas | 114 |
| Table 4.4 | A Menu of Change | 121 |
| Table 4.5 | Substructures of an Enterprise-Wide Change | 122 |
| Table 4.6 | Smart Start Sample Tasks | 129 |
| Table 5.1 | Environmental Scanning SKEPTIC | 137 |
| Figure 5.1 | World-Class Positioning | 142 |
| Table 5.2 | Suggested Core Values | 148 |
| Table 5.3 | Clarifying Measurement Terminology | 149 |
| Table 5.4 | Process to Establish Four Missing Elements | 155 |
| Worksheet | Attunement with People’s Hearts and Minds: Core Values Assessment | 159 |
| Worksheet | Describing the Enterprise as a Living System | 171 |
| Figure 6.1 | The Enterprise as a Living System | 172 |
| Figure 6.2 | The Enterprise-Wide Assessment | 174 |
| Table 6.1 | Predictable Failures from a Poor Mental Map | 180 |
| Worksheet | Enterprise-Wide Assessment | 185 |
| Figure 7.1 | The Seven Natural Rings of Reality | 189 |
| Figure 7.2 | The Seven Levels of Reality | 191 |
| Figure 7.3 | Large-Group Ballroom Setting | 200 |
| Figure 7.4 | The Web of Functional Silos and Core Strategies | 202 |

| | | |
|-------------|--|-----|
| Figure 7.5 | The ABCs of High-Performance Project/Process Teams | 205 |
| Table 7.1 | Some Uses of the A-B-C-D-E Simplicity-of-Thinking Framework | 206 |
| Worksheet | Annual Plans: Yearly “Cheat Sheet” and To-Do List | 213 |
| Worksheet | Annual Work Plan Format | 214 |
| Worksheet | Strategic Thinking: ABCs Template | 215 |
| Figure 8.1 | The Rollercoaster of Change | 219 |
| Figure 8.2 | The Inner Workings of the System | 220 |
| Figure 8.3 | Five Possible Pathways of the Rollercoaster | 224 |
| Table 8.1 | The Five Possible Pathways | 225 |
| Figure 8.4 | Six Stages of the Rollercoaster of Change | 226 |
| Figure 8.5 | Waves of Change in an Organization | 232 |
| Table 8.2 | Traditional OD Goals and the Rings | 236 |
| Table 8.3 | The Rollercoaster and the Seven Rings Matrix | 242 |
| Figure 9.1 | The Continuous Improvement Helix | 252 |
| Table 9.1 | Mid-Course EWC Review Activities | 254 |
| Table 9.2 | Exercise | 257 |
| Figure 9.2 | The Rollercoaster of Change | 257 |
| Figure 9.3 | The Iceberg Theory of Change | 259 |
| Figure 9.4 | The Bell Curve of Buy-In and Stay-In | 261 |
| Table 9.3 | East Coast Federal Credit Union Capacity Assessment | 266 |
| Worksheet | Organizational Capacity to Undergo Enterprise-Wide Change Successfully | 268 |
| Table 9.4 | People Edge Best Practices | 270 |
| Table 9.5 | Achieving Leadership Excellence in the Six Rings | 271 |
| Worksheet | Strategic Thinking: ABCs Template | 275 |
| Table 10.1 | How You Think | 281 |
| Figure 10.1 | The Globe | 283 |
| Worksheet | Tailored-to-Your-Needs Exercise | 284 |

<http://www.pbookshop.com>