



Misty River Consulting

Strategic Behavioral Organizational Change
A Model For Success

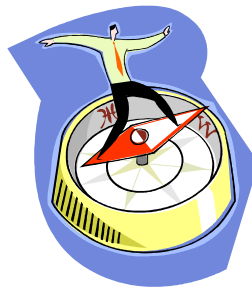
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Strategic Behavioral Change Interventions

The effectiveness and efficiency of overall organizational behavior is what defines success or failure for any business. Often times, the organization finds that its behavior is not leading to success and consequently needs to be changed. Not surprisingly, the organization's leadership will attempt to identify a new set of desired behaviors and develop a plan that leads to the performance of those behaviors that is hoped will lead to improved organizational performance.

The Desired Behavior

Any given change strategy needs to result in a new set of defined individual behaviors that collectively lead to organizational behavior that is more effective and efficient in achieving its stated goals. What new behavior is specifically needed is dependent upon the competitive position of the organization and its efficiency in obtaining its results.



Whatever the final desired behavior is, the following “organizational change behaviors” are necessary to implement the change. Top management makes the decision to proceed, identifies the needed desired behaviors, develops the plan, and provides the resources for the change initiative. Middle management often times makes actionable top management's plan and then implements the plan. Supervisors follow the plan's lead and facilitate the employees in their attempts to perform in the desired manner. Employees perform the desired behaviors that hopefully lead to improved effectiveness and efficiency and provide the feedback about how the plan needs to be modified to improve the organization's ability to behave in the new way.

The Strategic Behavioral Change Process

Since organizational behavior is the cumulative sum of individual behavior, the change agent must address it appropriately. Traditionally, training has been the single most used tool for changing behavior. Unfortunately, *training, in and by itself, is very ineffective in changing organizational or individual behavior.*

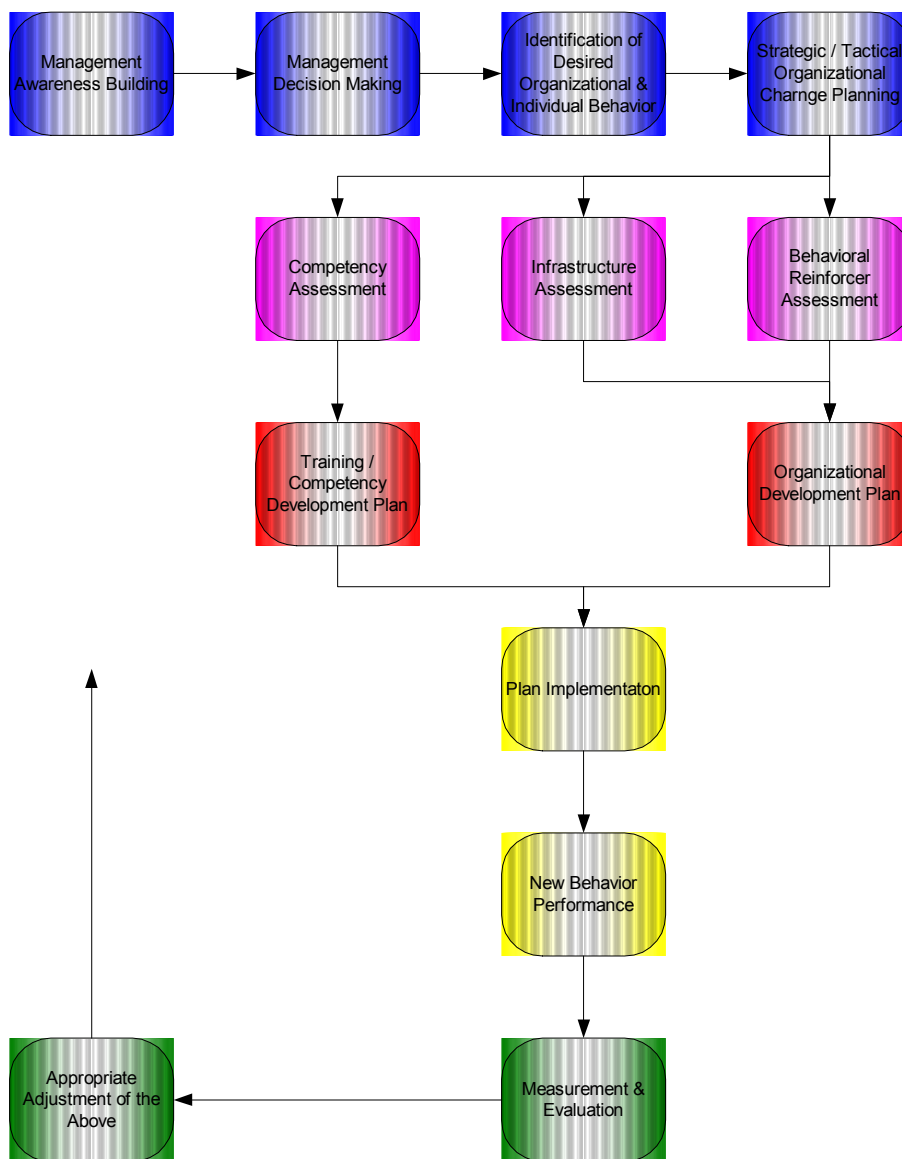
Changing organizational and individual behavior is a comprehensive process that includes identifying the desired organizational and individual behaviors people are to perform and developing a change plan that leads to the performance of the new behaviors. These behaviors and the plan are grounded in the strategic plan that provides a visible and actionable plan for all employees. From the strategic plan, all employees gain a clear view of the organization's objectives and a clear and concise view of what they are expected to do as a

result.

The ability to create clarity and consensus about the objective and the process to achieve that objective from either a corporate view or an individual point of view is grounded in and derived from the strategic plan of the organization.

Once the desired behaviors are identified and integrated into the strategic plan, an organizational assessment is performed on three fronts. The first front assesses the competency of all employees to perform the new behaviors. It looks for the skill or knowledge gaps that people have that would constrain them from knowing how to perform in the desired fashion. In addition, this assessment will get a feel for the degree that these individuals are ready for change and perceive a need to change to something different.

The Strategic Behavioral Change Process

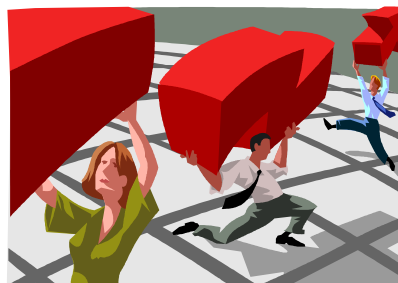


The second assessment front looks at the infrastructure of the organization and looks for the organizational elements that either constrain or prevent the new behaviors from being practiced. What the organization's leadership would like to do is create an infrastructure that enables - not constrain - people to perform in the desired fashion.

The third assessment front is focused on the things that reward or reinforce, either positively or negatively, the demonstration of the desired behavior. These items do not affect the competency of the individuals in the organization nor enable people to perform in the proper way. The behavioral reward and reinforcements provide the appropriate feedback to individuals about whether their behavior is appropriate or not.

Once the gaps in competency, infrastructure, or behavioral reinforcement or rewards are identified, the top management group can facilitate the development of a training and development plan that eliminates the competency constraints. In addition, an organizational and development plan can also be developed that changes the infrastructure's ability to enable people to perform in the new way and that changes the behavioral reinforcers and rewards so that people are reinforced and rewarded appropriately for the behavior they do exhibit.

Finally, its time to execute. The new behaviors have been targeted, the plans for developing the competency of individuals and for developing the infrastructure and behavioral reinforcers is in place. With these change plans in place, management states the objectives and expectations for people, creates an understanding about why the change is necessary, creates an understanding of the change plan, and then "kicks off" its implementation.



As the plan unfolds, one expects the new behaviors to be demonstrated with increasing frequency and effectiveness. As they are demonstrated, management evaluates the effectiveness, efficiency, and performance frequency of these behaviors and acts accordingly to modify the plans or strategies that would improve the ability to get the new behaviors performed.

Change Agent Primary Activities

In order for the strategic change initiative to be successful, the change agent will find him or herself providing one or more of the following services during the course of the change process for the targeted organization and its management:

- * Facilitation of strategic and tactical planning.

- * Organizational diagnosis to identify "gaps" in organizational effectiveness, efficiency, or improvement strategies.
- * Identification of needed organizational and individual behaviors.
- * Facilitation of behavior change planning.
- * Assessment of competency development needs.
- * Design and deliver of the needed training including "train the trainer".
- * Assessment of the organization's infrastructure, behavioral reinforcement characteristics, and processes.
- * Design and deliver of the needed organizational development changes that provide for the organization's infrastructure and behavioral reinforcement characteristics.
- * Coaching, Guidance, and Evaluation of the change process initiative.

All of these things are systematically addressed to insure that people develop the competency to perform and are enabled and reinforced to perform in the desired fashion in a planned and controlled fashion. The performance of the total organizational will improve as the individual pieces come together through competency development and performance enablement.



Appendix:

Competency Issues

Possible Skill or Knowledge Gaps	Strategy for Eliminating Gap
Problem solving skills	
Leadership and/or management skills	
Facilitation skills	
Presentation skills	
Listening skills	
Team functioning skills	
Computer skills	
Financial & cost accounting knowledge & skills	
Cost accounting knowledge & skills	
Project management skills	
Technical knowledge & skills	
Strategic or tactical objectives knowledge	
Values, beliefs, philosophy knowledge	
Customer satisfaction & need knowledge	
Competitive position knowledge	
Cross functional knowledge	
Specific job expectation knowledge	

Infrastructure Issues

Possible Infrastructure Constraints	Strategies for Eliminating Constraints
Financial and cost information system	
Process performance information system	
Meeting room and supplies	
Time for people to perform	
Crewing or staffing adaptability	
Lack of resources (computers, etc.)	
Cross functional walls	
Maintenance & Engineering planning & execution	
Leadership proximity & availability	

Behavioral Reinforcement Characteristic Issues

Possible Behavioral Reinforcement Char. Gaps	Strategies for Eliminating Gaps
Job descriptions and expectations	
Reports on process performance	
Reports on cost	
Reports on customer needs, complaints, etc.	
Lack of policy, value, or belief statements	
Performance planning & appraisal system	
Bonus/Compensation system	
Sense of urgency	
Peer Pressure	
Habit/Tradition	
Periodic review/evaluation of situation	

Many more of the above could be listed. This is an abbreviated list of the primary issues.

The Strategic Behavioral Change Process

