



Learning Lunch # 19

- MORE - Alignment, Adaptation and Engagement

Host = Dennis Sergent, Sergent Results Group
517-381-5330

April 30th, 2010
10:30 AM to 1:00 PM

University Club of Michigan State
3435 Forest Road, Lansing, MI 48909
517-353-5111



Learning Lunch - Agenda

February 20th, 2009 It Started

- Learning Lunches 1-4 - *Networking & Forming Teams*
- Learning Lunches 5 - 9 - *Enterprise Thinking*
- Lunches 10 - 12 - *More Thinking Tools*
- Lunches 12 - 15 - *Branding*
- Lunch 16 - *Understanding & Acting On The Voice of The Customer*
- Lunch 17 - *Change Models*
- Lunch 18 - *Alignment, Adaptation and Engagement*

April 30th, We Will Discuss

- **Lunch #19 - MORE - Alignment, Adaptation and Engagement**

Future Discussions

- Lunch #20 - May 18th, 2010 - Friday = Promoting Actions and Cause Networks
- Lunch #21 - June 10th, 2010 - Tuesday = Testing & Evaluation Ideas (Doug)
- Lunch #22 - July 8th, 2010 - Thursday = Project Management (Program Management, PDSA - Joel)
- Lunch #23 - July 27th, 2010 - Tuesday = Subject To Be Determined
- Lunch #21 - Aug 19th, 2010 - Thursday =
- Lunch #22 - Sep 13th, 2010 - Monday =

Other Subjects

- Quality Management System Comparisons
- Skilled Incompetence / Managerial Malpractice - Overcoming Organizational Defenses
- Having Difficult Conversations - Principles and Tools
- Enabling Transformation - Principles and Planning
- Culture
- Leadership
- Influence (Influencing Your Leader and Your Team)
- Innovation
- Definitions
- **What Are Your Ideas?**



What Can We Think About Differently?

- **Thinking Together**
 - As Well As Alone
- **Rethinking What Our Words Mean?**
 - Thinking?
 - Working?
 - Learning?
 - Management?
 - Leadership?
 - Ethics?
 - Investment?
 - Interchangeability?
 - Quality?
 - Continuous?
 - Together?
 - Technology?
 - Rethinking?

Debate vs. Dialogue Models

DEBATE MODEL

Information Processing Context

OLD FRAMEWORK

1. Argument
2. Logic - Affirmative / Negative
3. Evidence
4. Impact

HOW LEARNING IS DIFFERENT

- Banking Model* of Learning
- Reading At Speed to Memorize
- Repeating Back At Rote, Incomprehensible Speeds
- Quote Expert Ideas & Authors
- Overwhelm "Opponents" with Preponderance of Evidence
 - Contradict Opponents
 - Win / Lose Proposition

DIALOGUE MODEL

Active Learning Context

NEW FRAMEWORK

1. Identity
2. Purpose
3. Method
4. Adaptation

HOW LEARNING IS DIFFERENT

- Pursue Active Learning
- Challenge Thinking in Ideas
- Pose Questions In Dialogue
- Define Adaptation We Must Make
 - Win / Win Proposition

* Banking Model or Method as described by Paolo Friere in his writings.

Elements of Personal Effectiveness

DECIDE

- Be clear, specific and positive about what you want.

BE HONEST

- Tell the truth, first to yourself and then to others.

EXPRESS YOURSELF

- Know your unique contribution and make it.

TAKE RISKS

- Break through your limitations and operate without guarantees.

PARTICIPATE 100%

- Be totally involved.

BE RESPONSIBLE

- Take ownership for results and be able to respond through choices.

CREATE PARTNERSHIP

- Work in a context of mutual benefit.

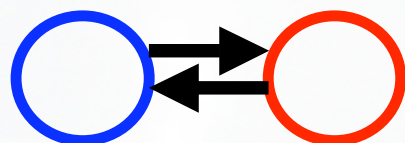
COMMIT

- Do what it takes.

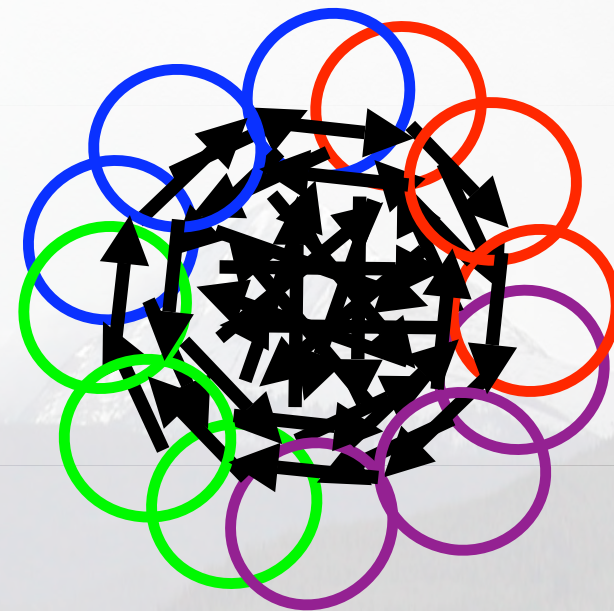
Relationships - The Power In Any Team

The **Power** of a Team is the sum of the **Trusting Relationships** between its members

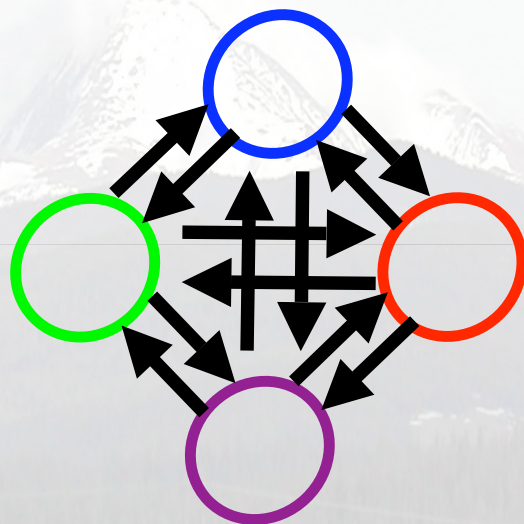
2 people = 2 relationships



12 people = 132 relationships

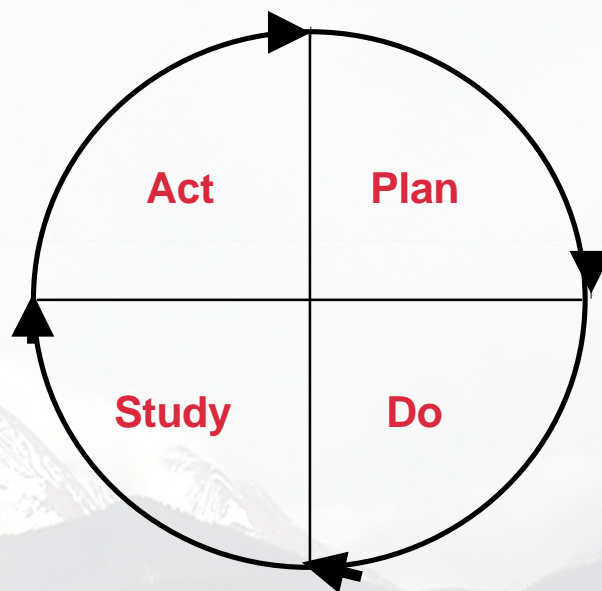


8 people = 56 relationships



Deming's P-D-S-A Cycle

- We **PLAN** what we want to accomplish over a period of time and what we will do to get there.
- We **DO** something that furthers the strategies and goals developed in our plan.



- We **STUDY (Check)** the results of our actions to make sure we achieve what we plan.
- We **ACT** by developing procedures to ensure our plans continue to be successful and by changing what is needed to achieve the initial goals.

Alignment & Adaptation

The Lead Team will set initial focus for the efforts most critical to success of the enterprise;

- common purpose,
- common principles,
- alignment of communication around the purpose and
- alignment of understanding

They will also revisit the purpose

- principles,
- communications and
- understanding

Feedback from the process must come back into the vision, mission, values.

How? -- Dialogue from the aligning conversations and dialogue with stakeholder subteams.

COMMON PURPOSE

(Vision & Mission)

COMMON PRINCIPLES

(Guiding Values)

Brand, Culture, Performance

COMMUNICATION

(Dialogue)

Results - Opportunities & Issues

Processes - Products - Services

UNDERSTANDING

(Alignment)

People - Plans - Action Items

Joint Marketing Agreements

Operating Agreements

Subcontracting Agreements

Alignment, Adaptation & Engagement

COMMON PURPOSE

(Vision & Mission)

COMMON PRINCIPLES

(Guiding Values)

Brand, Culture, Performance

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Alignment & Adaptation

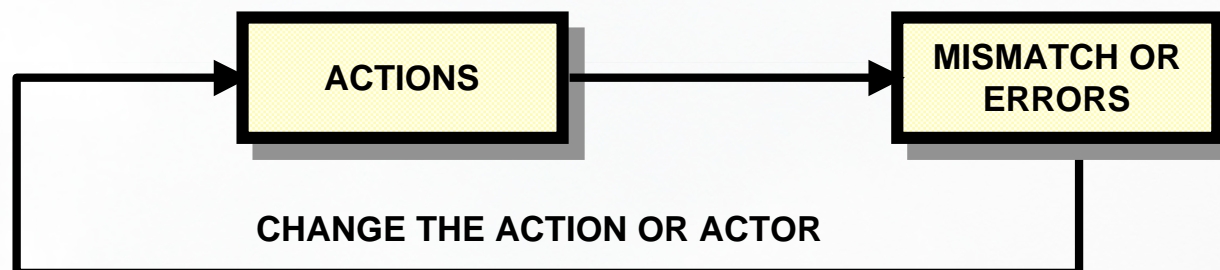
- The Lead Team will set initial focus for the efforts most critical to success of the enterprise; common purpose, common principles, alignment of communication around the purpose and alignment of understanding by the team.
- They will also revisit the purpose, principles, communications and understanding by feedback from the process coming back into the vision, mission, values and dialogue from the aligning conversations and dialogue with stakeholder subteams.

Engagement

- By involving formal and informal leaders (early adopters and innovators) from each stakeholder group, the Lead Team will set up subteams to engage everyone in the organization it seeks to change or involve in the transition and transformation.
- Further, Transition Management Teams will be set up to *involve everyone* in gathering feedback and getting that feedback to the Lead Team.

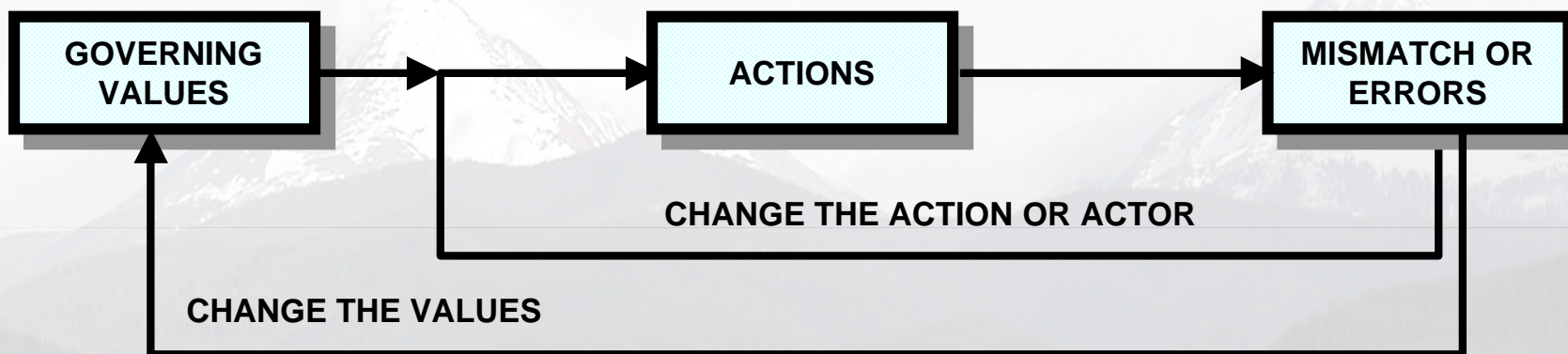
Single Loop Learning - Double Loop Learning

SINGLE-LOOP LEARNING



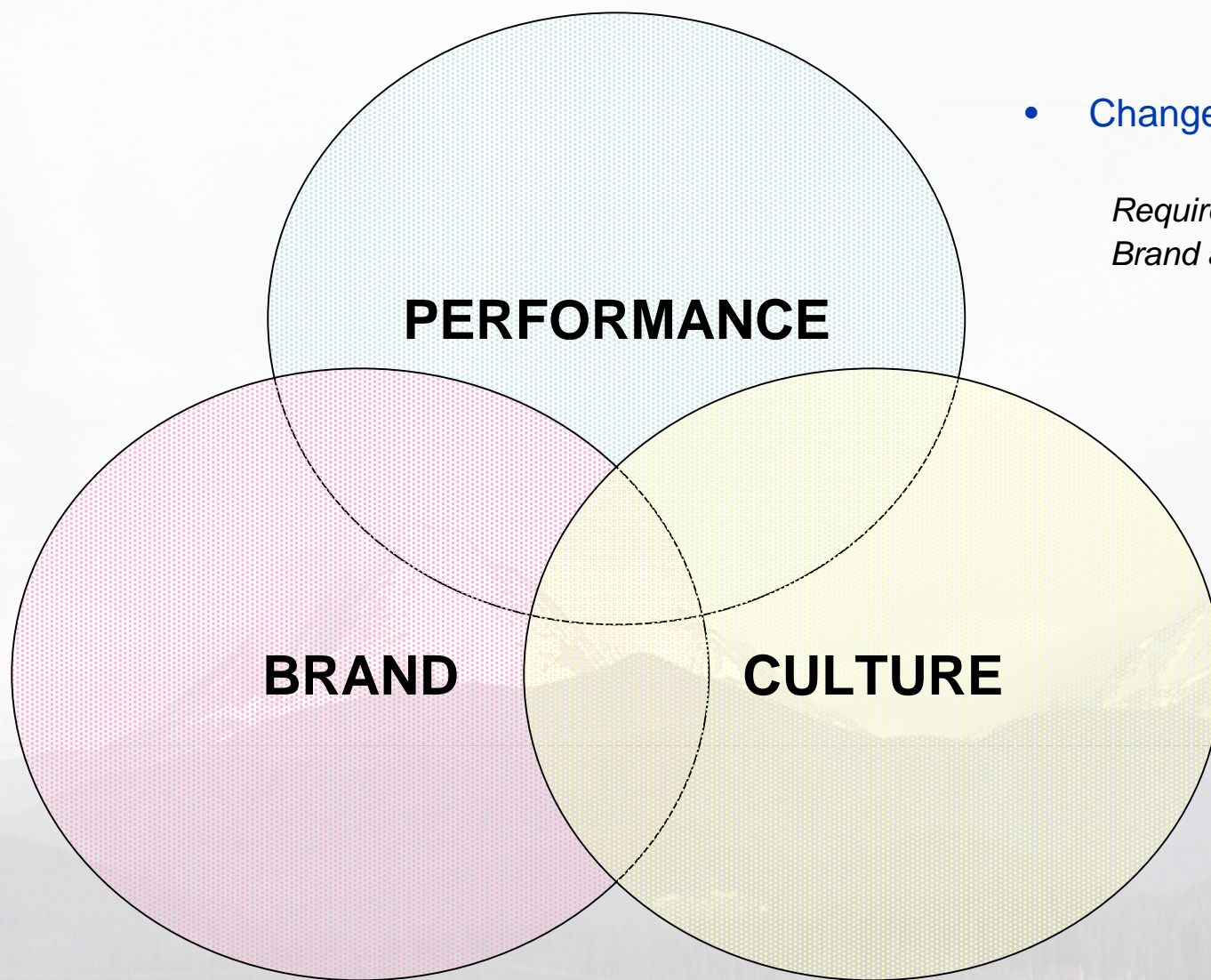
Invalid or Incomplete Information - Ineffective Roles & Policies, Designed Errors = *Fix Blame*

DOUBLE-LOOP LEARNING



Valid Information - Informed Choices - Monitored Implementation = *Fix System*

Managing Change



- Changes To Performance

*Require Changes To Both
Brand and Culture*

Purpose Focused Dialogue

A method to discuss knowledge and create solutions around questions which matter to teams.

BASIC ELEMENTS - How it Works

SEAT AT ROUND TABLES of 4 - 8

With Large Paper Sheets, Markers,

EXPLORE QUESTIONS, ISSUES, IDEAS

*Discuss What Matters To Their Situation in
15 - 20 Minutes*

WRITE / DRAW KEY IDEAS & CONNECTIONS

Record & Share Major Insights

TRAVEL IN SEVERAL ROUNDS

*Carry Questions, Ideas, Insights To
New Rounds*

TABLE HOST REMAINS

*Briefly Shares Previous Questions,
Ideas, Insights
Travelers Connect Ideas From
Previous Tables*

LISTEN FOR CORE QUESTIONS, INSIGHT & PATTERNS

*Blend Perspectives In
Progressive Rounds*

BASIC PRINCIPLES - How to Work It!

CLARIFY PRINCIPLES & CONTEXT

*Define Purpose, Participants,
Time Limits, Possibilities*

CREATE COMFORTABLE SPACE

*Pay Attention To Invitation,
Refreshments, Music, Lighting*

EXPLORE SIMPLE, CLEAR, POWERFUL ISSUES

*Ask Open Ended Questions
Which Matter To Participants*

ENCOURAGE PARTICIPATION

*Share Your Best Thinking,
Listen Attentively, Make A Difference*

DIVERSIFY PERSPECTIVES

*Link Discoveries In a Widening
Dialogue and Conversation
Build on Other's Thinking*

LISTEN TOGETHER

*Find Deeper Wisdom
As A Team*

SHARE QUESTIONS, INSIGHTS, PATTERNS IN TOWN HALL CONVERSATION

Larger System Becomes Evident, New Actions Become Possible, Team Value Becomes Obvious

NEXT ACTION STEPS

- **WHAT ARE OUR NEXT ACTION STEPS?**
 - **What Did I Learn Here?**
 - **What Do We Need To Discuss Next?**
 - **Who Else Should Be Here?**
 - **What Will We Do With This Learning?**
- **WHEN DO WE MEET AGAIN?**
 - **About Every Three Weeks**
 - **Not Every Friday, Monday, etc**
 - **New Proposed Dates**
 - **See Easel At Learning Lunch!**

Systems Thinking Tools & Models

- **ADDIE Model**
- **Advocacy Model (Ladder of Inference)**
- **Alignment - Adaptation Model**
- **Anticipatory Thinking**
- **Appreciative Inquiry**
- **BEM - Behavior Engineering Model**
- **Branding**
- **Case Design & Documentation Concept Triangle**
- **Cause & Effect Analysis**
- **Cause Network**
- **Change Models**
- **Complexity (Structural vs. Interactive)**
- **Continuous Performance Improvement (Kaizen)**
- **Current Reality Trees Creative Hit List**
- **DATT - Directed Attention**
- **Dale Brethower System Model**
- **David Langford "Tool Grid"**
- **DIVE - Define, Investigate, Verify, Ensure Emotion and Logic**
- **DMAIC - Six Sigma Tool**
- **Five Elements / Five Organizing Principles**
- **Five Qs** (Five Key Questions For Performers - Maritz Inc.)
- **Geary Rummler Model**
- **Groupthink**
- **High Impact Learning**
- **Histogram Test**
- **Hoshin - Kanri Planning**
- **Idealized Design**
- **Investment Thinking**
- **Kaizen - Continuous Improvement**
- **KANO Model**
- **Kepner Tregoe Performance System**
- **Key Trouble Shooting Analysis**
- **Ladder of Inference**
- **Lateral vs. Linear Models**
- **Lean and Lean Six Sigma**
- **Learning Cycle**
- **Left Hand Column Tool**
- **Life Cycle Management**
- **MORT - Management Oversight Risk Tree**
- **Overcoming Organizational Defenses** (Skilled Incompetence)
- **Parallel Thinking**
- **PDSA - Learning Cycle**
- **Performance Feedback Tool (PFT)**
- **Personal Mission Statement**
- **Productive Reasoning (vs. Defensive Reasoning)**
- **Program & Project Management**
- **Promoting Actions (Cause Networks)**
- **Random Word**
- **Robust Engineering**
- **RSVP Standards** (ISPI)
- **Run To Failure**
- **SAVI - Learning Model**
- **Seven Habits**
- **Situation Analysis**
- **The Six Boxes**
- **Six Action Shoes**
- **Six Sigma Tools (DMAIC)**
- **Six Thinking Hats**
- **Systematic Problem Solving & Decision Making**
- **Taguchi Loss Function**
- **Tool Time Book**
- **TRIZ Functional Diagram**
- **Vision, Mission, Values**
- **Voice Of the Customer (VOC)**

References

- ***Accelerated Learning Handbook*** - David Meier
 - ***The Brand Called You*** - Peter Montoya with Tim Vandehey
 - ***Deep Change*** - Robert E. Quinn
 - ***The Diffusion of Innovation*** - Everett Rogers
 - ***Enterprise Thinking*** - Dr. Bill Bellows
 - ***The Fifth Discipline*** - Peter Senge
 - ***Flawed Advice and The Management Trap*** - Chris Argyris
 - ***The Heart of Change*** - John Kotter and Dan S. Cohen
 - ***How To Manage Change Effectively*** - Donald L. Kirkpatrick
 - ***Improving Performance*** - Geary A. Rummler & Alan P. Brache
 - ***To Infinity and Beyond*** - Dr. Bill Bellows
 - ***Lean Thinking*** - James P. Womack and Daniel T. Jones
 - ***Managing Transitions - Making The Most of Change*** - William Bridges
 - ***The New Economics*** - W. Edwards Deming
 - ***Overcoming Organizational Defenses*** - Chris Argyris
 - ***Parallel Thinking*** - Dr. Edward DeBono
 - ***Quality & Performance Excellence*** - James R. Evans
 - ***Real Progress Requires a Real Transformation - The Toughest Gig a Leadership Team Can Undertake*** - Barry Bebb, Ph.D., MBB
 - ***The Six Thinking Hats*** - Dr. Edward DeBono
 - ***Teaching Smart People How To Learn*** - Chris Argyris
 - ***Thinking Tools & Techniques*** - Tim Higgins
- Or
- Write Dennis Sergent for More References
dsergent@SergentResultsGroup.com

Other Links & Resources

- **Capital Quality Initiative - Lansing, Michigan, Regional, National and International**
 - LinkedIn Group
- **Deming Institute**
 - LinkedIn Group
- **InThinking Network**
 - Ongoing Discussions, Learning & Annual Forum
 - Numerous Resources on Web
 - LinkedIn Group
- **Ongoing Learning, Discussions, Networking and Integration of Ideas**
 - Learning Lunch
 - Maslow's Hierarchy of Needs
 - ORID - Focused Group Conversations
 - **Objective, Reflective, Interpretive and Decisional**
 - Red Pen - Blue Pen Exercise
 - **RedPenBluePen.org and .com**
 - Scanlon Leader Network
 - Sergent Results Group
 - **Useful Tools on Website**
 - The Center For Michigan

LEARNING LUNCH #19

- MORE -

***Alignment, Adaptation &
Engagement***

