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# Challenges to Organizational Change

How to facilitate your organization's change process

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1

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# Challenges to Organizational Change

How to facilitate your organization's change process

- Introduction
- Nature of Organization Change
- Change workshop
- Case Study
- Closing



Challenges to Organizational Change

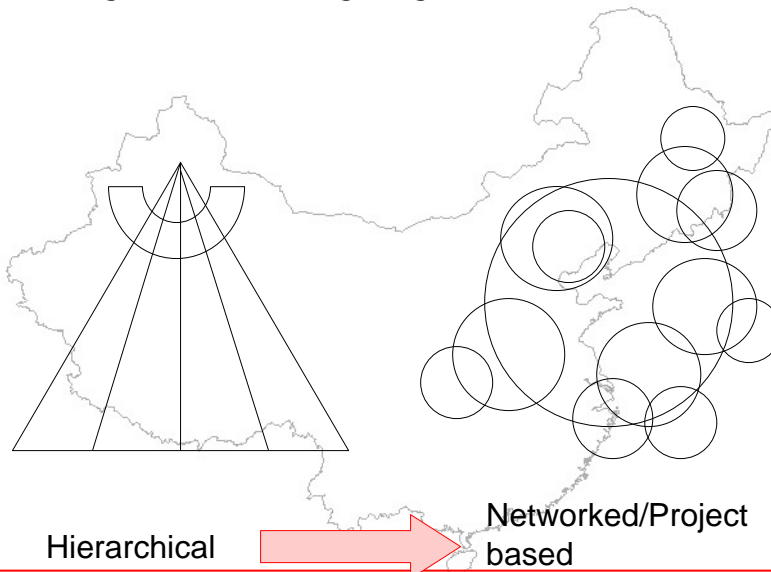
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## Mark Pixley

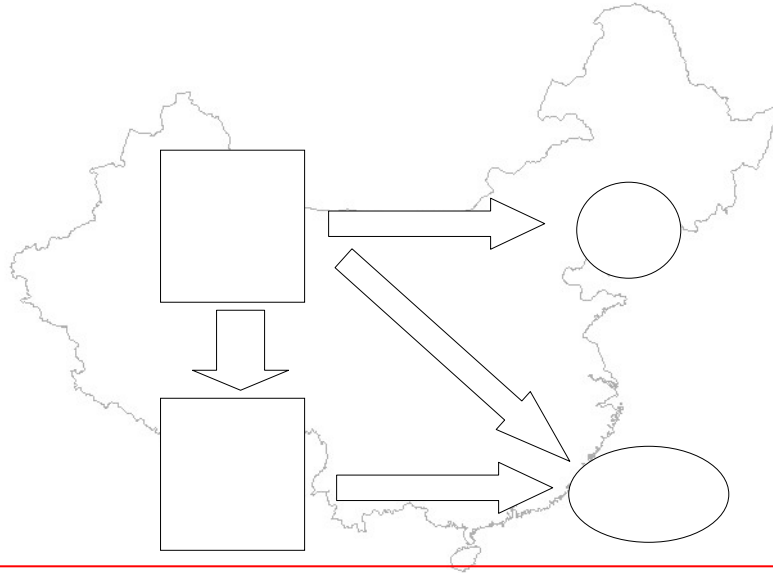


- Managing Director of LEADERSHIP INC, based in Shenzhen China. As an organizational consultant/facilitator and executive coach, he works with senior managers to provide organizational change and leadership development.
- He is a certified facilitator who has worked with a range of multinational and Chinese corporate clients. These assignments have included organizational planning programs for senior management groups and leadership/productivity coaching.
- Mark has eleven years experience in organizational development in Greater China leading a range of corporate and personal workshops including strategic planning, organizational change, facilitation training, creativity and innovation, and public presentation skills.
- He has spoken on Organizational Transformation and Facilitating Strategic Culture Change at various corporate conferences and contributes articles on management development to local magazines. He is a Director of the International Association of Facilitators.
- He has lived in Asia for over fifteen years in Hong Kong, Taiwan and China and speaks Mandarin Chinese. He has previously worked in corporate banking at Standard Chartered Bank and graduated from the Stern School of Business, New York University with an MBA in Finance/international Business.

## An image of what is going on...

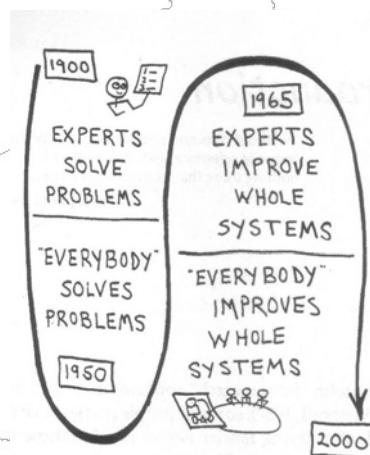


## Corporate Transformation



## The Changing Nature of Organizational Change

- From a problem basis to a whole system basis
- From a expert basis to everyone basis
- These new understanding have resulted in new process for bring about organizational change



## Organizational Transformation Formula

- $D \times V \times F > R$
- D = **Desire for change** (comes out of a realization of how bad things are)
- V = **Vision** (Image of what we want in 3 – 5 years)
- F = **First Steps** (Specific action that can be taken in the next 3–6 months)
- R=**Resistance** (What is stopping the change from taking place)

## Challenges to Organizational Change...

- What is blocking change from happening in your China Operations?
- (Think of specific situations and ask what was blocking the change)
- Share within your group
- Write blockages on post-its

## What others have said...

- **Cultural Challenges** – different ways of thinking and making decisions
- **Skills gap** – trying to learn but big gap from book learning to implementation
- Caution – and words/action don't match
- **Managerial Generation Gap**
- **Fear of loss** – focus on limiting risks rather than taking opportunities
- **Overwhelm** – trying to do too many things at once

## Participation

- Getting more people involve
- Helps them understand the situation
- Creates excitement and build creativity
- Enhances respect and awareness
- Builds connections and develop resources

Harrison Owen

## Can you get people to participate?

- Clearly define the process
- Allow people to individually and in small groups develop their thinking
- Ensure senior management wants and supports participation
- Get the results back to everyone involved
- Create implementation team and follow up

## Participatory Processes

- Participatory Planning Process
- Future Search
- Open Space Technology
- World Café
- Appreciative Inquiry
- Whole Scale Change

## Participatory Planning Process

- A structured consensus decision making process that guides a group to look at their organization and develop change strategies
- Current Standing Point
- Practical Vision
- Underlying Contradiction
- Strategic Directions
- Implementation Taskfor



## Case Study

- China International Travel Service SZ
- Recently Privatized Government run organization
- Took place during SARS
- CITS SZ

## Future Search

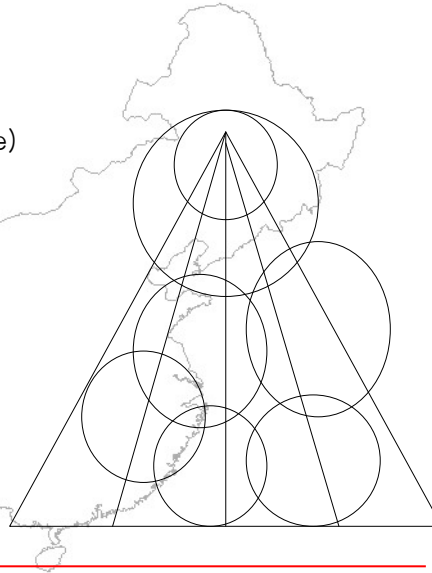
- A journey of exploration involving a representative cross-section of the system (usually 64 participants) to
  - explore the corporate situation,
  - create future scenarios,
  - discover common ground and
  - move towards action.

## Case Study

- European furniture manufacturer reevaluating their Supply/logistics chain
- Issues of expansion, quality, and cross cultural understanding
- Planning Program for 80 managers from Sweden and China including suppliers.
- [slideshow](#)

## Integrated Process

- A Senior Management Vision/ Strategy Meeting (5 – 15 people)
- Senior & Middle Management Strategy/ Implementation Meeting (20 – 50 people)
- Series of BU, departmental or issue basis planning meetings



*Thank you !*

## For the Disaster in Sichuan...

- *Facilitative Disaster & Crisis Intervention (DCI)*
- Building Community Resilience & Self-Reliance
- Global Facilitators Service Corps
- [www.globalfacilitators.org](http://www.globalfacilitators.org)

## Leading Meetings That Matter Don't Just Do Something, Stand There!

- Dr. Sandra Janoff
- 25-26 September
- In Hong Kong

