



ORGANIZATIONAL TRANSFORMATION

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ADDRESSING THE FOLLOWING QUESTIONS

- Why is it so difficult to change?
- Why do change efforts so often fail?
- What is the necessary and sufficient condition for successful change?

TRANSFORMATION VS. REFORMATION

- A qualitative or marked change of form or condition. Through fundamental, not cosmetic, transformation.
- Transformations are discontinuous changes.
- Reformations are continuous changes.

SUCCESSFUL AND UNSUCCESSFUL TRANSFORMATIONS

- Transformation and Redesign at the White House Communications Agency by March Laree Jacques
 - http://curiouscat.net/library/see_review.cfm?id=81
- The Case of Transforming a Safety, Health, and Environmental Function to Deliver Business Value to Corporate safety, health, and environmental (SHE) function By James Leemann
 - http://ackoffcenter.blogs.com/ackoff_center_weblog/2003/09/applying_intera.html

SUCCESSFUL AND UNSUCCESSFUL TRANSFORMATIONS

- Redesigning the Academy of Vocal Arts (AVA) By John Pourdehnad and Adele Hebb

- <http://www3.interscience.wiley.com/journal/96515366/abstract?CRETRY=1&SRETRY=0>

WHY IS IT SO DIFFICULT TO CHANGE?

- Strategic or organizational mindset failures.
 - a misplaced emphasis on doing it right, as opposed to doing the *right thing*.
- Bias to conserve the previously successful ways of seeing, thinking, learning, and therefore acting.
 - focusing on optimizing, planning, efficiency, integration via hierarchies, and authoritarian leadership

WHY DO CHANGE EFFORTS SO OFTEN FAIL?

- Must believe that change is necessary.
- The change is feasible.
- Will personally benefit from it.

WHY DO CHANGE EFFORTS SO OFTEN FAIL?

- Be motivated extrinsically with punishment and reward.
- Education and training, which are distinctly different things, must both occur.
- Tinkering at the margins and seeking cosmetic solutions to even the most urgent problems of our times.

WHAT IS THE NECESSARY AND SUFFICIENT CONDITION FOR SUCCESSFUL CHANGE?

- Must be based on a different paradigm.
- Albert Einstein once said: “Without changing our pattern of thought, we will not be able to solve the problems we created with our current pattern of thought.”

NEW PARADIGM: ORGANIZATIONS AS SOCIAL SYSTEMS

- Social systems are purposeful systems containing purposeful parts and are themselves contained in a larger purposeful system.
 - This tells us that unless the purposes of the parts are in alignment with the purpose of the whole, the components will work antagonistically and the performance of the whole will deteriorate

NEW PARADIGM: ORGANIZATIONS AS SOCIAL SYSTEMS

- Performance of a system is not the sum of the independent performances of its parts; it is the product of their *interaction*.
- Traditional approach leads to sub-optimization of the parts while leaving the whole with little change or even deterioration in performance (as typically occurs during blind reengineering).

A NEW SET OF ORGANIZING PRINCIPLES

- Emphasis on the systemic wholeness.
- Interdependency.
- Synthetic thinking.
- Optimization of the whole (versus just the parts).
- Support for organizational learning.

TRANSFORMATION PROCESS

- An iterative and participative process with the following steps:
 1. Creating the vision and mission statements;
 2. Identifying functions of the system;
 3. Developing processes for doing the work; and
 4. Organizing the structure to do the work.

NEED FOR A TRANSFORMATIVE LEADERSHIP

- The leaders should be System thinkers themselves.
- The ability to encourage and facilitate the formulation of an inspiring vision, but it also requires the ability to implement pursuit of that vision.