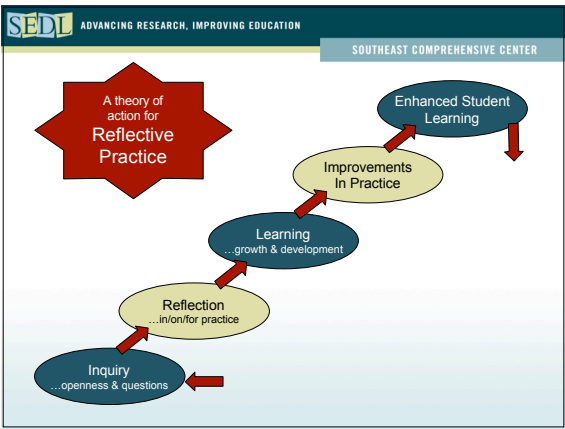


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SOUTHEAST COMPREHENSIVE CENTER

Effecting Change When You are NOT in Charge

By
Dr. William Sommers
October 23, 2007



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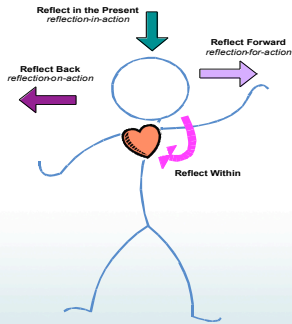
Art of Possibilities (Zander and Zander)

- Anybody can make a difference from any place in the organization
- Need resources from everyone in the organization
- No more hunting — move to creating
- Be a relentless architect of possibilities

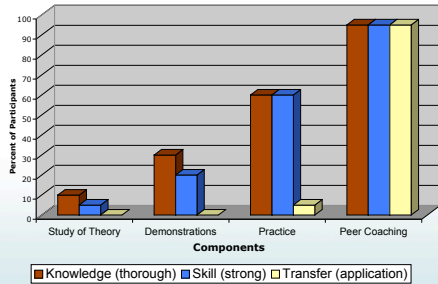
QUESTION...

Does your conversation have an effect on the other person?





Relationship Between Components of Training and Outcomes (Percent of Participants)



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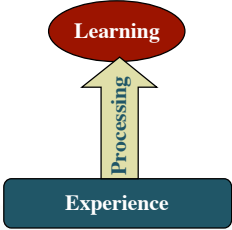
Learning ...



... unfreezes a frozen or stuck culture
... creates the energy to grow and change personally, professionally, and organizationally

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Adults do not learn from experience; they learn from processing experience.

Judi Arin-Krupp

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Positive Deviance

- Define – What are the perceived causes? Solutions? Desired Outcomes?
- Determine – Any place doing OK?
- Discover – Unique Practices
- Design – Implement at intervention
- Discern – Is it effective?
- Disseminate – Make it assessable, scale up

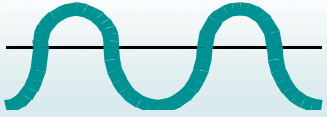
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High Frequency, Low Amplitude → DO



Low Frequency, High Amplitude → REFLECT




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Leading Without Power
(Max DePree)

- Move people toward their goal
- Commit to substance over bureaucracy
- Stay together in PACKS
- Compare results with their plan
- Who am I? What behaviors are enhancing the system? Where do I belong?



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Fierce Conversations
(Susan Scott)

- Most pressing issue
- Clarify
- Current impact
- Future if nothing changes
- Personal contribution
- Ideal outcome
- Commit to action



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Ernesto Gore —

Organizations are made of conversations.



Brian Solis

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Crafting Questions

- Invitational**
 - intonation
 - voice
- Plural Forms**
- Conditional Language**
 - syntax
 - plan forward
 - reflect backward
- Positive Presuppositions**

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Response Strategies — SPACE

- Silence
- Paraphrase
- Accept non-judgmentally
- Clarify – probe for specificity
- Empathy – extend thinking

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COGNITIVE COACHING

ELICITING PRECISION IN LANGUAGE AND THINKING (Meta-Model)

Based on Richard Bandler, John Grinder, and Gene Z. LZabande

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Managing Up (Dobson)

- Do good work
- Be a good-mouther
- Win/win or no deal — War games
- Reduce FEAR — False Evidence Appearing Real
- Courage & CLMs
- 5-15 Report — Advanced notice

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Knowing-Doing Gap (Pfeffer & Sutton)

- Talk substitutes for action
- Memory substitutes for thinking
- Fear of acting on knowledge
- Measurement substitutes for good judgment
- Internal competition makes friends into enemies

Overcoming Know-Do Gap

- Why before how
- Do & teach others
- Action counts more than elegant plans
- No doing without mistakes
- Fear increases knowing-doing gap
- Beware of false analogies – Fight the competition, not each other
- Measure what matters – Knowledge into action
- What do leaders do? Time spent doing what?
