

Leverage Points for Organizational Development and Change

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How many believe **change** is
necessary within your organization
for **CX to be successful**?

Change within my organization is an effortless endeavor

 POLL



1

Strongly
Disagree

3

Neither
Agree Nor
Disagree

5

Strongly
Agree

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“

“Well, it shouldn’t be easy.” Organizations are social systems highly invested in maintaining the status quo...equilibrium.

“

Where are the leverage points for moving that equilibrium point...toward CX endeavors? In any social system shifting that equilibrium requires a focus on what matters to the people in the system.

Why are still getting this wrong?



70% of companies change efforts fail.

Source: McKinsey & Company (2019)

30% of change programs succeed

Source: Kotter (1996)

Why do you believe change efforts in CX fail?

 QUESTION



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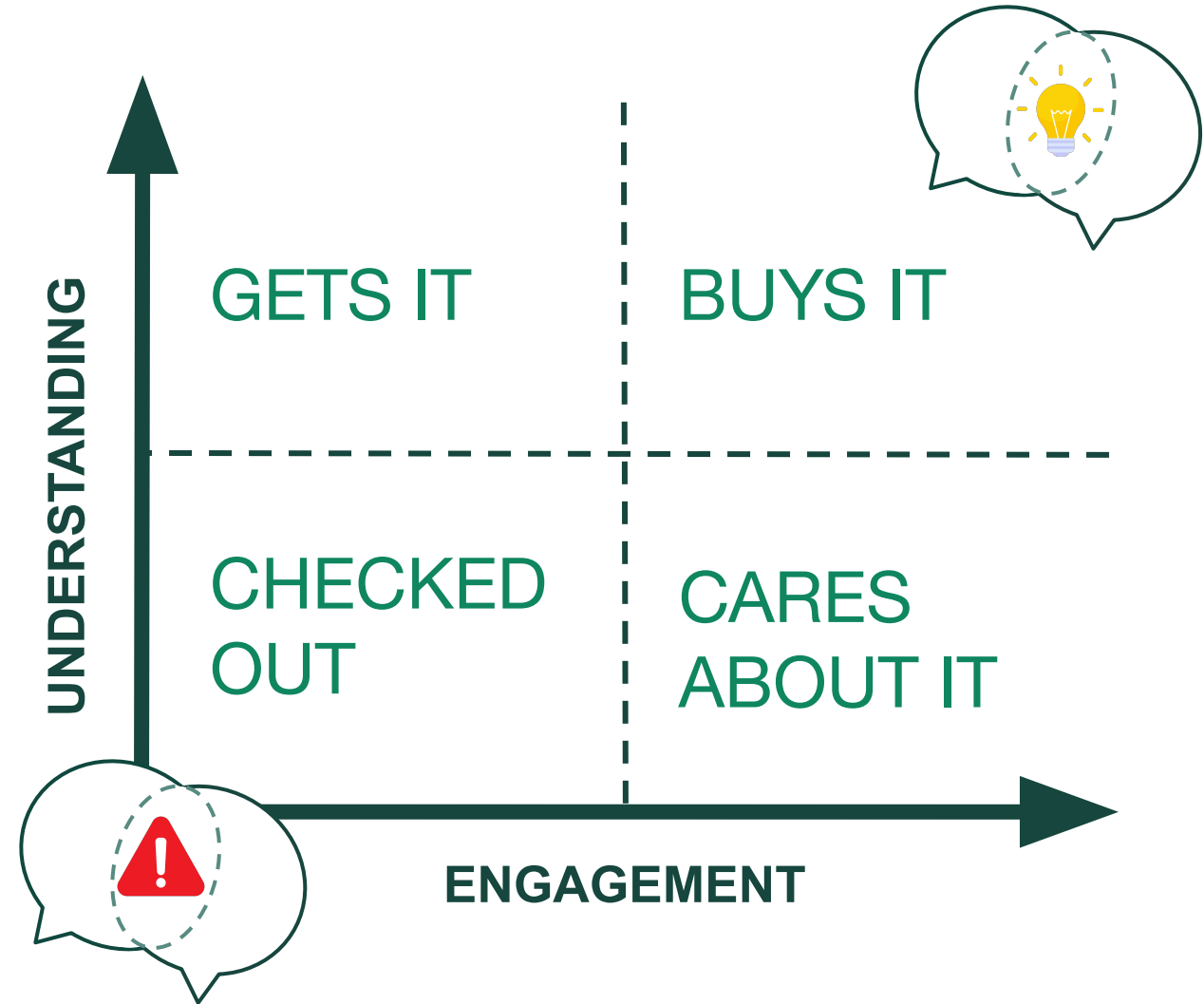
“

“The most successful leaders understand they must win the hearts and minds of employees in a way that is true, authentic, and real. If you get those human components right, the performance of the system can work. Without them, you’re nowhere.”

— Keith Yamashita, Founder, SYPartners (WSJ, 5/13/2002)¹⁴

Getting to the Heart and Mind of the Matter

CONFUSION vs. COMPREHENSION



Individual Responses to Change

Reactive

Inactive

Proactive

Interactive

Reactive



Characteristic:

- Fondness for the “good ‘ole days”

Leverage points:

- Historian
- What we must preserve and protect

Watch outs:

- Romanticize the past



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Inactive

Characteristic:

- “It’s working just fine”

Leverage points:

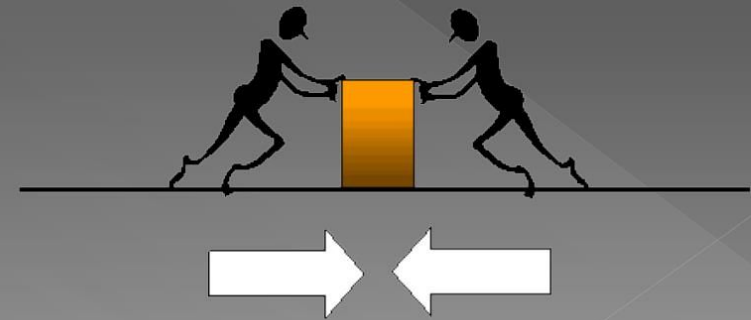
- Remind us of regulatory or cultural norms

Watch outs:

- Data become a ruse for no change

Balanced Forces

- If the forces acting on an object are *balanced*, the objects motion will not change.



Preactive

WHAT'S
NEW
WHAT'S
NEXT

Characteristic:

- “Company X is doing...we need to do that...”

Leverage points:

- Outward perspective, best practices

Watch outs:

- Preoccupation with external can be distracting



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Interactive

Characteristic:

- YES, we can attitude!

Leverage points:

- Motivational, high energy for every idea

Watch outs:

- Can be confusing when prioritizing



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What response to change is most prevalent in your organization?



QUESTION



Reactive

Inactive

Preactive

Interactive

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Leverage Points - Places to Intervene

The Iceberg A Tool For Guiding Systemic Thinking

React

Event

- What just happened?
- Customer dissatisfaction

Anticipate

Patterns/trends

- What trends have been over time?
- Customer unable to get doctor's appointments

Design

Underlying structures

- What has influenced the pattern?
- Diminishing availability in provider networks for specialist

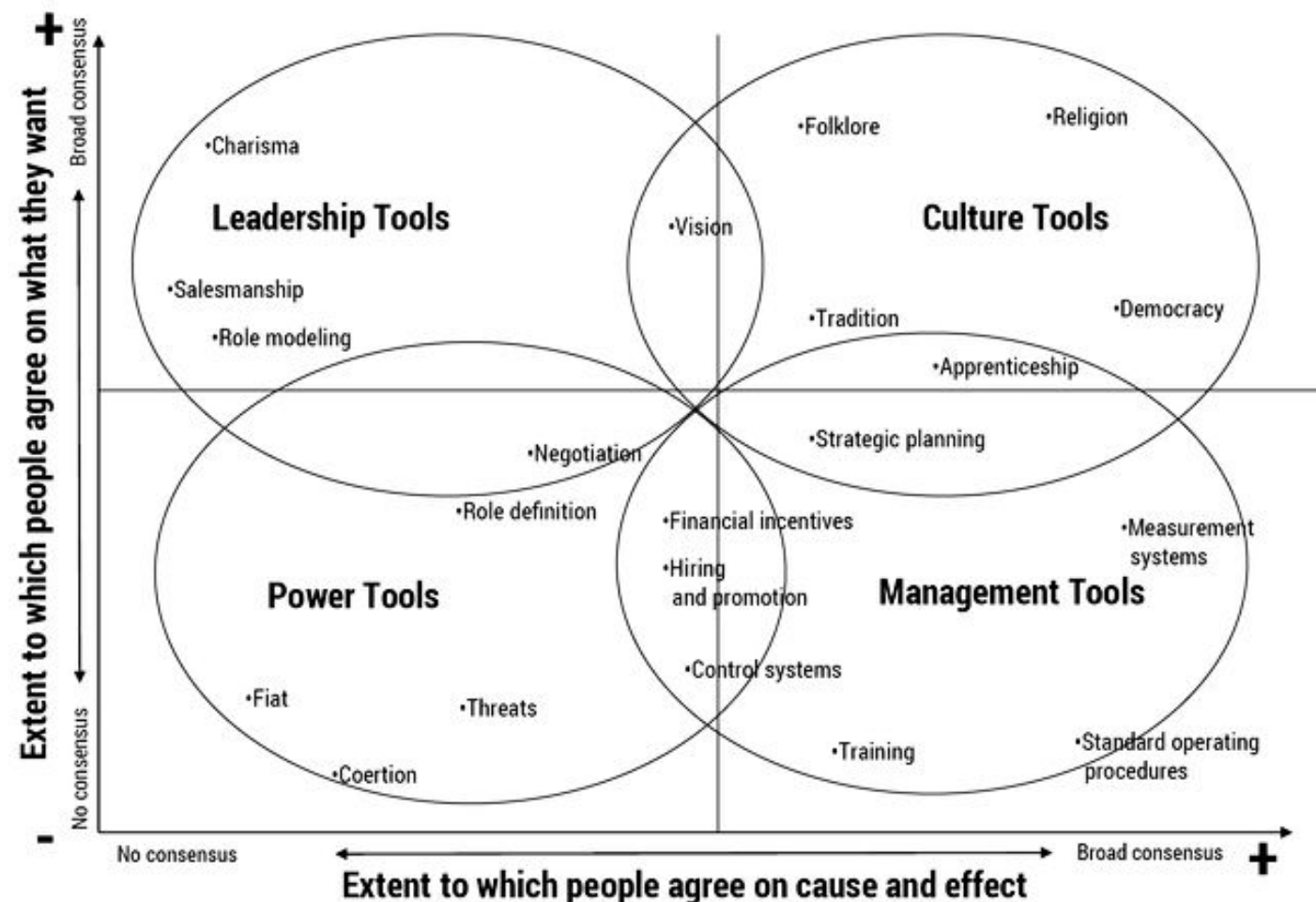
Transform

Patterns/trends

- What assumptions, beliefs and values do people hold about the system?
What belief keep the system in place?
- Primary physician is the most critical and therefore incentives are directed toward primary physicians.



Leverage Points in Practice



Which tools of cooperation do you use most often in your organization?



QUESTION



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Breakouts

People Response Styles

*Prominent Reaction
Style*

What are the
advantages/
disadvantages to
your change efforts?

Leverage Points

Social Systems

Where do you typically
intervene in the system?

What opportunities
with change efforts
do you see now?

Leverage Points

Organizations

What leadership tool
will help you
operationalize change
opportunities?



Indeed most change programs fail, but the odds of success can be greatly improved by understanding the goals of the system and where to intervene, by supporting people within the system, and by developing leadership proficiency with *cultural cooperation tools.*

Vivian Phillips Husband, Ph.D.

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