Creating Safe Space for Organizational Transformation

TECHNIQUES AND TOOLS FOR FACILITATING TEAMS THROUGH CHANGE

Marsha Acker, CPF
Laurie Reuben, CPF, PCC

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trans·for·ma·tion
/ˌtransfərˈmāSHən/

Noun
1. A thorough or dramatic change in form or appearance.
2. A metamorphosis during the life cycle of an animal.

Synonyms
conversion - metamorphosis - change - alteration

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Who's in the Room?

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Who are we?

Laurie Reuben, CPF, PCC

- 19 years experience in leading and facilitating organizational change
- BS, Psychology (UMBC) and MS, Organization Development (Johns Hopkins)
- Certified Professional Facilitator
- Professional Certified Coach (ICF)
- Results Systems Certified Coach (NeuroLeadership Institute)
- Appreciative Inquiry Certified Facilitator (AIPT)

Marsha Acker, CPF

- 17 years of experience leading organizational change
- BS, Management Science (VA Tech) and MS Software Engineering (UMD)
- Certified Professional Facilitator
- Professionally trained coach - Co-Active Coaching (CTI) and Organizational and Relationship Systems Coaching (CRR Global)

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What informs our work?

CRR Global
Inspiring and equipping coaches

NeuroLeadership Institute

Results Coaching Systems

cti
changing business. transforming lives.

Appreciative Inquiry

Organization Development Network
Advancing the Theory and Practice of OD

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Purpose & Objectives

Purpose:

To provide you with several models and techniques to create a safe space to surface and resolve team challenges as they emerge, minimizing their impact on the transformation process.

At the end of this session you will be able to:

- Understand the Impacts of Change - Differentiate between the basic truths and myths of organizational change
- Establish Trust - Understand what creates trust and what undermines it when facilitating groups who are experiencing change
- Navigate Conflict - Facilitating healthy conflict to move a team forward

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What creates 'Safety'?

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Impact of Positivity

Deposits

- More inquiry, less advocacy
- Appreciations
- Acknowledgements
- Normalizing

5:1 Ratio of Positivity to Negativity

Withdrawals

- Excessive Advocacy
- Blaming
- Defensiveness
- Stonewalling
- Contempt

From: Marcial Losada and Emily Heaphy

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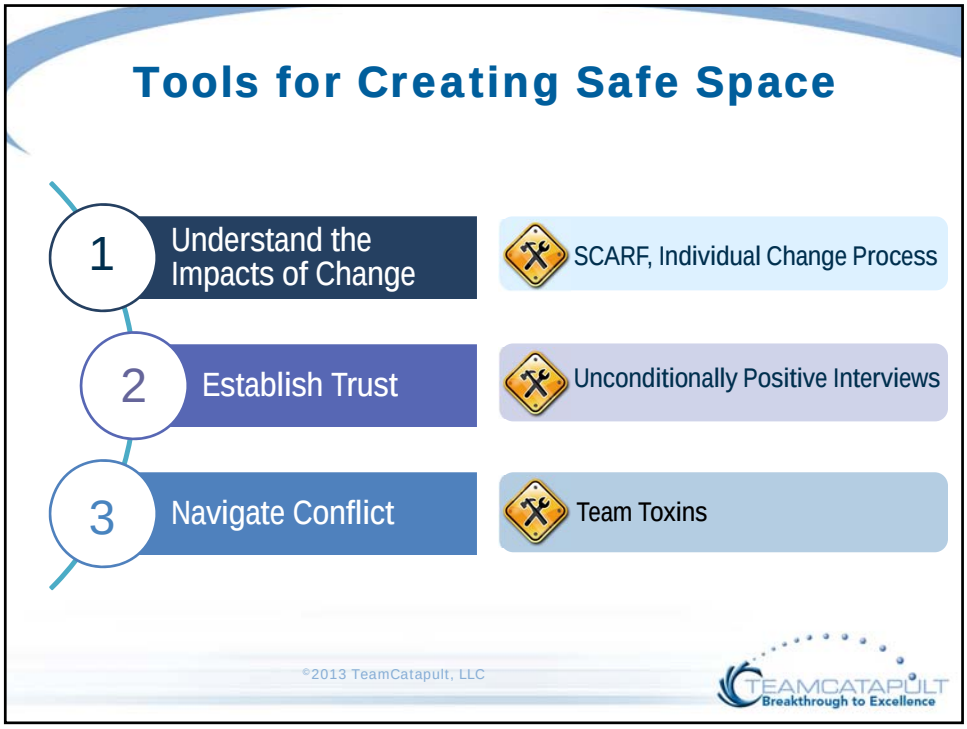
Tools for Creating Safe Space
1
Understand the Impacts of Change
SCARF, Individual Change Process
2
Establish Trust
Unconditionally Positive Interviews
3
Navigate Conflict
Team Toxins
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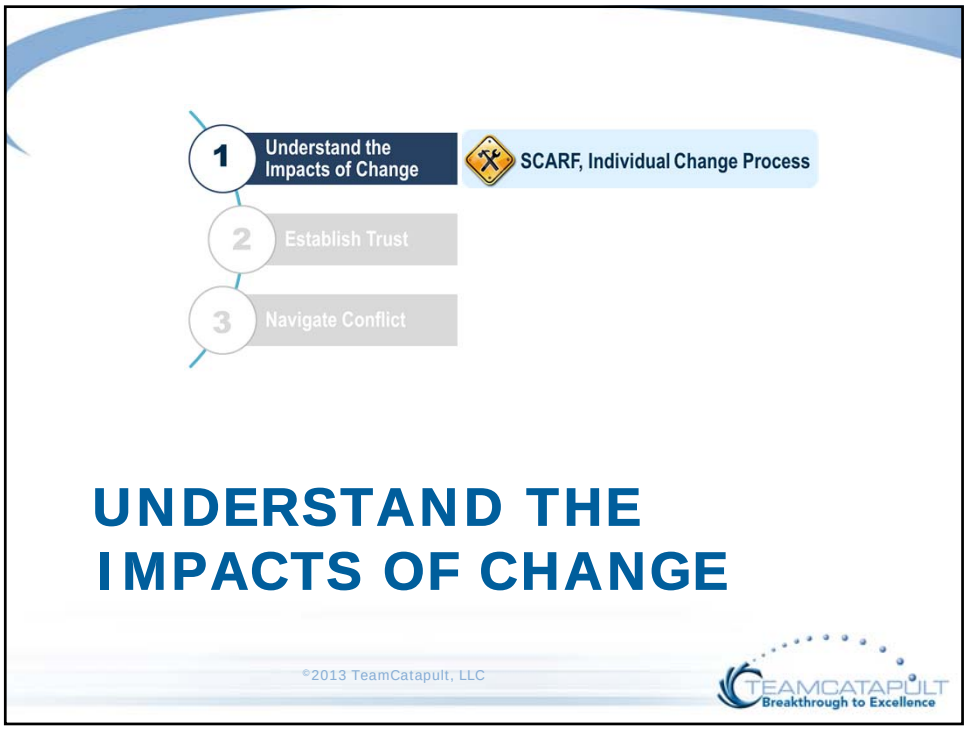
1
Understand the Impacts of Change
SCARF, Individual Change Process
2
Establish Trust
3
Navigate Conflict
UNDERSTAND THE IMPACTS OF CHANGE
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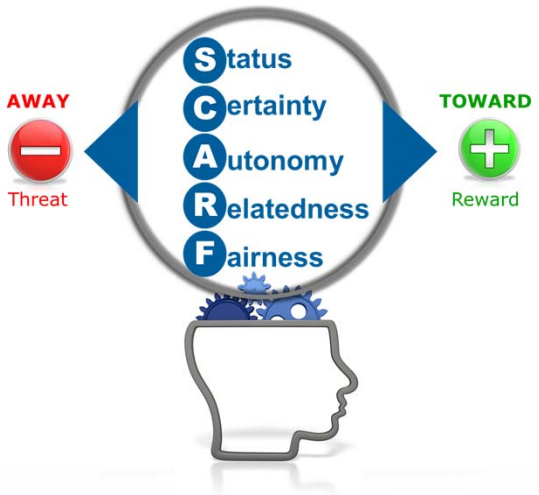
The SCARF Model



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Potential Threats

- **Status** — How do I compare to others?
- **Certainty** — What do I know to be true?
- **Autonomy** — What can I control or influence?
- **Relatedness** — How can I connect?
- **Fairness** — How can I justify?

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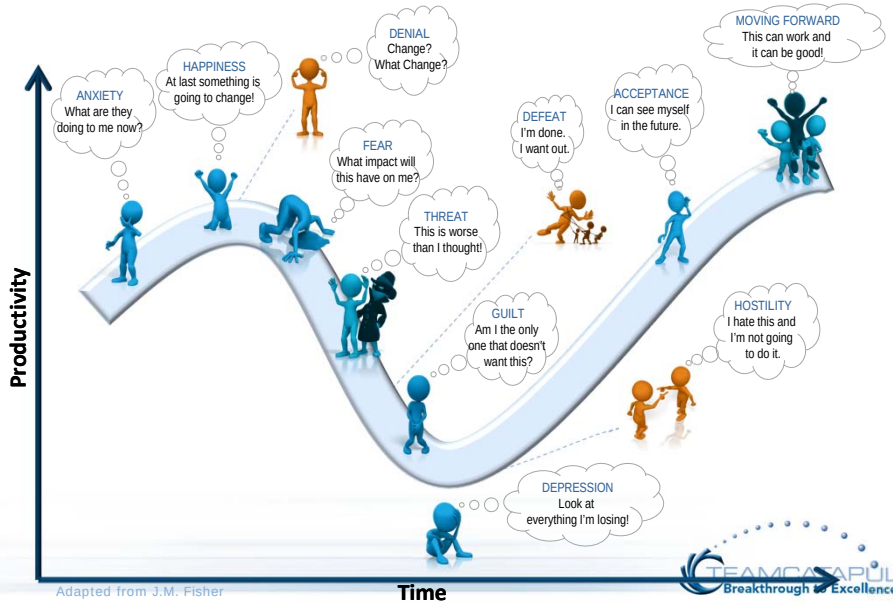
The Process of Change
"It's Individual"



Stages of Learning

守	破	離
Shu: Follow the rule	**Ha:** Break the Rule	**Ri:** Be the Rule
In this beginning stage the student follows the teachings precisely (without modification). Concentrates succeeding by following just the one way being taught	Learn the limits of techniques and learn to shift between techniques. Learn the underlying principles and theory behind the technique	Shift between techniques at any moment and sometimes unable to describe the shifts Learning through self discovery rather than instruction while treasuring wisdom of the teacher and what was learnt before

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APPLICATION & REFLECTION

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ESTABLISH TRUST

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Creating the Provocative Proposition

- Is it provocative? - does it stretch, challenge or interrupt habits?
- Is it grounded? - are there examples in the system that illustrate the ideal as a real possibility?
- Is it desired? If it could be fully actualized, would the group want it?
- Is it affirmative? Is it stated in bold, affirmative terms, written in the present tense?

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APPLICATION & REFLECTION

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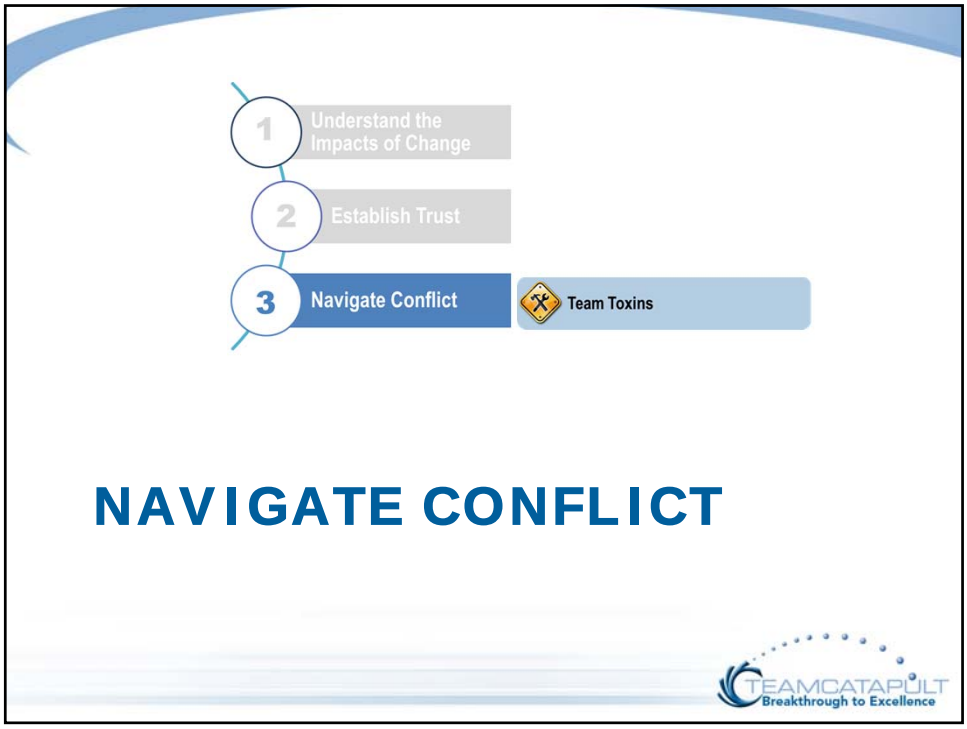
1
Understand the Impacts of Change
2
Establish Trust
3
Navigate Conflict
Team Toxins
NAVIGATE CONFLICT
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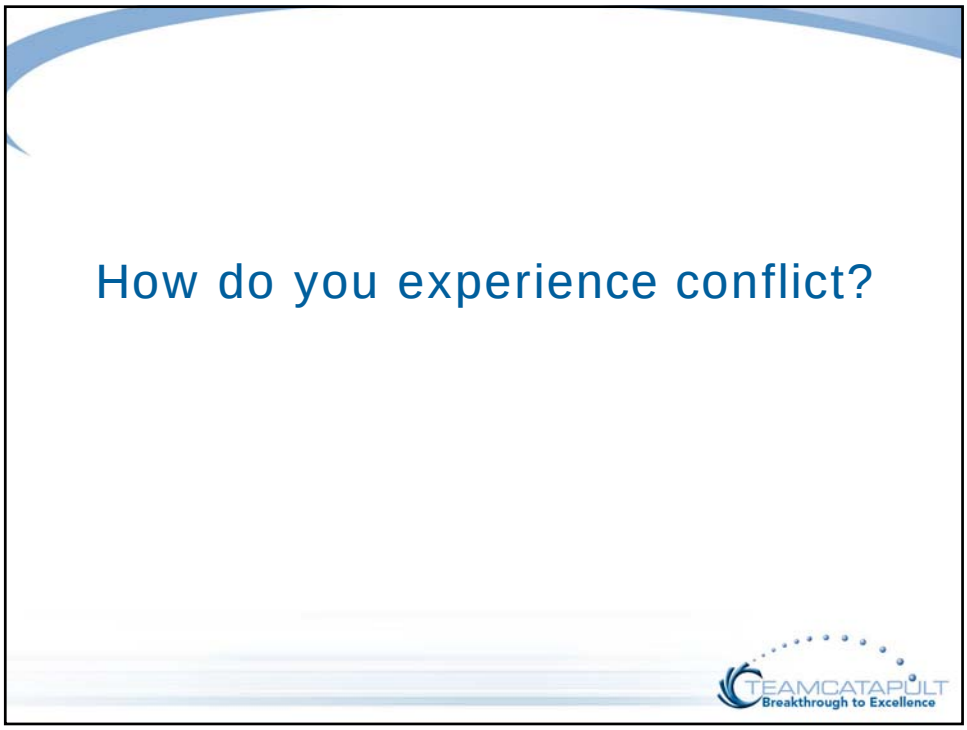
How do you experience conflict?
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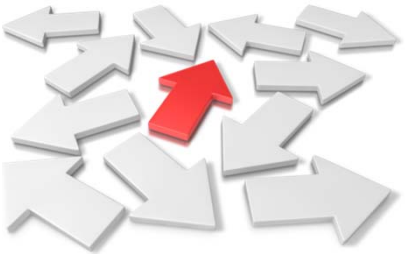
Perspectives to Hold

- Everyone is right...partially.
- Conflict is a positive change urge in a complex system rather than a problem to be managed.



From: Organizational and Relationship System Coaching

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Team Toxins

Blaming

Aggressive Attack
Harsh Start Up
Bullying
Domination
Overly Driving

Defensiveness

Refusal to Take Responsibility
It's Not My Fault
Victimization
Not Open to Influence

Stonewalling

Disengagement
Passivity
Not Open to Influence
Going Around Chain of Command
Avoidance
Withdrawal

Contempt

Personal Attacks
Sarcasm
Hostile Humor
Demeaning Gossip
Eye Rolling
Disrespectful Tone
Undermining
Overly Driving

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From: Center for Right Relationship

Toxin Antidotes

Blaming

COIN
(Context, Observation, Impact, Next)
Soften Start Up
Feed Forward
Curiosity
I Statements
(I feel... I want ...)

Defensiveness

2% Truth

Active Listening

Curiosity

Stonewalling

Speak Up - You are a voice of the system

Create Safety

Transparency

Get Mediation

Contempt

COIN
(Context, Observation, Impact, Next)

Practice Respectful Communication
(Are you willing to resolve without sarcasm?)

Personal Development
(Understand the damage to both parties)

I Statements
(I feel... I want ...)

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From: Center for Right Relationship

Conflict Agreement

- What do you want to have happen when conflict occurs?
- What do you NOT want to have happen when conflict occurs?
- How will you surface the toxin when they show us?

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APPLICATION: DEVELOP A HEALTHY TEAM

When could you use these tools?

When would you not want to use these tools?