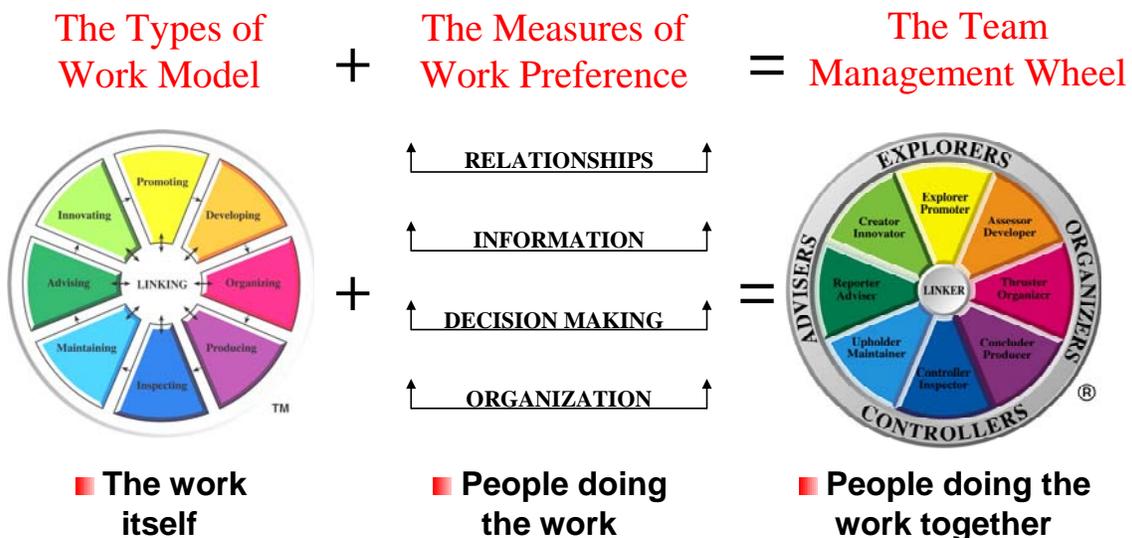


The Experience of Change

Responding to Change Using the TMP....

The majority of writing and thinking about change tends to focus on 'managing' it in some fashion. While there definitely is a component of managing in change initiatives, it is primarily focused on the logistical details of moving 'things' from one point to another. The key components in change are the people involved, and trying to 'manage' people from one point to another is very often where change work fails. We do not believe that people can be managed in change. It is a visceral experience that is highly unpredictable. What can be done however is to create interactions and conversations where the experience of change can be surfaced, made sense of and decisions made to move forward together.

The TMP can be valuable in both the logistical management of change and as a framework for effective interactions between people as they experience change together.



The Work Itself – The Types of Work Model

The Types of Work Model is very useful in plotting out the steps needed to move a change initiative forward. Its application tends to be best used when focusing on what can actually be 'managed'. Sequential and parallel work in the various work functions can be plotted out and assigned to various people as typical with action planning. The real benefit here is that using the model will force the group or individual to consider each work function. Often one or more work functions can be missed in the planning of change and this invariably causes problems.

Some suggestions

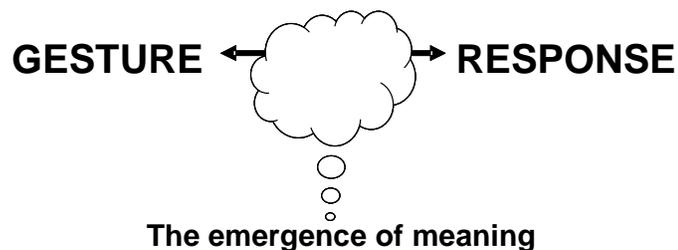
- We have a ready made design framework called Teams In Change that focuses on using just the Types of Work Model to help a team plan and manage this part of a change initiative. It is available in the Network Member Resources section of our web site - http://www.tms-americas.com/network_resources/login.cfm
- In the Team Working Wheel Workbook we introduce the concept of work patterns. This work establishes a plan to act in the various work functions at specific times and in specific ways. Some sample patterns are illustrated and after one use the team can easily replicate

the creation of work patterns and make the use of the Types of Work Model a sustainable part of their planning work.

- Often it is of value to use the Types of Work Model as a stand alone model when initially working with change. The actual profile can come a little later. This allows the group to focus on the necessary logistical issues and positions the model as valuable on its own.

People Doing the Work – The Measures of Work Preference

Perhaps the most important part of trying to create effective change is dealing with the actual experience the people involved are having; working with innumerable responses, effectively using power, accountability and choice, adapting as things move forward and accepting the paradoxes that always are part of change initiatives. We often work with the concepts of George Herbert Mead and specifically his idea of Gesture and Response.



When people think of 'managing the people part of change' they often focus on their gestures to others and if they get those gestures right, the responses of others will be what is desired and predictable. What Mead said was that the gesture has no real meaning until a response to it emerges and that response is primarily unpredictable. It is in the interaction of the gesture and response that meaning will emerge.

It is from this perspective where the Measures of Work Preference can be most valuable in helping to create interactions that stay open to the emergence of meaning so that people can move forward together in their experience of change.

Some suggestions:

- It is often valuable to focus discussions on each of the 4 measures specifically on the change at hand and how the preference area (i.e. Extroversion or Introversion) plays out for people in the change. Don't forget about the actual construct (i.e. Relationships) as it can be a good place to start discussion.
- Below are some sample questions that have worked well:

For extroversion and introversion (Relationships)

- How are you using your work relationships to deal with the change at hand?
- How do you make your thinking visible in terms of your concerns or ideas about the changes being experienced?
- How can our interactions about the changes taking place be most effective?
- What do you think are the most significant differences in the way the extroverted and introverted preference would deal with change? How can these differences be used effectively?

For practical and creative (Information)

- How do you see yourself adding immediate and practical value to the implementation of this change?

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- What will be the longer term benefits of this change for yourself and the organization?
- Are there more effective ways in which information can be shared about the current change? What different or additional information could be provided?
- Are we finding that conflict arises when we share information and what form is that conflict taking? (Note: an affirmative answer to the first part of this question should lead to additional consideration of the Analytic and Beliefs based preferences).

For analytical and beliefs (Decision Making)

- How are we acting on the impact these changes will have on the people involved? How have we made our response to this question part of the way we are communicating with people?
- How are we communicating the logic of the need for this change?
- What will need to be done to enable buy in for this change from the people involved?
- How can you add value as this change moves forward?
- From your perspective what is most important about this change?

For structured and flexible (Organization)

- What is your first reaction to uncertainty in your work environment and how does this play out behaviorally?
 - Do you tend to adapt to change and uncertainty or try and control or manage it away? How do you do this?
 - Do you see a plan as a means of control or do you see having alternative plans as having control?
 - How will we work with and through the unexpected things that will occur as we move through this change?
- You will notice that the above questions have both an individual focus and as well as a focus for a team that would have some power over the change. As well, they are intended to get to deeper levels of meaning about the preference areas as focused on change. As conversation flows from these questions, understanding and meaning will emerge that will help move things forward.
 - The questions are not intended to lead to definitive answers but to surface a more realistic picture of the experience of change that people are going through and can be asked again and again at all levels of the organization.
 - As you are working with these questions the emphasis on the specific preference areas diminishes which is fine since any of the preferences require a context to have relevance and these questions bring the context of the actual change initiative into strong focus. It is a good idea however to make a link back to preference and the TMP models. The best way to do this is to review the correlations of how the 4 measures relate to the functions of the Types of Work Model (i.e. Extroversion is most closely correlated to Promoting and Developing and Introversion to Maintaining and Inspecting). If you do this after people have discussed the questions above they will see how their preferences affect a focus on the various work functions, all of which will have impact on the change work they are doing.

People Doing the Work Together – The Team Management Wheel

The Team Management Wheel can be used most effectively in two distinct areas. One is to look at the group's 'team preference map' and consider the implications this map might have in terms of completing the work needed in the various work functions. For example a team that has determined that there is a lot of work to do in the Maintaining and Advising functions with their change work and has the most of their preferences in Organizing and Producing may need to find

ways to systematically focus on those activities since their preferences may cause them to lose focus on these activities.

Another way to use the Team Management Wheel is to plot each person on the Wheel and then have them discuss what positive things their preference brings to the change work and also what challenges their preference may have both for them individually and for the team as a whole. This discussion can be as broad or specific as you want it to be and can be quite impactful.

One other suggestion

- Another good exercise using the individual's profiles is to have them use their summary page (the last page of their profile or downloaded separately if E-profiles is used) and have them look at their major and 2 related roles. Then have each individual tell their 'story' of how they would approach the change at hand through their major and related roles. It is important with this exercise to keep the order of major role, 1st related role and then 2nd related role in tact as they tell their story. Again, you can keep this exercise at a high level or get more specific and detailed around specific activities.

A Key Point

We cannot emphasize enough how important it is to use the TMP during the experience of change as a framework and language for discussion and conversation. Through these conversations a greater understanding of the change will emerge and people will find more effective ways to move forward together. If the TMP is used in a prescriptive or predictive manner its effectiveness is seriously compromised and can even be harmful.

Contact Us! We are happy to talk through this process for your specific change work.