

Organisational Learning and Transformation

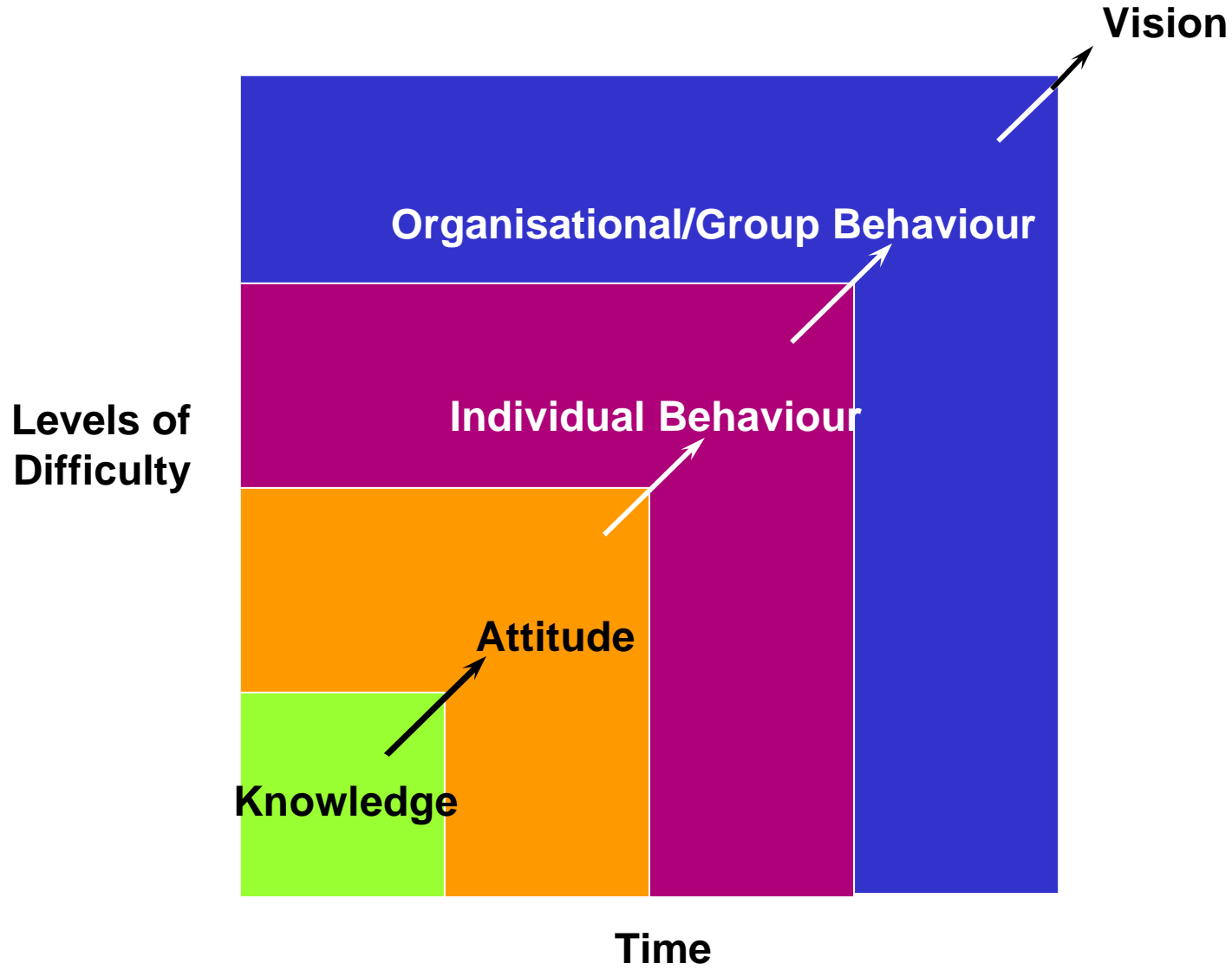
Presented

by

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Results through **INNOVATION**

Four Levels of Change



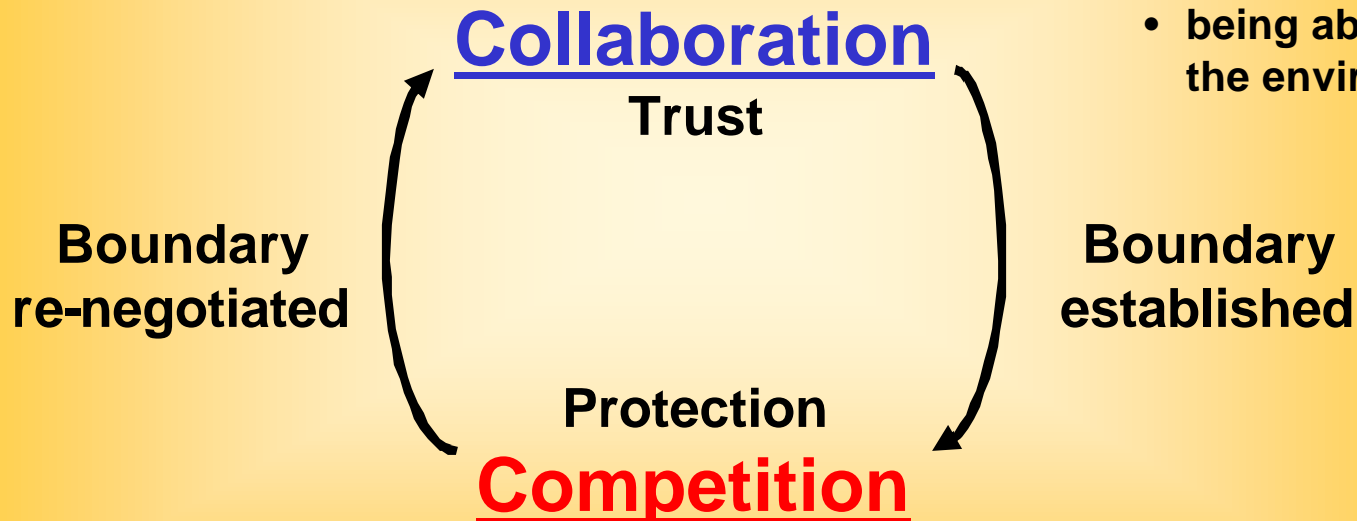
The Collaborative/Competitive Cycle

The law and the judge
are internalised
and negotiated

Collaborative State of Mind

Mature working
relations

- clarity of task & role
- learning from experience
- being able to hold the environment

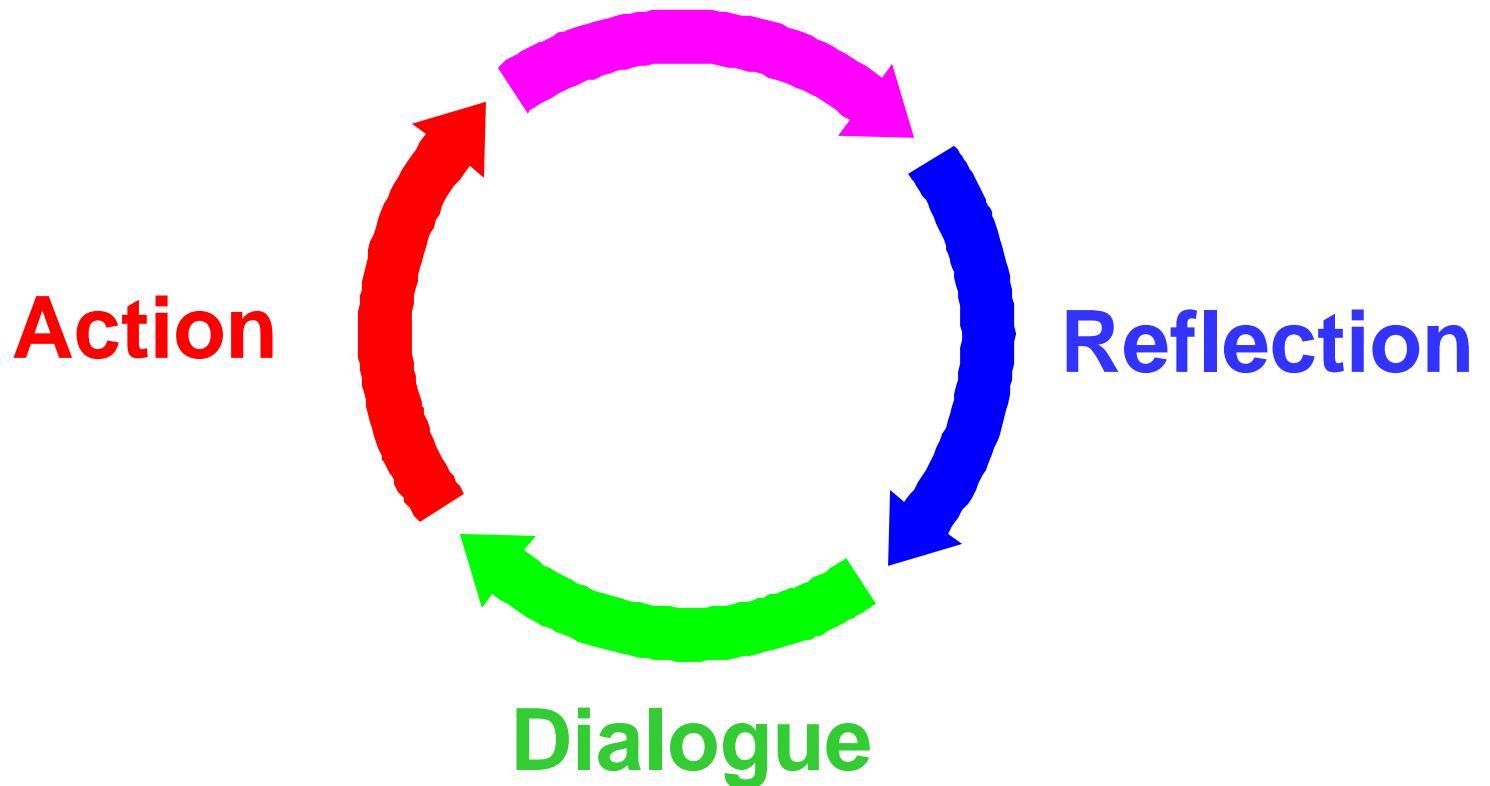


Competitive State of Mind

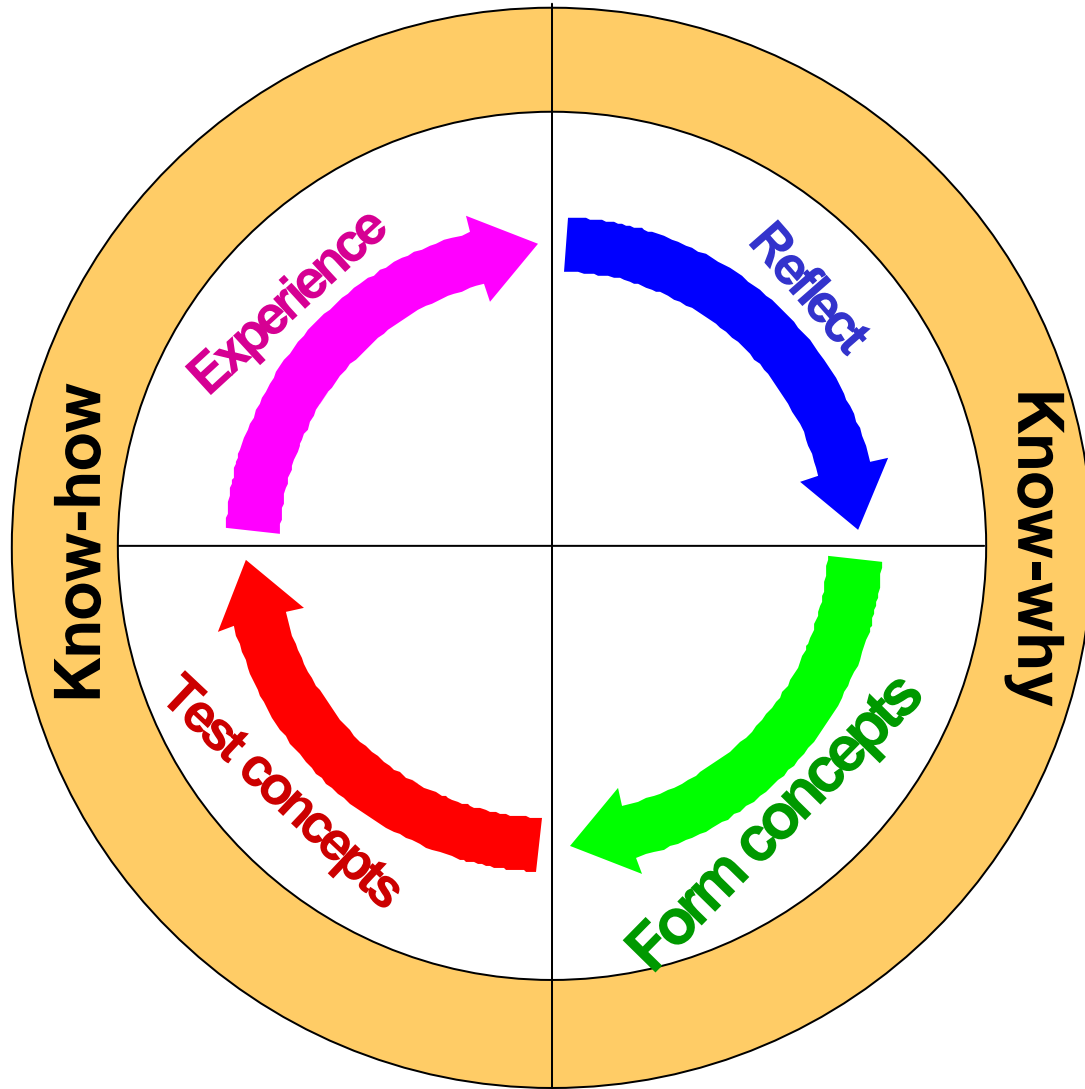
The law and the judge
are externalised
and established

The Cycle of Learning and Transformation

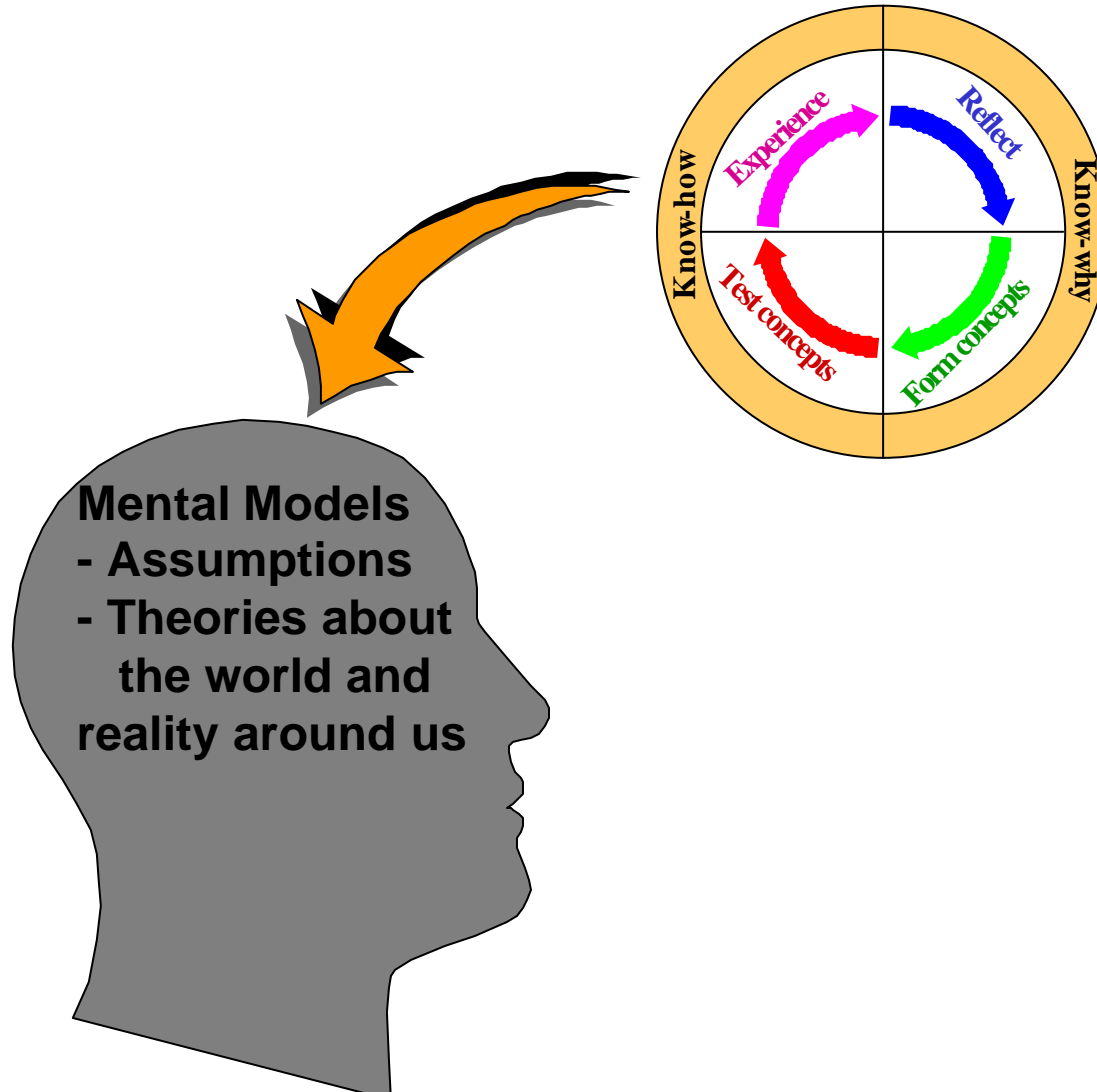
Information & Experience



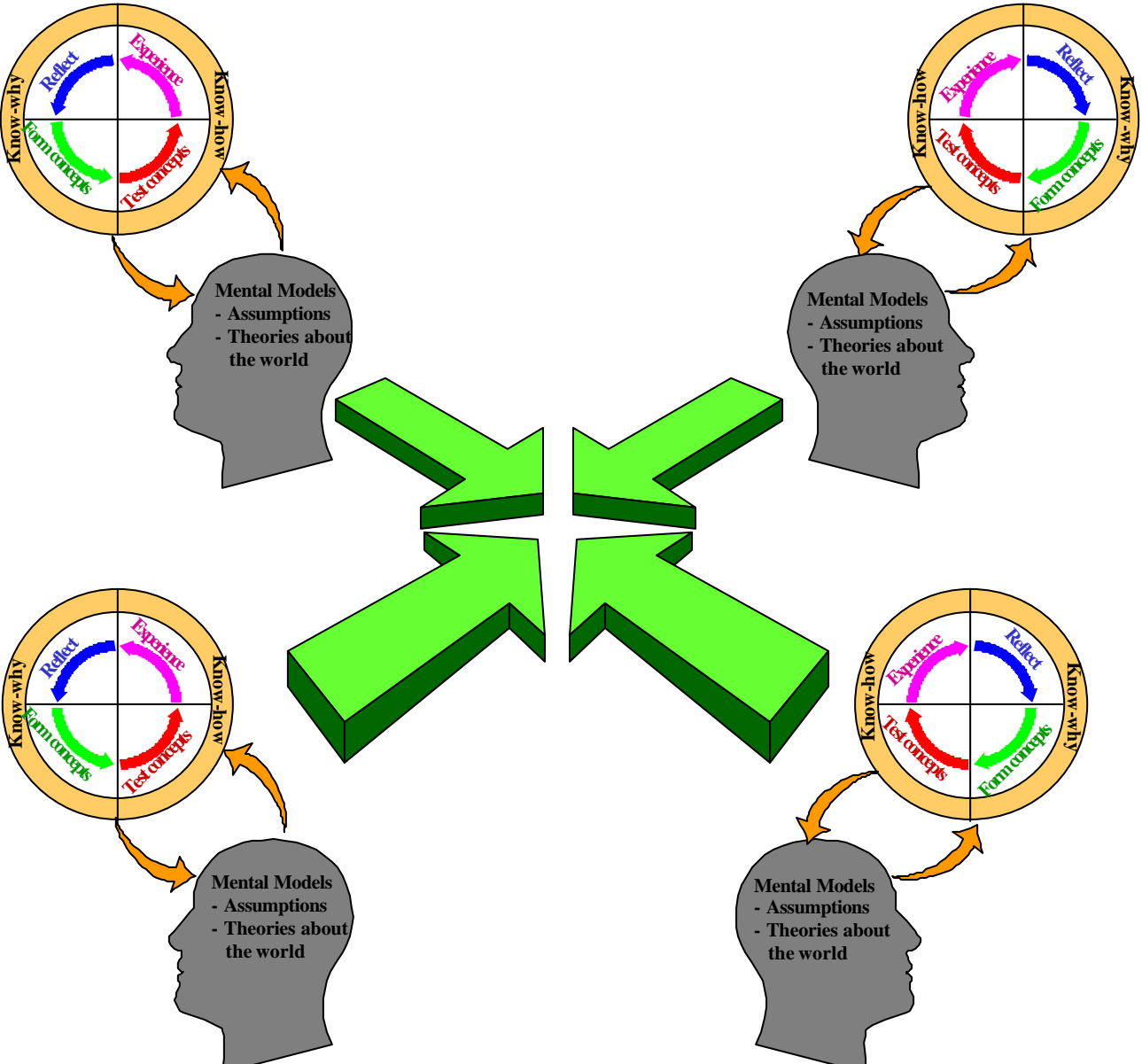
The Cycle of Learning



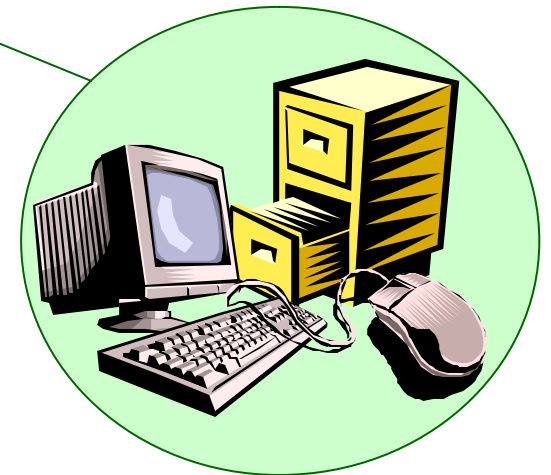
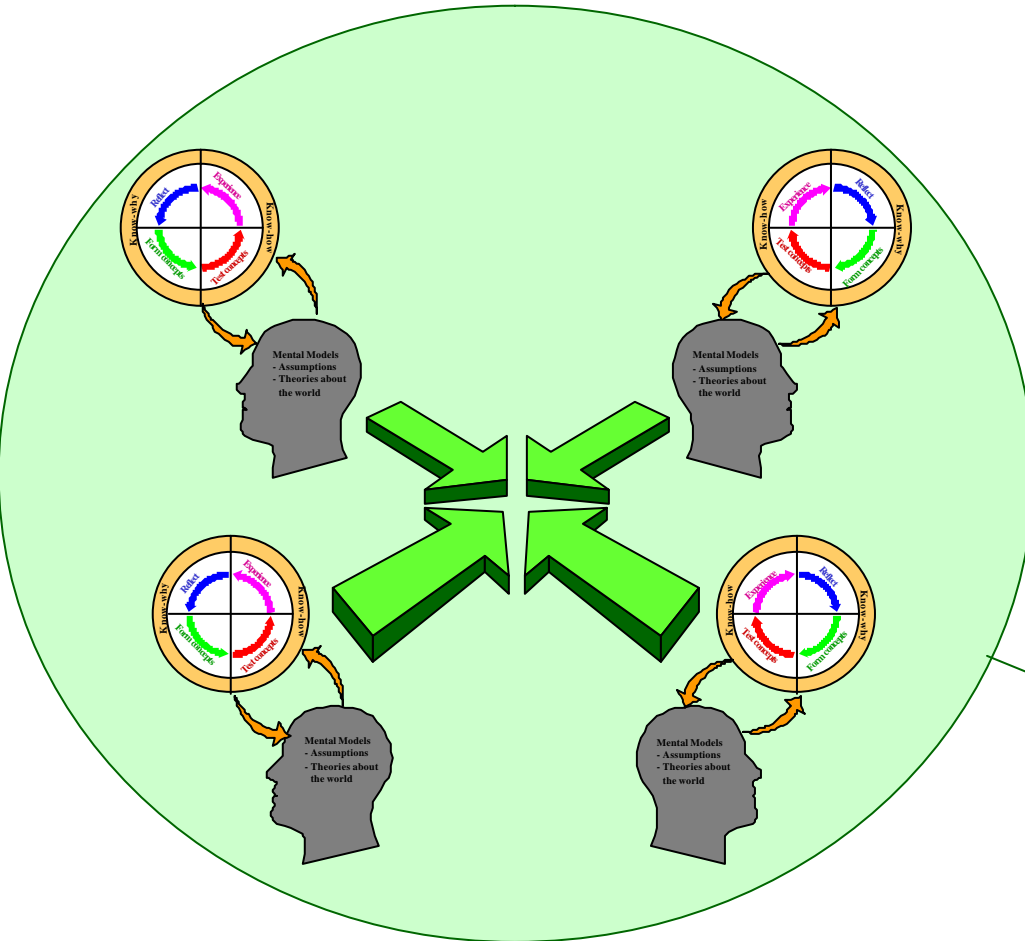
The Cycle of Learning & Our Mental Models



Organisational Learning through Shared Mental Models



Individual & Organisational Learning



Transformation Formula

$$T = D \times G \times A + S$$

Where:

T = The probability of change being successful

D = Dissatisfaction with the status quo (Desire)

G = A clear statement of the desired end state after the change (Goal)

A = Concrete first steps toward the goal (Action)

S = The cost of change (Sacrifice)

Transformation Formula

Transformation =

= Desire x Goal x Action + Sacrifice

John Kotter's Seven Principles for Successfully Communicating a Vision

1. Keep it simple.
2. Use metaphors, analogies and examples.
3. Use many different forums.
4. Repeat, repeat, repeat.
5. Walk the talk, or lead by example.
6. Explicitly address seeming inconsistencies.
7. Listen and be listened to.

