

Seeing and Shifting Systems

Organisation Development And Design In Action

Day 1 | 14 May 2025, Wed

Douglas O'Loughlin, PhD

Principal, The Dao of Thriving
Associate Consultant, Civil Service College

Hong Khai Seng

Founder & Director, Studio Dojo



Supporting You in Your Journey Ahead

Slides & Resources

Workshop Slides and Resources



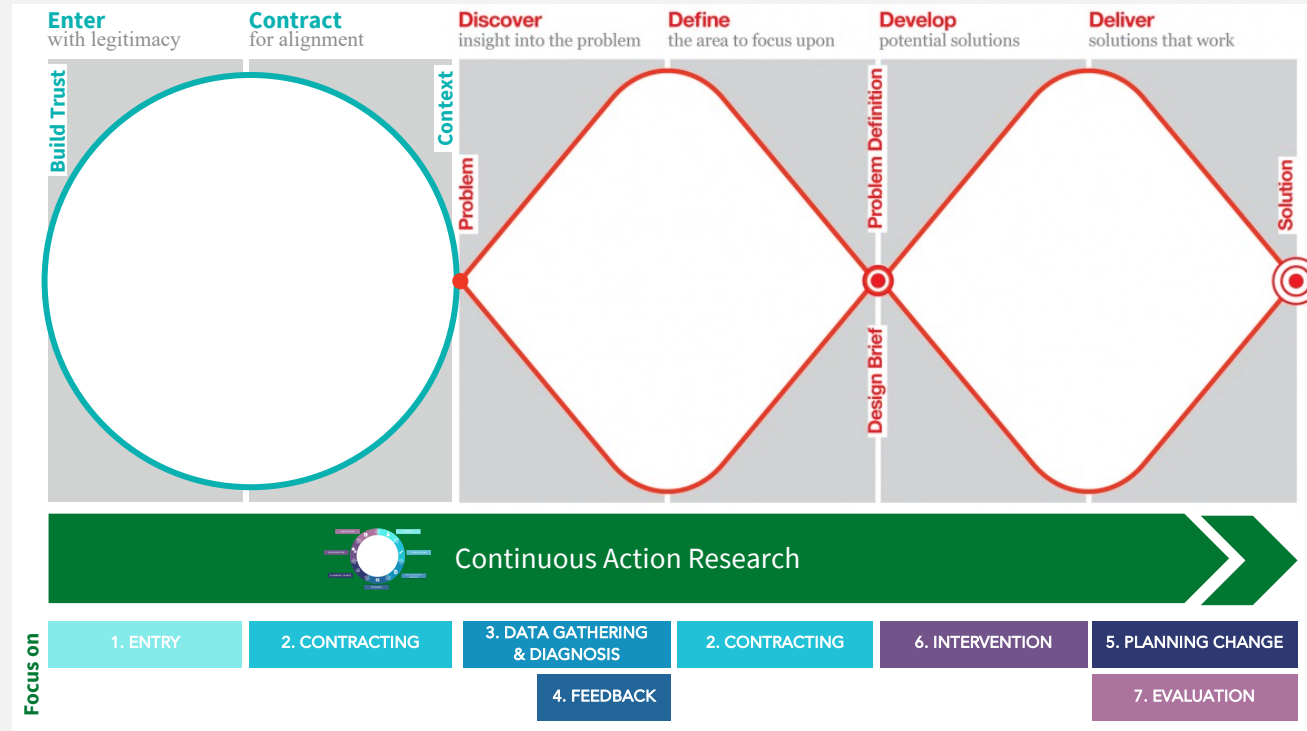
<https://www.studiodojo.com/sss-resources-may2025>

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3

H3

Design x OD





Which sector are you from?

PUBLIC
sector

PRIVATE
sector

SOCIAL
sector

**INDEPENDENT
/ STUDENT**

Birds of a Feather: Your Style



You're the:

EAGLE

More bold and decisive



You're the:

PEACOCK

More outgoing and optimistic



You're the:

OWL

More logical and wise



You're the:

DOVE

More peaceful and friendly

DOPE Bird 4 Personality Types

PRAGMATIST

For me to best learn,
I want to see how the learning
can be applied to the real world

ACTIVIST

I learn best by doing and
when I can directly
experience something

Which of the following best describes you as a learner?

THEORIST

I like to understand the theory
behind the issue –
I like concepts and models

REFLECTOR

I learn best by observing
and thinking about things

Workshop Overview

Day 1 (14 MAY)

Welcome and Getting Connected

Overview/History of OD & DT

Break (~10:30am)

Use of Self

Lunch (~11:45am)

Organisation Workshop

(Plan your own break during workshop)

Reflections

Homework: Consulting Styles Matrix

Day 2 (15 MAY)

Welcome back!

Overview of Action Research

Break (~11:00am)

Entry, Contracting

Lunch (~1:00pm)

Diagnosis, Feedback, Planning Change

Break (~4:00pm)

Intervention, Evaluation
Closing

Goals and Challenges



- 1. What brought you to this workshop?**
- 2. What are the challenges and curiosities you're facing?**

Challenges & Curiosities faced by participants



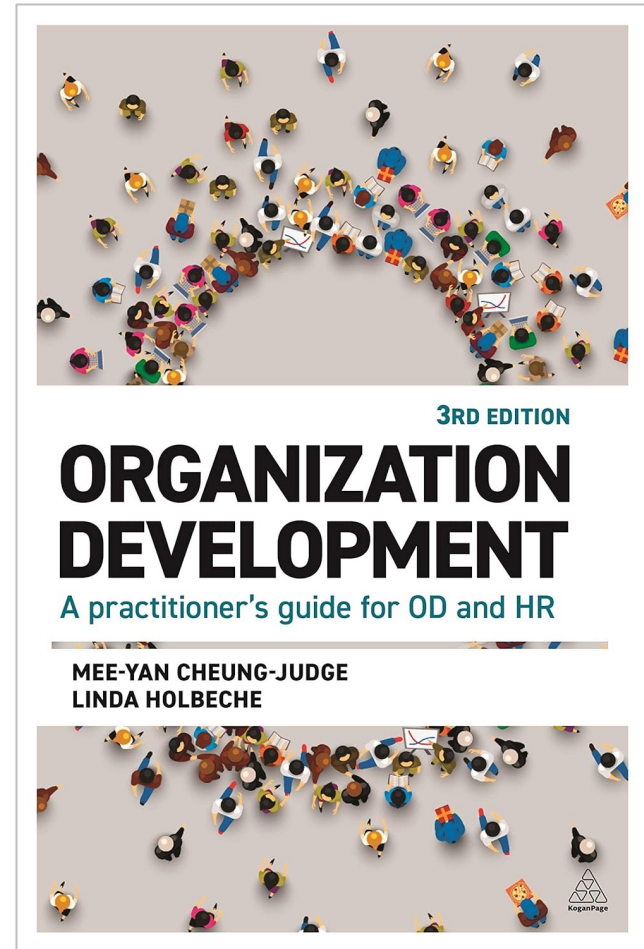
Challenges / Curiosities

- > Team collaboration - different teams coming together to form a system
- > Navigating complexities in public sector
 - getting approvals / SOPs
- > How to get more opportunities / create to do more OD work?
- > How to build new team culture after reorg.
- > How to navigate management priorities
- > How to get people to change when they don't see the need to
- > Application of OD x Design in coaching + facilitation
- > How to get to the tipping point to change by overcoming inertia in the system

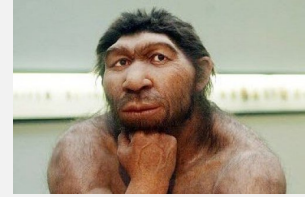
(Motivations).

1. Understanding people in systems.
2. How to come together despite diversity and time crunch.
3. Curiosity
 - How OD work alongside more traditional HR policies / org chart to be more relevant.

What is OD and How did it start?



The idea of making
orgs/communities
more effective and
healthier has been
around a long time.



Karg in Neanderthal times

After Action Reviews (AARs)



Engineers in Egypt

Sociotechnical Systems



Jethro, Moses' Father-in-law

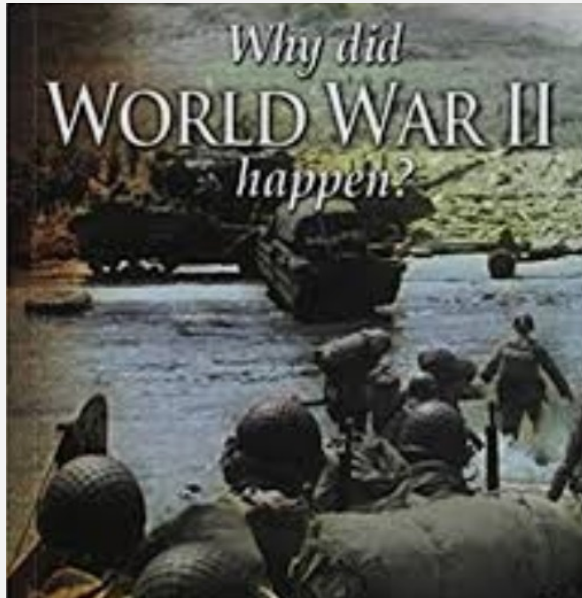
Organisation Design



Court Jesters

Executive Coaches supporting
& speaking truth

How did the Field of OD become Formalised?



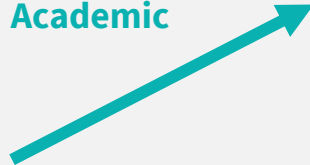
What was happening in Nazi Germany created the push for more Research on Understanding Individual, Group, and System Behaviour.

Academic & Practice Origins of OD



Kurt Lewin

Research -
Academic



**Organisational Studies
Department at MIT**

Practice -
Experimentation



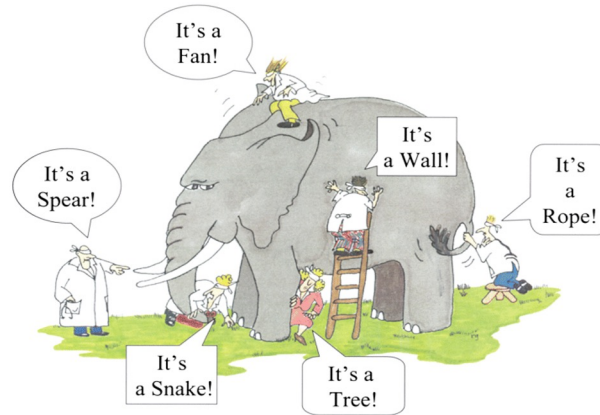
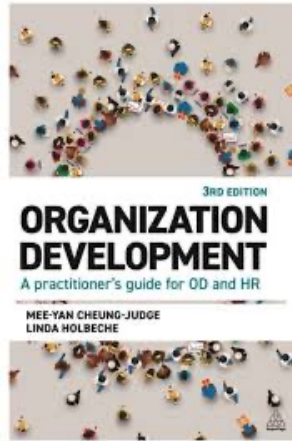
**National Training Labs
formed in 1947**

Contributions from the Early Years of OD Research & Practice

- Action Research
- Process Consultation
- Org Diagnostic Frameworks
- Likert-scale Surveys
- Multi-rater Feedback (360)
- Leadership Styles & Training
- Group Dynamics & Teambuilding
- Inter-group Dialogue
- Self-managed Teams
- Diversity & Inclusion
- Job Redesign
- Change Management
- Organisation Culture
- Appreciative Approach
- Large Group Interventions
- Flipcharts

About OD

OD is optimising a system-wide capacity to achieve organisational performance and health.



OD is a
mindset, a
philosophy and
a toolkit

Mee-Yan Cheung-Judge

What is DT and How did it start?

Origins of DT

CRAFT TO THEORY

As a response to
industrialisation
and machines

Arts & Crafts » Craftsmanship

Bauhaus » Theory & Practice

SOLVING PROBLEMS

Through the lens of
Science and Design

Science » Problem-focused

Design » Solution-focused

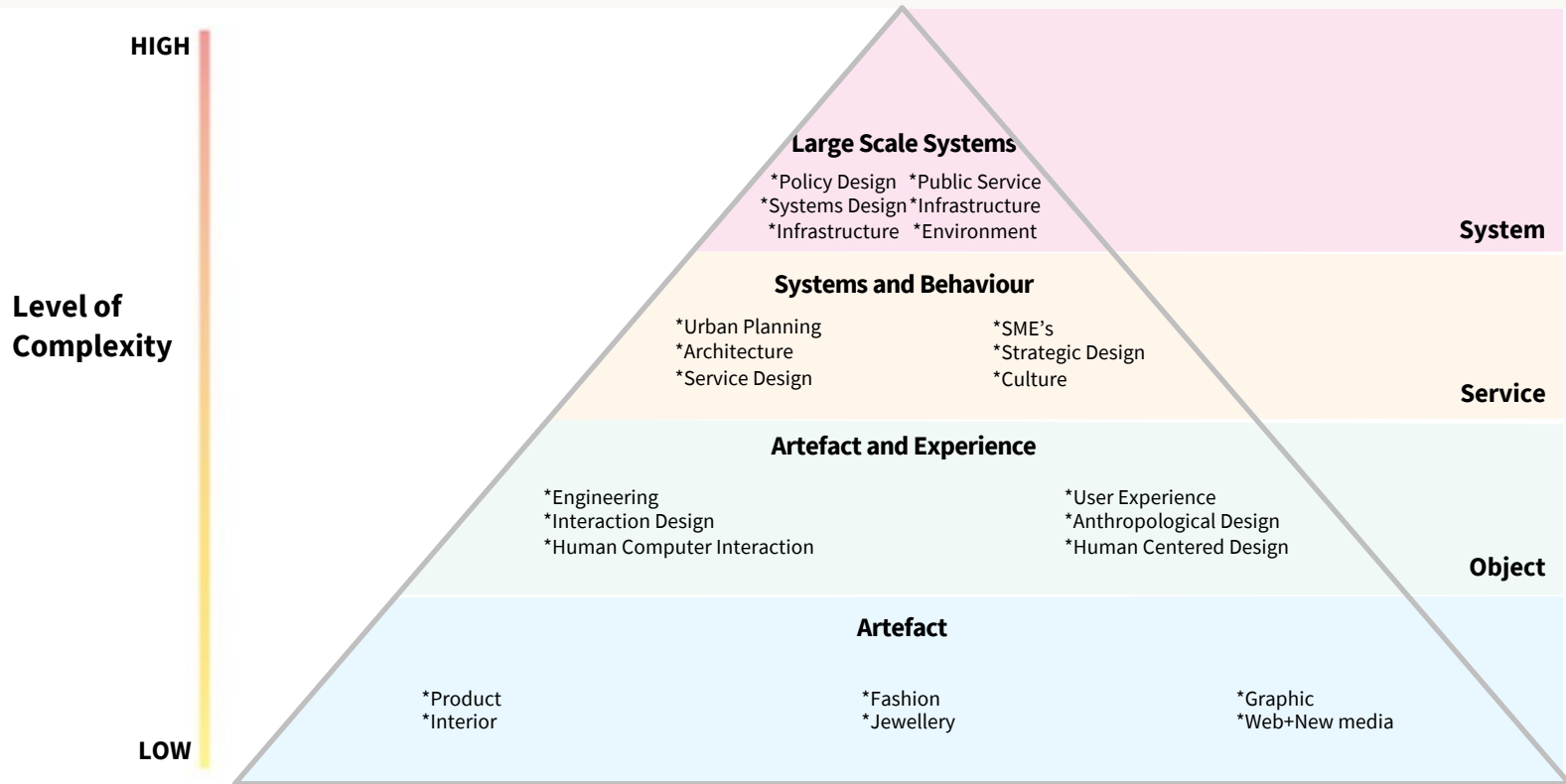
IN SYSTEMS, WITH PEOPLE

Through the lens of
Systems Thinking and
Humanity-centeredness

Cybernetics » Interdisciplinary

Pattern Languages »
People-centered

Stratification of DT



Source: <https://ithinkidesign.wordpress.com/2013/03/26/design-wars/>

Current State of DT

The screenshot shows the HBR website header with the HBR logo, a menu icon, a red 'Subscribe' button, a 'Sign In' link, and a search icon. Below the header, the article 'What Design Thinking Is Doing for the San Francisco Opera' is featured. It is categorized under 'Experimentation' and is by David Hoyt and Robert I. Sutton, dated June 4, 2016.

Experimentation

What Design Thinking Is Doing for the San Francisco Opera

by David Hoyt and Robert I. Sutton

June 4, 2016

The screenshot shows the WEF website header with the WEF logo, a 'Join us' button, a 'Sign in' button, and a search icon. Below the header, the article 'How can design thinking help your business?' is featured. It is categorized under 'ECONOMIC GROWTH' and is dated May 12, 2015.

ECONOMIC GROWTH

How can design thinking help your business?

May 12, 2015

Source: [HBR](#), [BBVA](#), [WE Forum](#), [Forbes](#)

The screenshot shows the BBVA website header with the BBVA logo, a menu icon, and a search icon. Below the header, the article 'Airbnb, a Design Thinking success story' is featured. It is categorized under 'TOURISM AND LEISURE' and is dated 16 Oct 2015. The article text states: 'The company has gone from making 200 euros a week to revolutionizing tourism.'

STREAMING | FinAI Summit - Access to the session - Türkiye

TOURISM AND LEISURE | 16 Oct 2015

Airbnb, a Design Thinking success story

The company has gone from making 200 euros a week to revolutionizing tourism.

The screenshot shows the Forbes website header with the Forbes logo, a 'Subscribe: Less than \$1.50/wk' button, a 'Sign In' link, and a search icon. Below the header, the article 'These Days, Everyone Needs To Engage In Design Thinking' is featured. It is categorized under 'INNOVATION > ENTERPRISE TECH' and is by Joe McKendrick, Senior Contributor. The article is dated Aug 28, 2020, 12:24pm EDT.

INNOVATION > ENTERPRISE TECH

These Days, Everyone Needs To Engage In Design Thinking

By [Joe McKendrick](#), Senior Contributor. Joe McKendrick covers how...

Aug 28, 2020, 12:24pm EDT



8 March, 2018

Pentagram's Natasha Jen: "Design is not a monster you 'unleash' to fix the world"

EMERGENT
FUTURES
LABWorldMakers Courses Resources Newsletter [Get the Newsletter](#)

Why is Design Thinking so Bad at Radical Innovation?

[Innovation Process](#) [Products](#) [Tech](#) [Case Studies](#)

Design Thinking Everything



It's astonishing to reflect on how fast Design Thinking has become a ubiquitous feature of our world. Now major universities are offering courses in it. It's in every major newspaper and journal, and it's the foundation of the top of everyone's language when discussing how to create social innovation [1].

It's [surprising as of late](#) [surprising](#) is clear as we see alternative variations of its models passing us daily on the internet.

Design Thinking is Kind of Like Syphilis — It's Contagious and Rots Your Brains



Lee Vinsel

Follow

36 min read · Dec 6, 2017

Entrepreneurship

Design Thinking Is Fundamentally Conservative and Preserves the Status Quo

by Natasha Iskander

September 5, 2018

Stanford SOCIAL INNOVATION Review

Informing and inspiring leaders of social change

SOCIAL ISSUES

SECTORS

SOLUTIONS

MAGAZINE

GLOBAL

Design Thinking

Design Thinking Misses the Mark

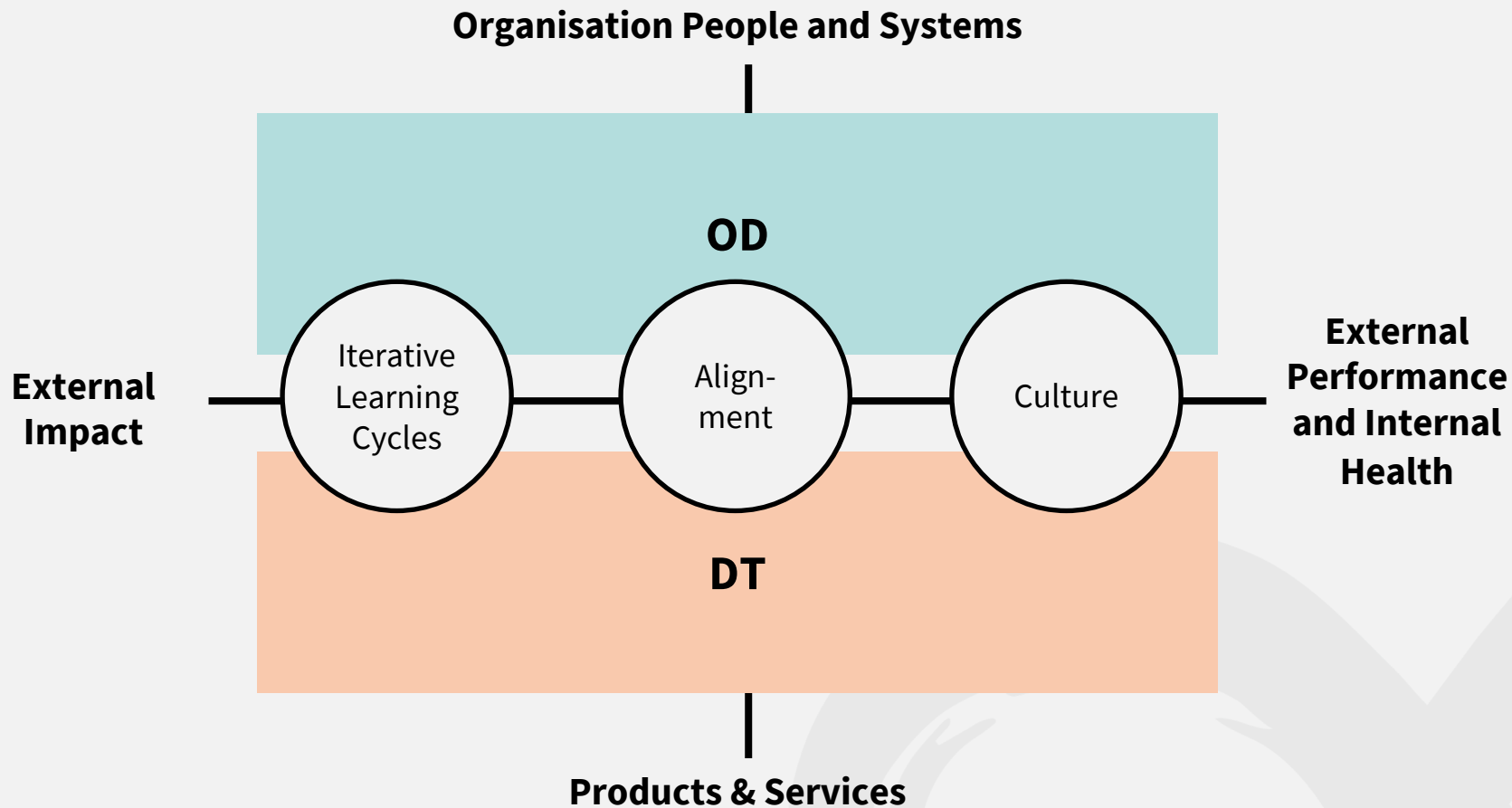
Design thinking has failed to deliver on its promise to solve the world's thorniest social challenges. Adopting a critical design stance can help designers serve communities, rather than their own methodology.

Design Thinking is Bullshit

Natasha Jen
@njenworks

IDEO-DT is
Fast-food Logic
of Design
Education

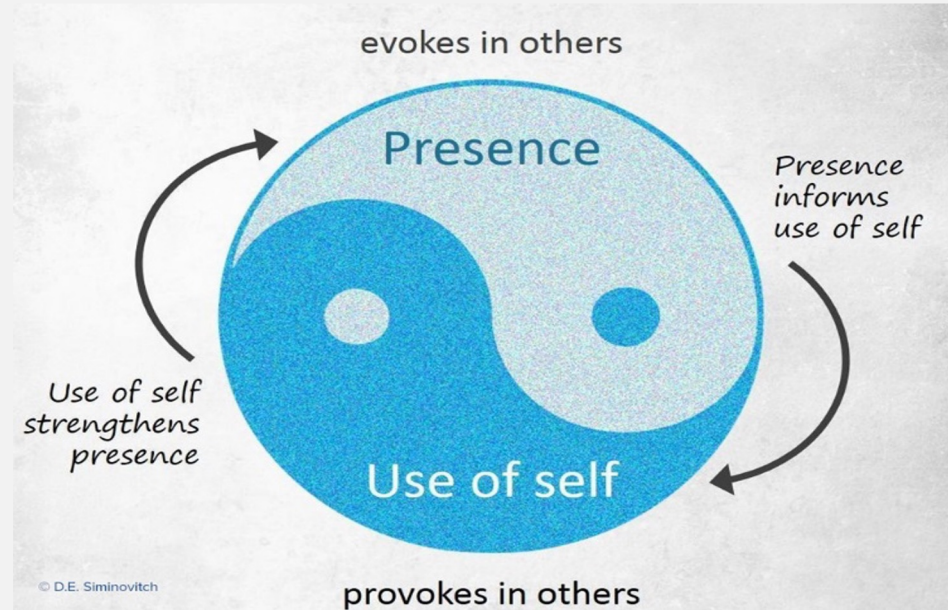
Source: [Design Week](#), [99 U - Natasha Jen](#), [DT, Bullshit & Innovation](#), [Emergent Futures Lab](#), [Lee Vinsel](#), [HBR](#), [SSIR](#)

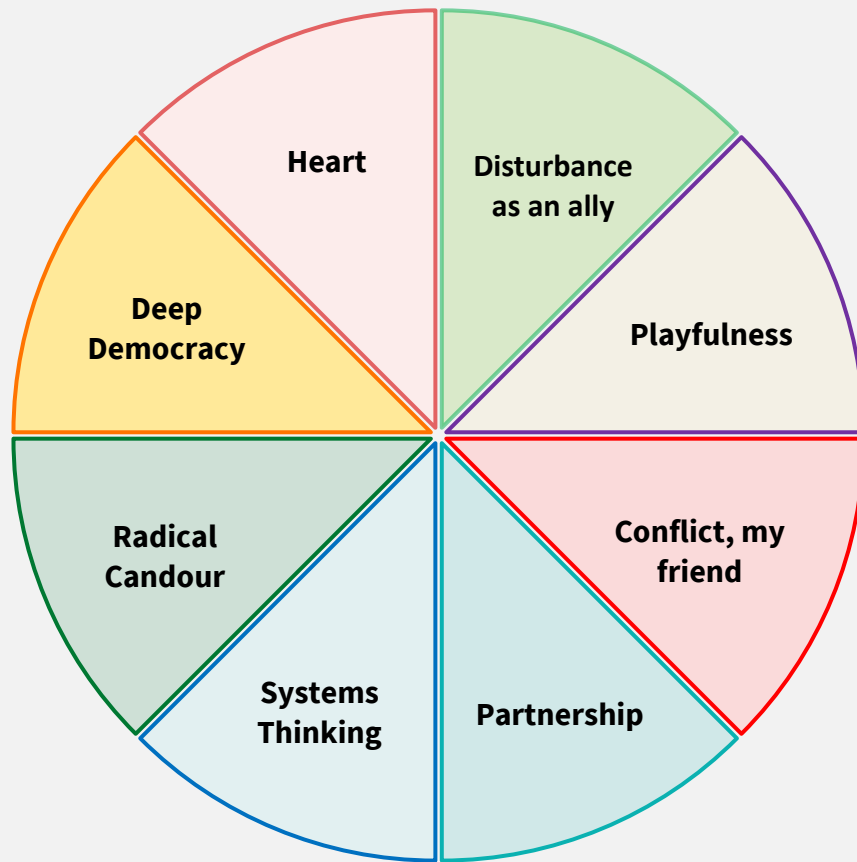


A Key OD and DT Concept – Use of Self

THEORIES & TOOLS:

There are many Practical Theories and tools, a key tool is "Use of Self", who **YOU ARE** that uses the Theories and Tools.

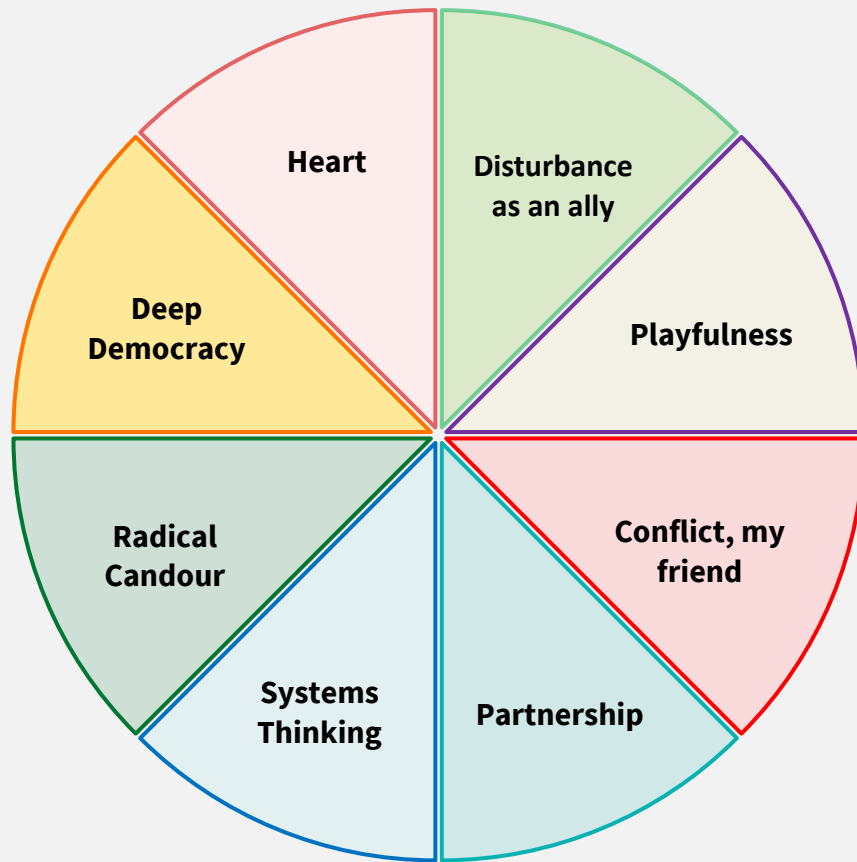




Round #1

Which meta-skill is a superpower that you bring to life?

- Go to that slice, prepare a gesture to represent what it looks like.
- Share how it helps you be effective.



Round #2

Move to the meta-skill you would like to develop more.

- Discuss with others, why and what can you do to further develop it.

Reflecting on your Use of Self



How do people in your organisation(s) see you?



The Organisation Workshop

Creating Partnership Across Boundaries

For more information about Power+Systems' framework, programs and free downloads -
Visit <http://www.powerandsystems.com> | Phone: 617-437-1640 | Email: info@powerandsystems.com

PARTNERSHIP

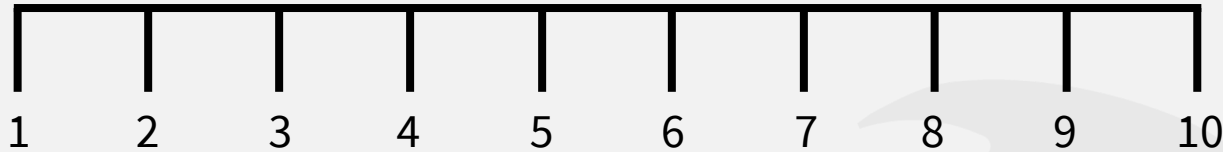


A relationship in which we are jointly committed to the success of whatever endeavor, process or project we are engaged in.

Assessing Partnership @ Work

With '1' being the lowest and '10' being the highest -

How would you assess the general state of partnership in the organisations you are part of?



Selective Attention Test



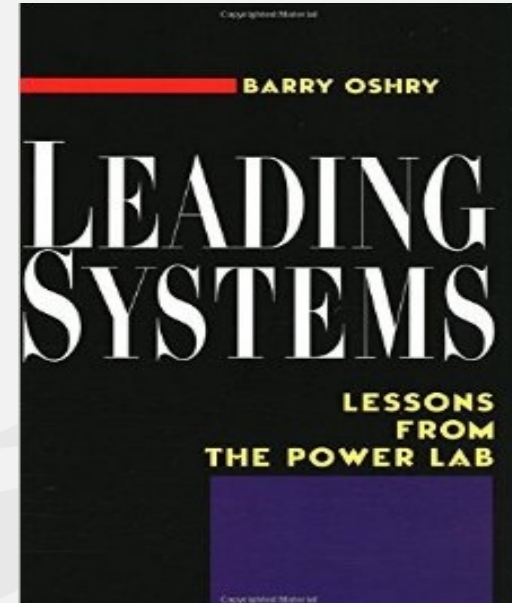
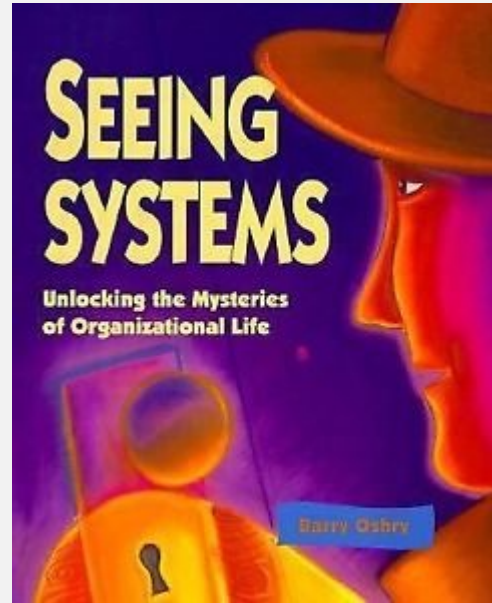
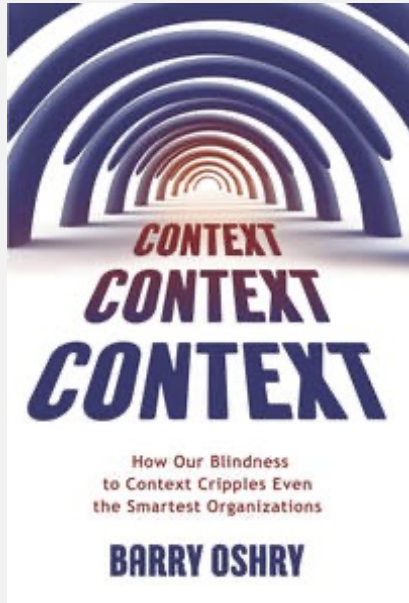
Video link -

<https://www.youtube.com/watch?v=vJG698U2Mvo>

Our Inquiry/Objectives Today

- See systemic conditions (the gorillas) rather than personalities
- Identify and avoid predictable, dysfunctional patterns
- Deal with the root, not the symptoms, of many organisation challenges
- Get a better understanding of power dynamics, and how to intervene for higher levels of partnership
- Gain an appreciation for the difficult challenges faced at all levels of the organisation
- As a Designer/Consultant to an Organisation, learn strategies for building successful partnerships

Seeing and Leading Systems



Our Plan

Welcome
& Overview

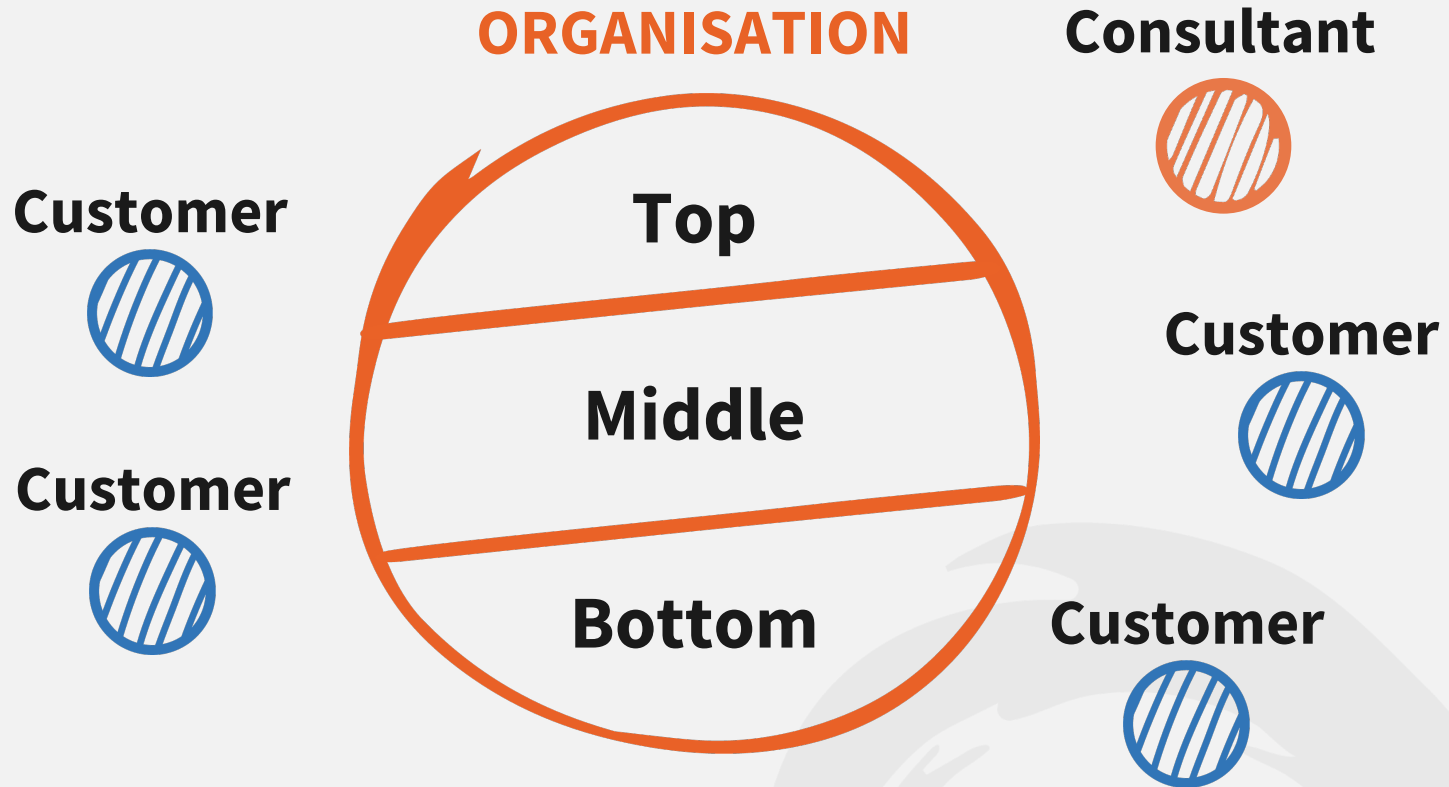
Organisation
Workshop

Reactions
to OW

What else is
possible

Empowerment
Strategies

Applications
& Consulting



Welcome & Overview


Activities


1. Organisation Workshop exercise
2. Strategic frameworks (insights)
3. Applications

Elements


1. Transition
2. Four Days (*13 mins each*)
3. Reflections (*2 mins*)
4. TOOTs (*Time Outs*)

Tips

 Get into it

 Be Curious about

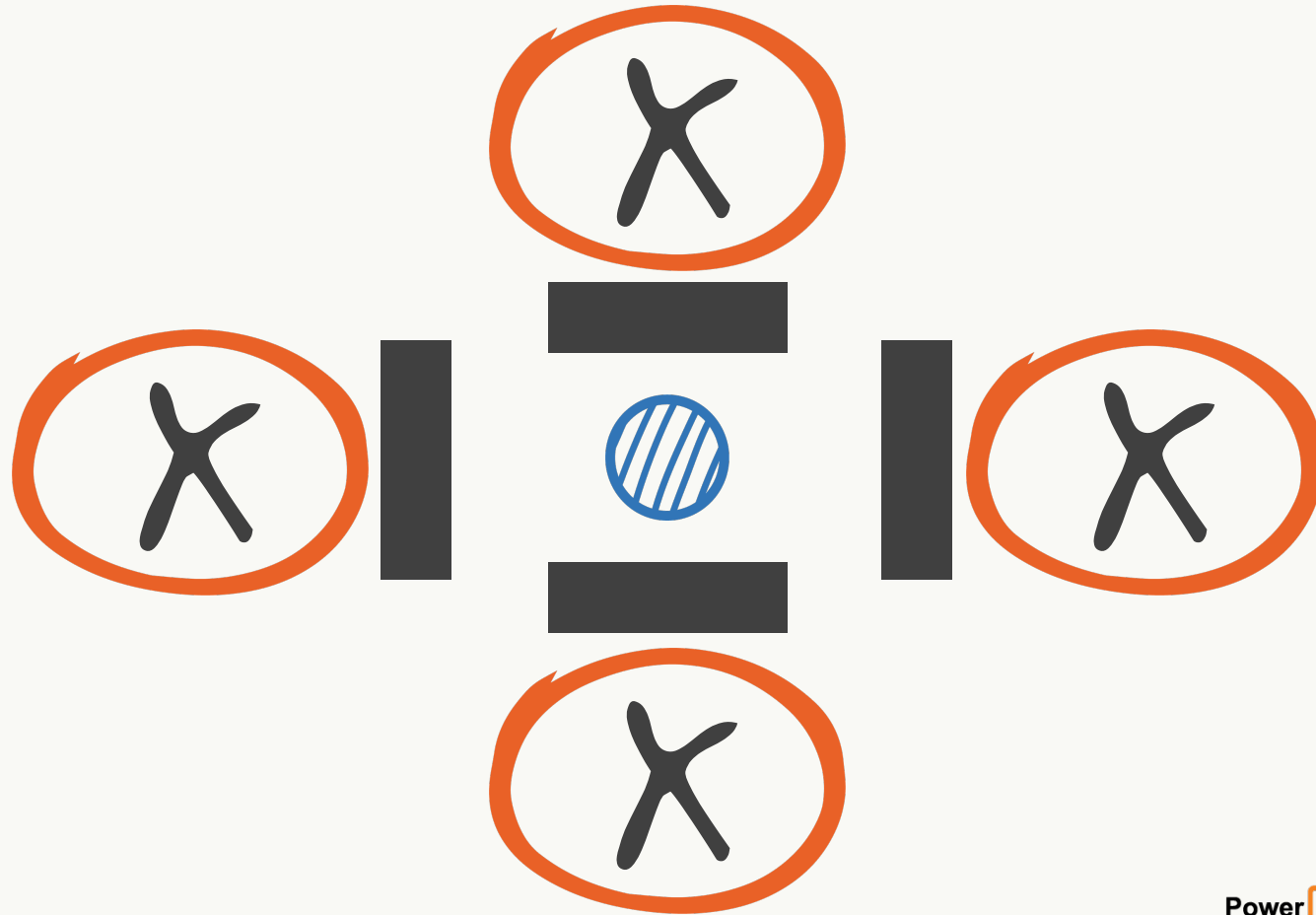
- Yourself
- Others
- Organisation

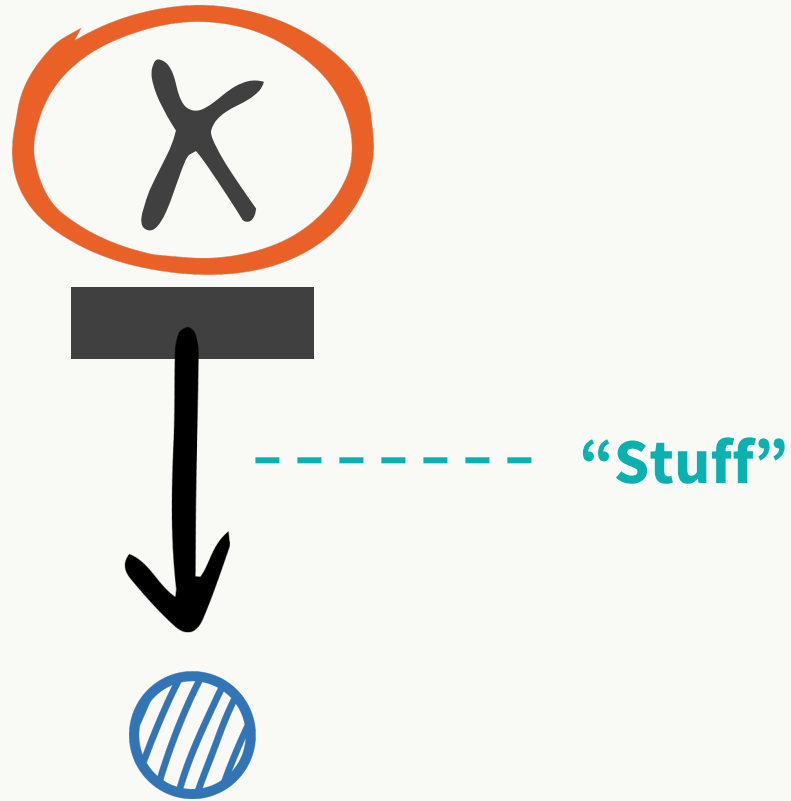
 Keep it real

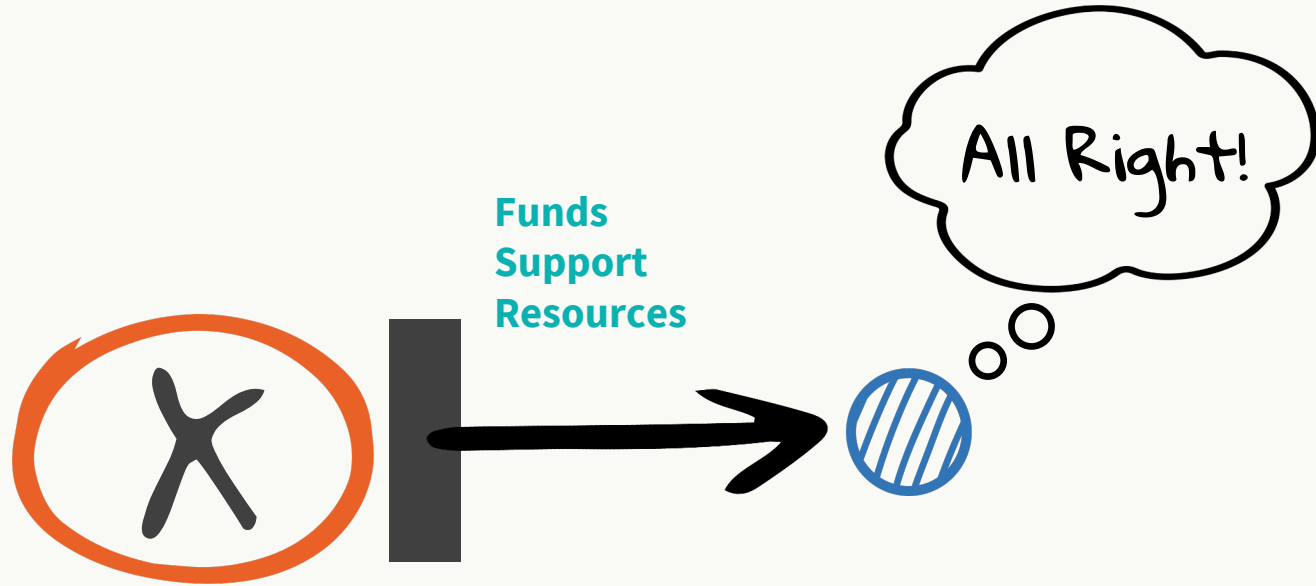
TOOTS / TIME OUTS

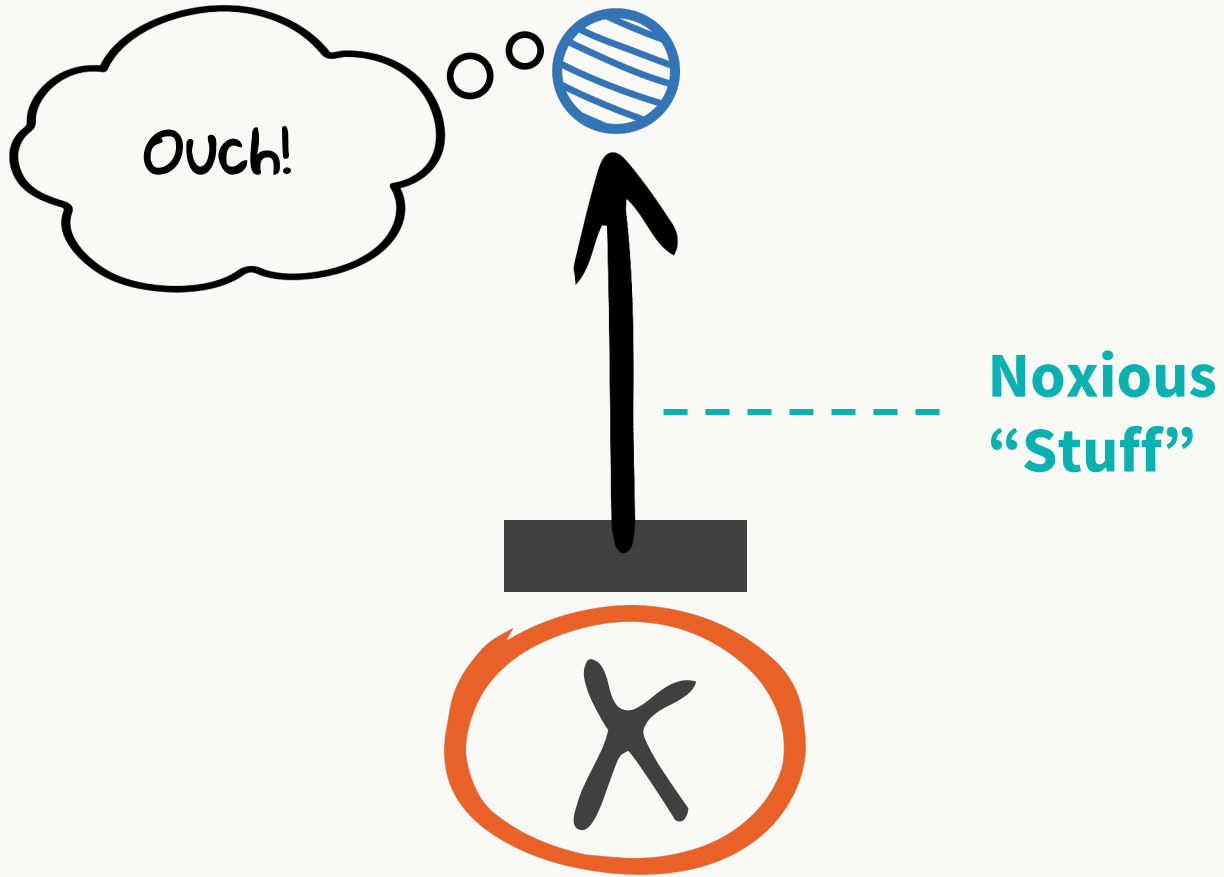


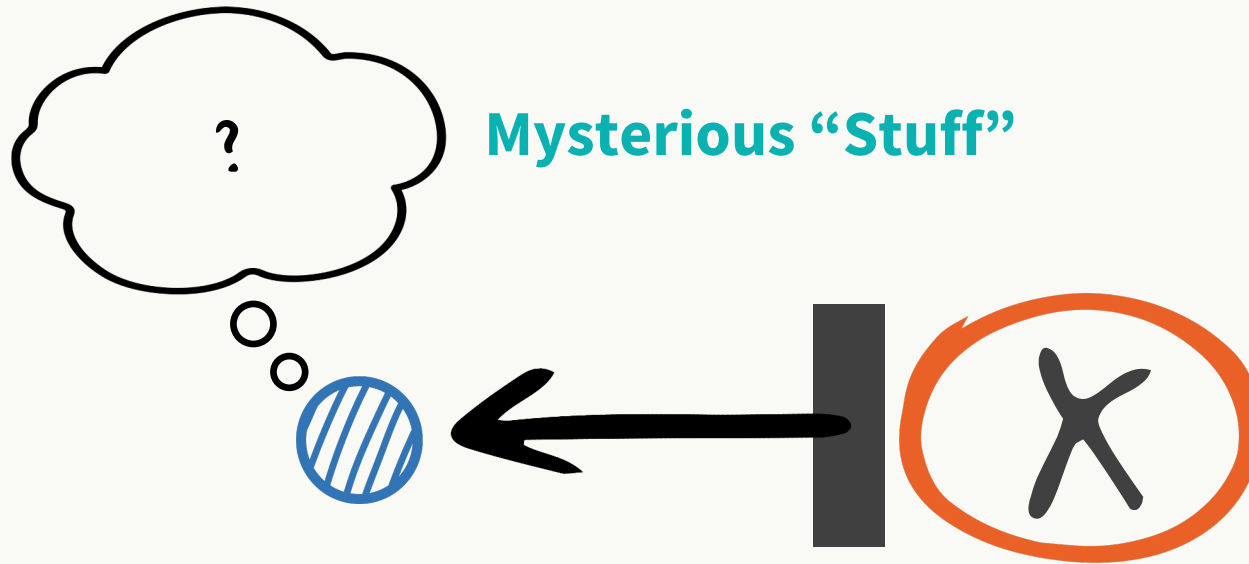
To create a setting in which all members of the system can become clearer about how the system is experienced from many different vantage points.

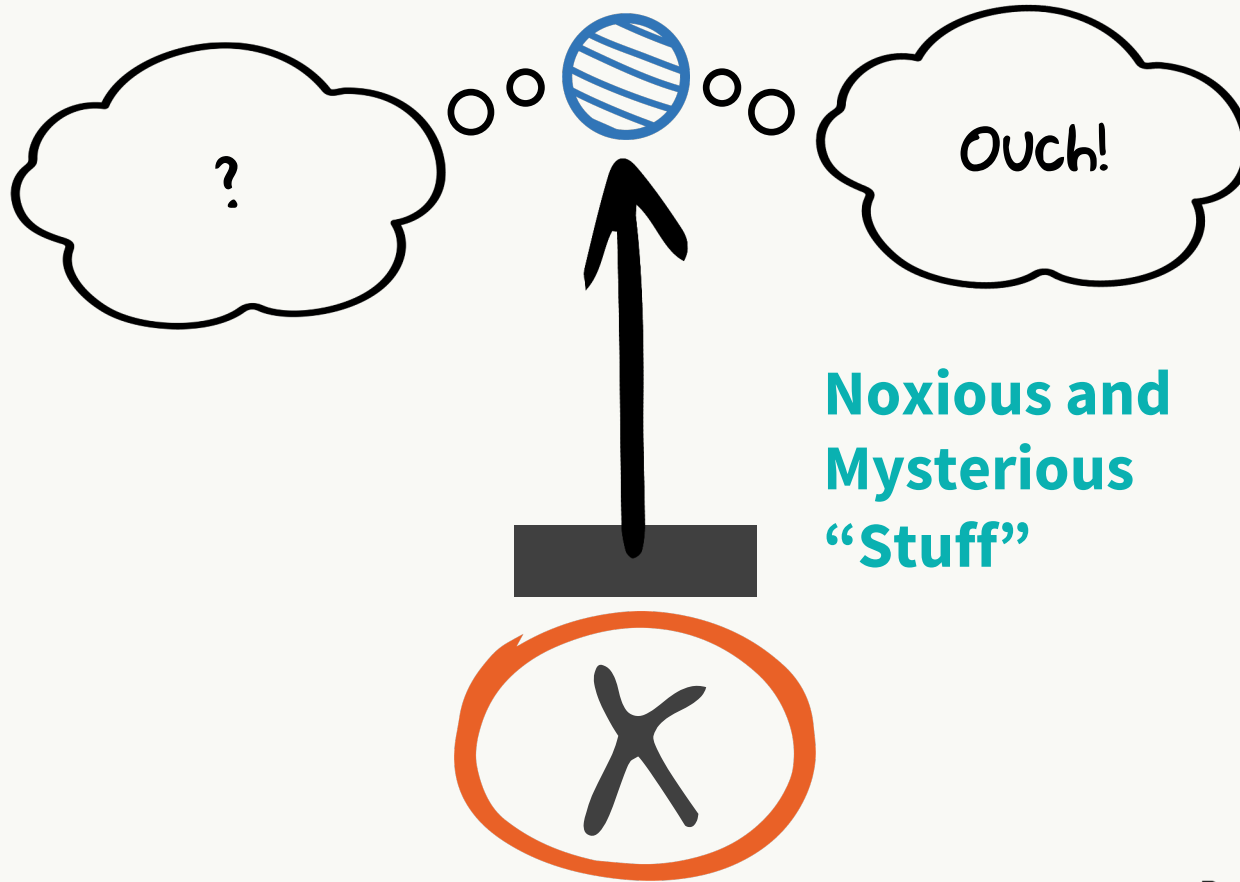






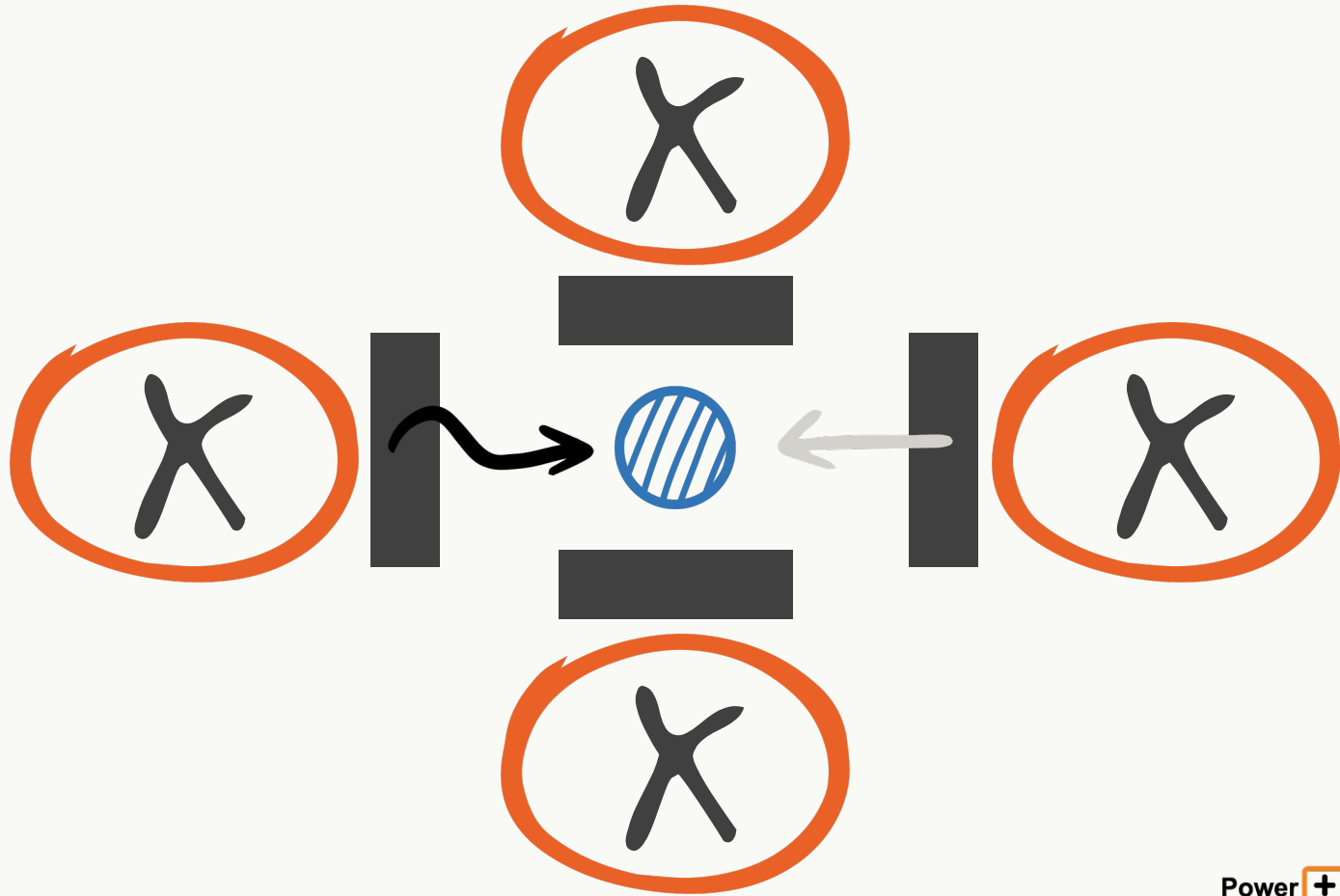




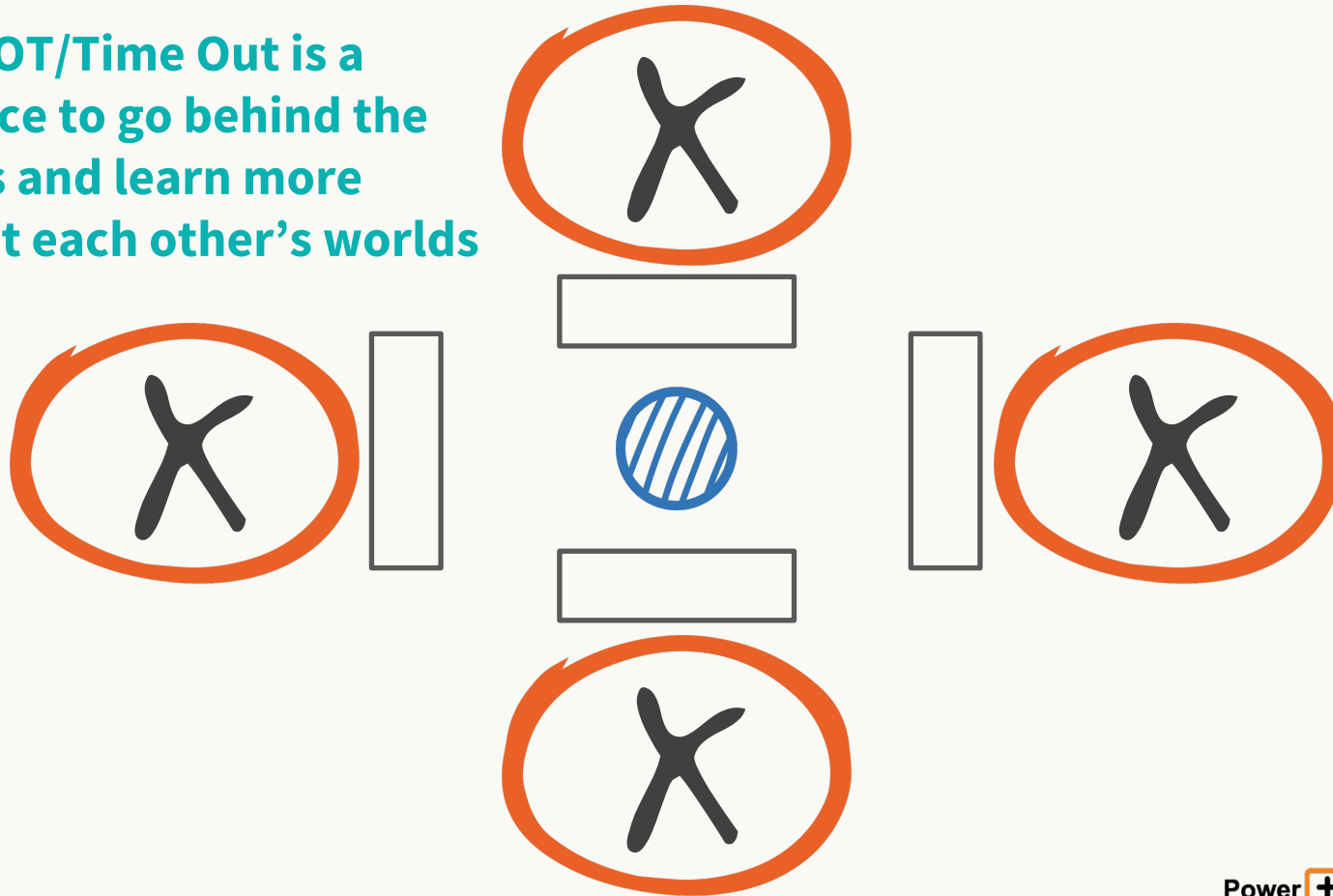




**Minus
“Stuff”**



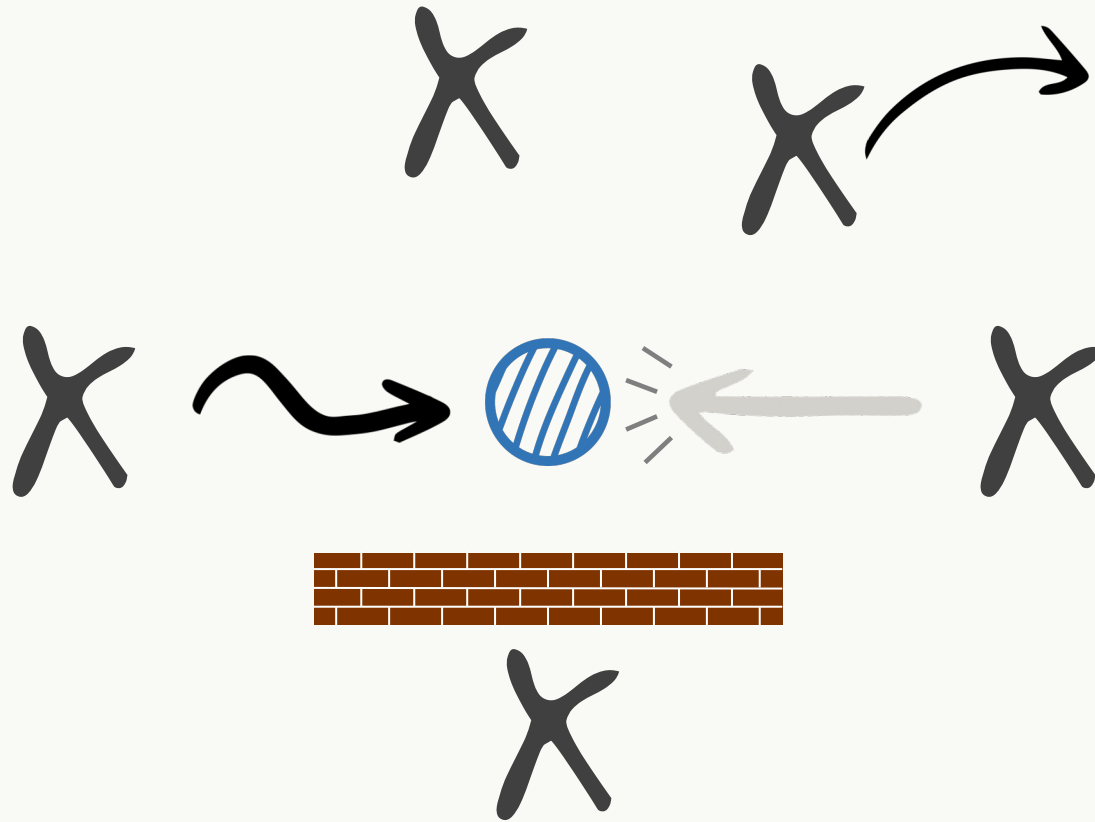
A TOOT/Time Out is a chance to go behind the walls and learn more about each other's worlds



THE SIDE SHOW AND THE CENTER RING



"STUFF" HAPPENS!!!



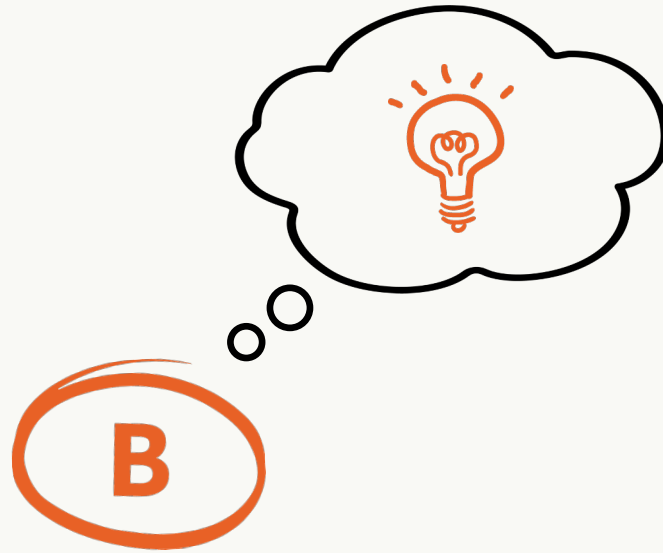


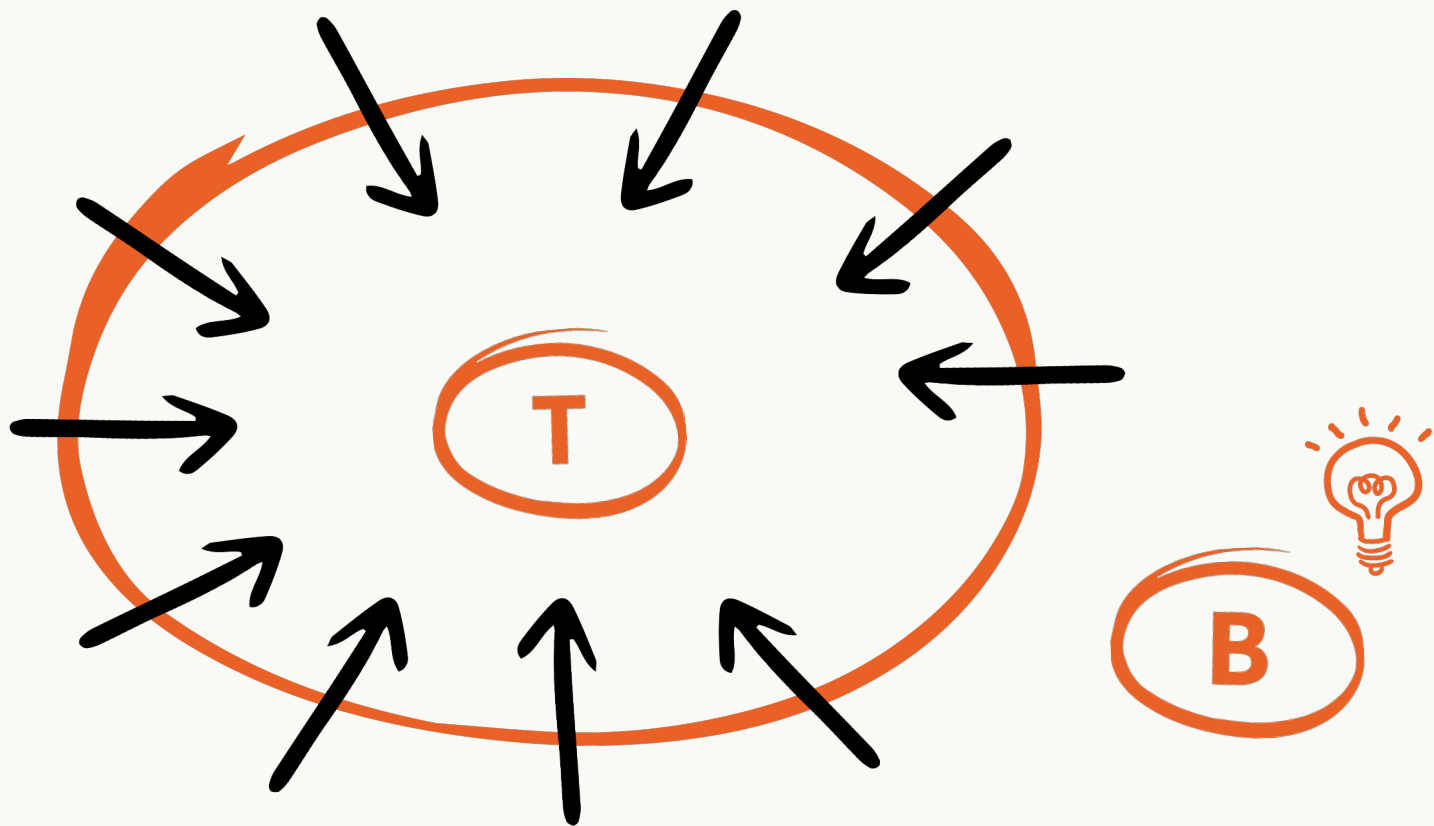
- + Make up a story
- + Evaluate others
 - Malicious
 - Insensitive
 - Incompetent
- + Take it personally
- + React
 - Get mad
 - Get even
 - Withdraw
- + Lose focus
- + Partnership

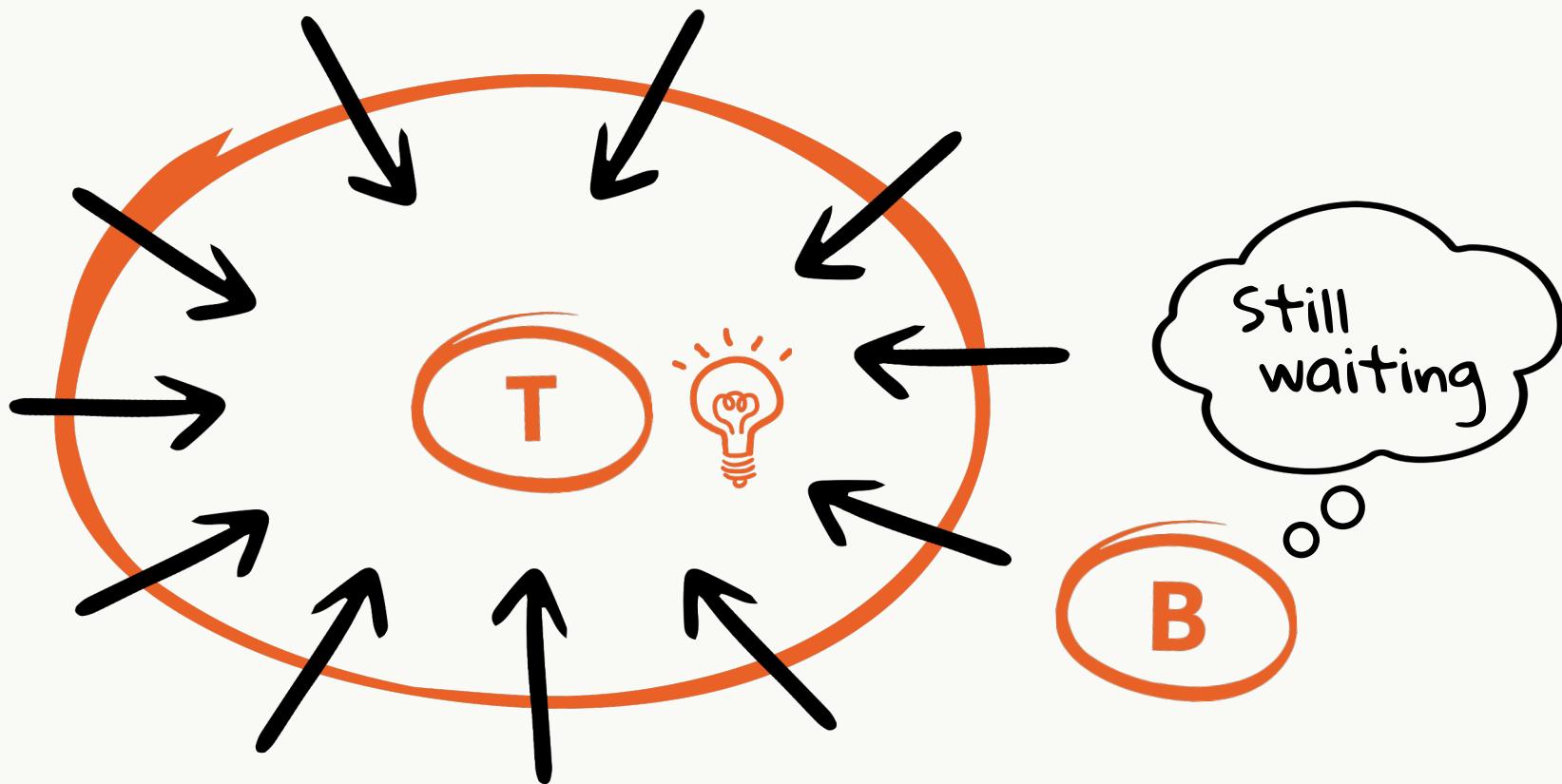
**Much that seems personal
is not personal**

Top World





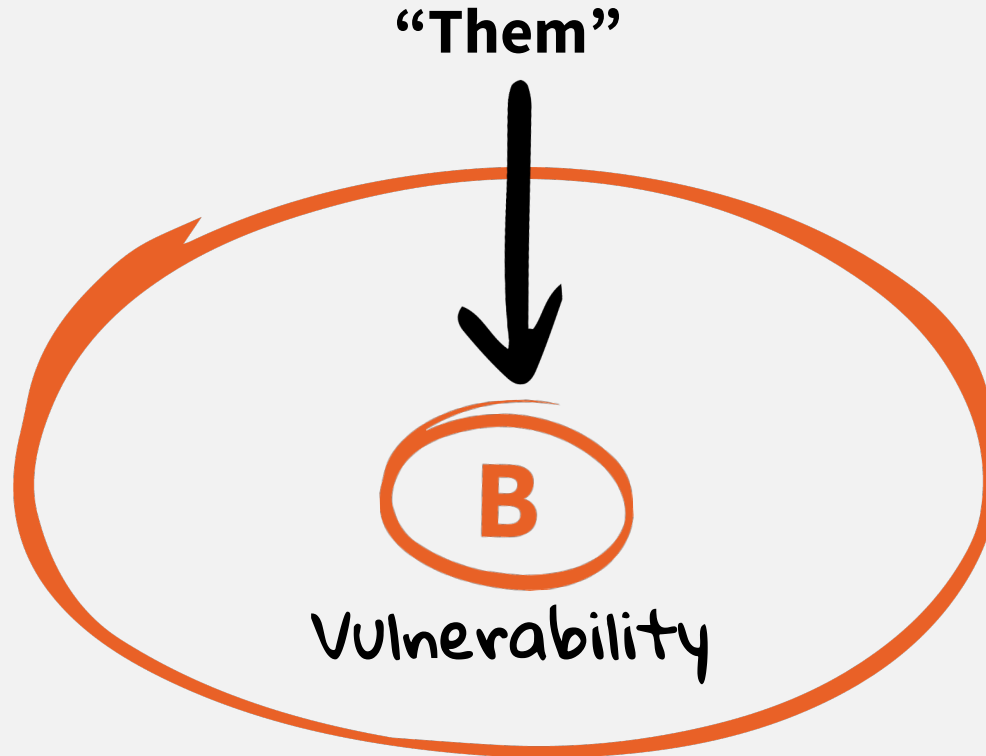


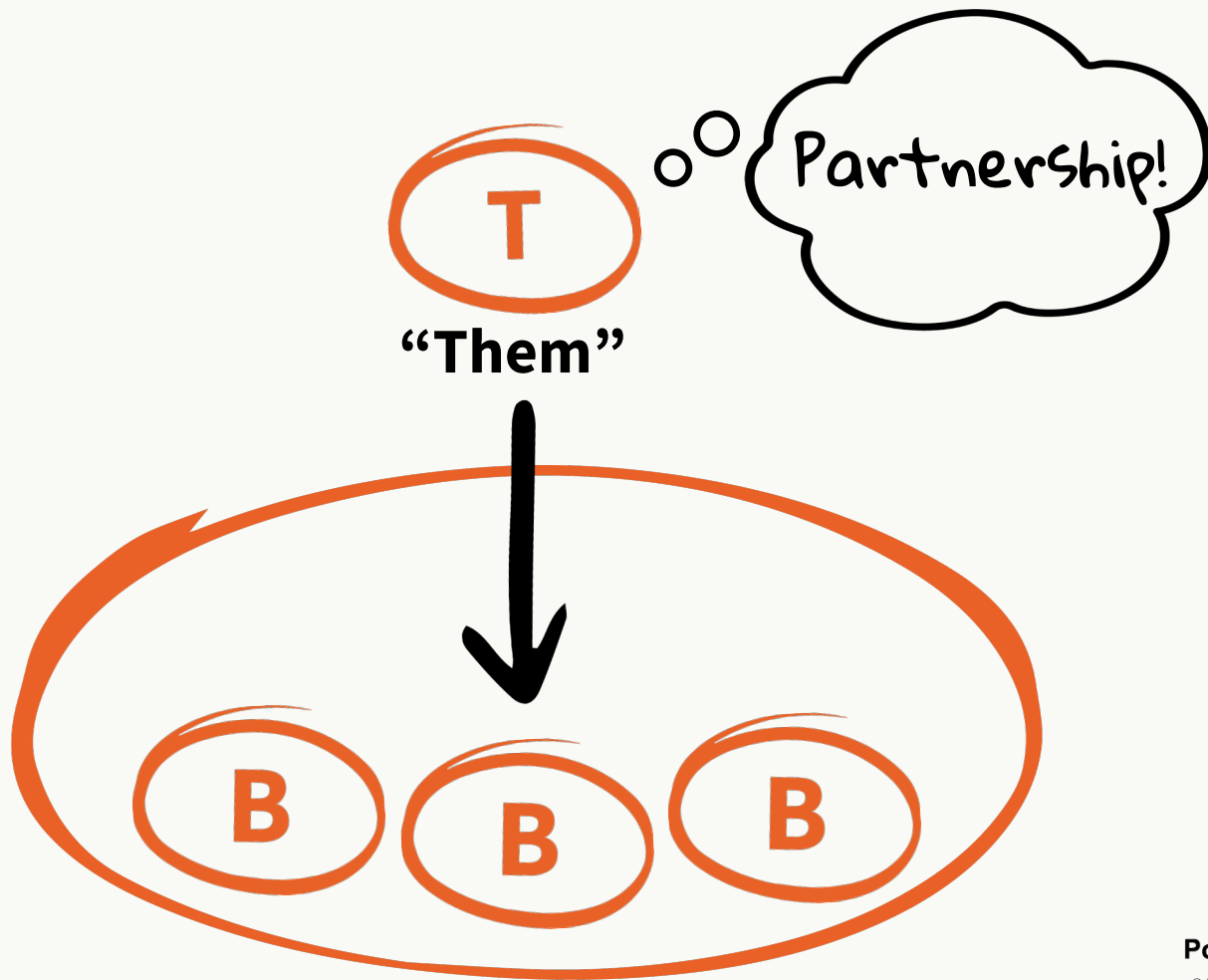


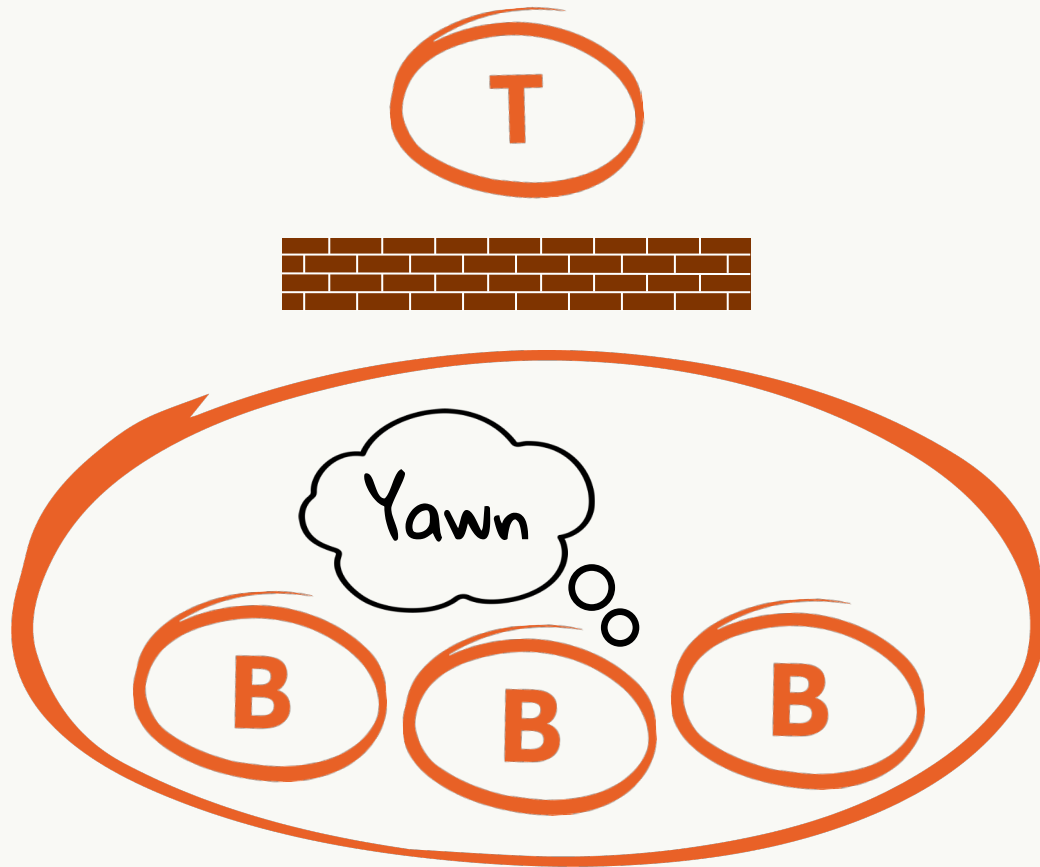


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Bottom World



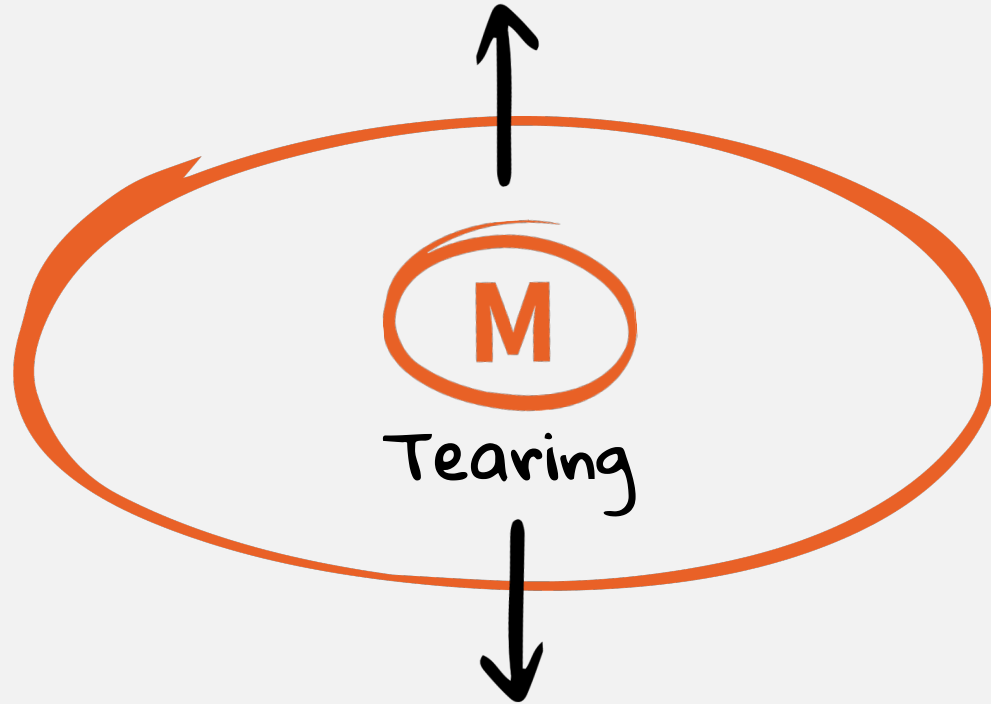


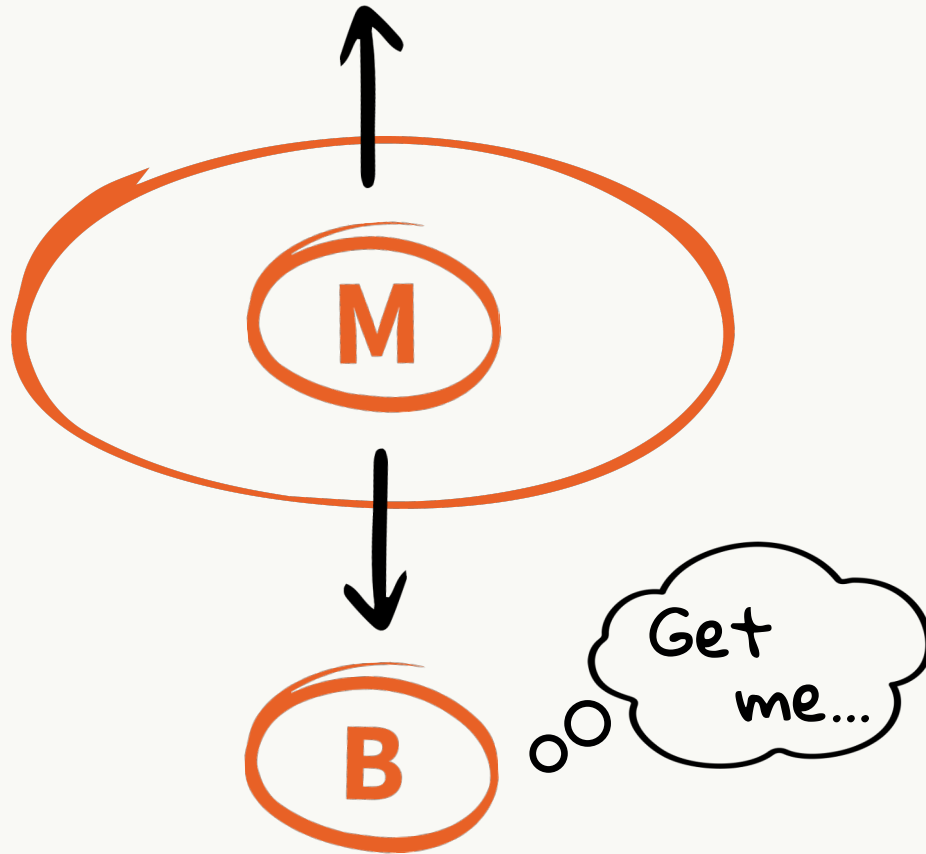




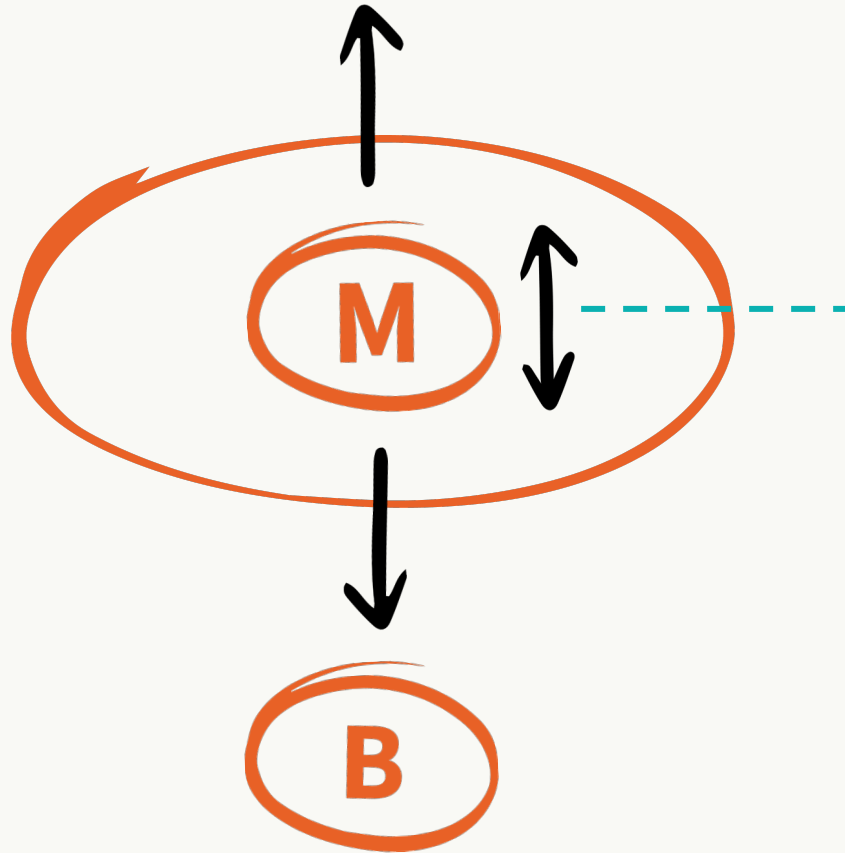
- ✚ Make up a story
- ✚ Evaluate others
 - Malicious
 - Insensitive
 - Incompetent
- ✚ Take it personally
- ✚ React
 - Get mad
 - Get even
 - Withdraw
- ✚ Lose focus
- ✚ Partnership

Middle World

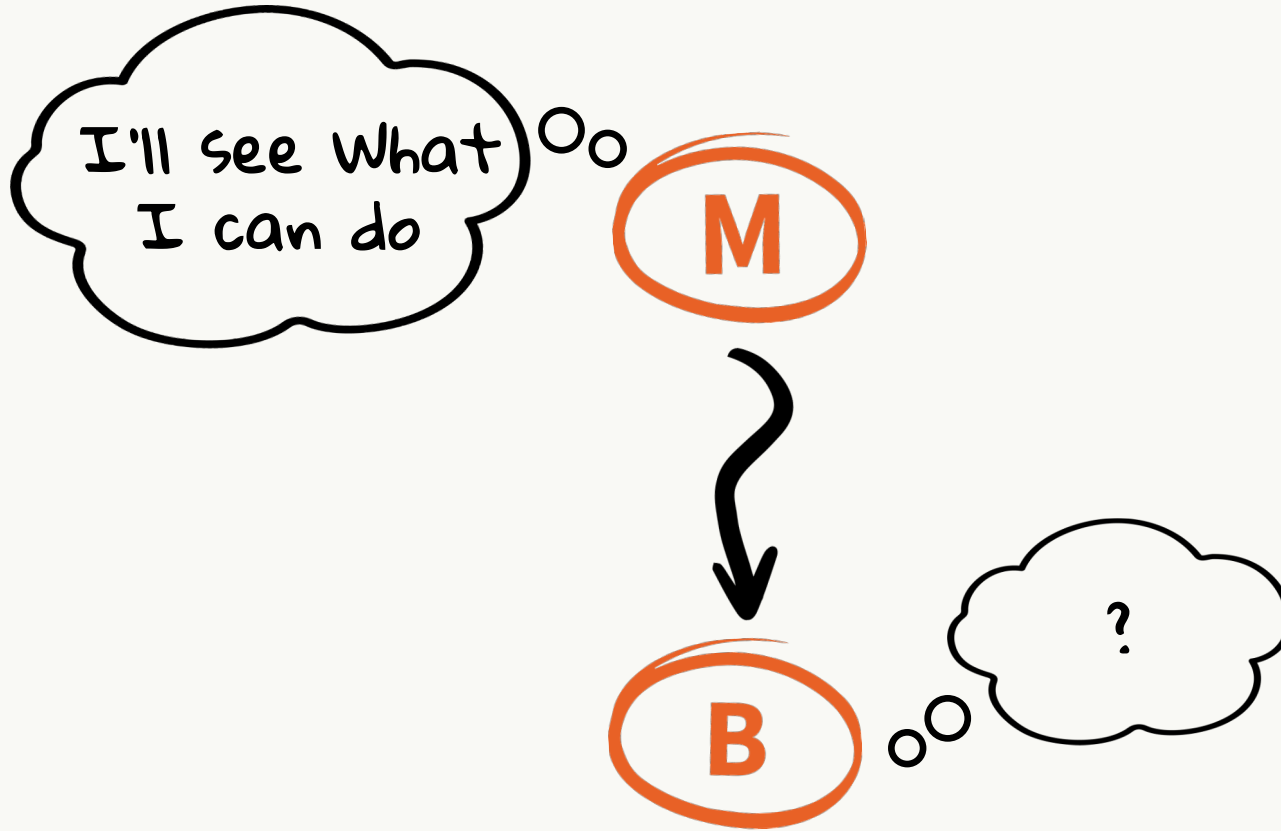




More
Tearing



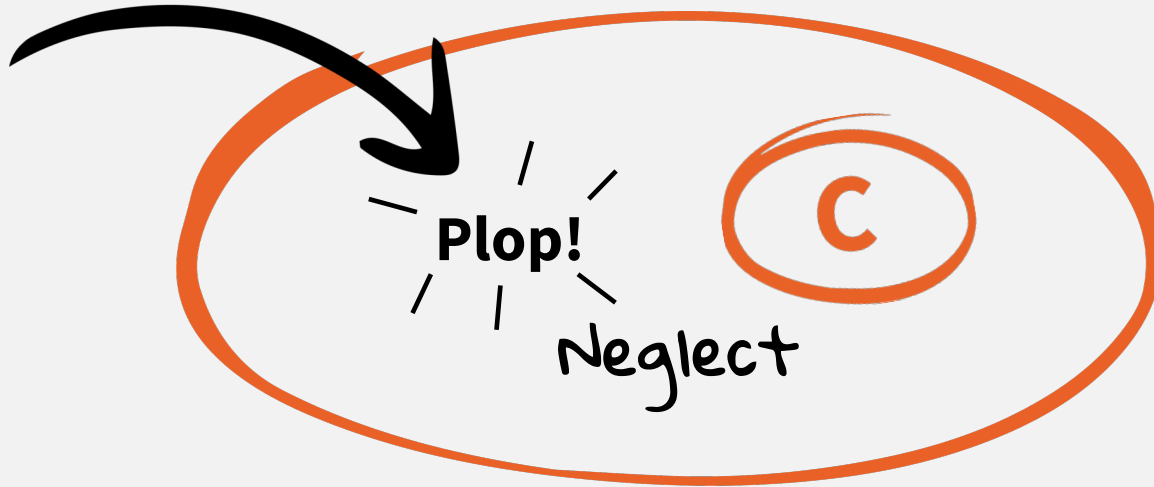
Simple
Request

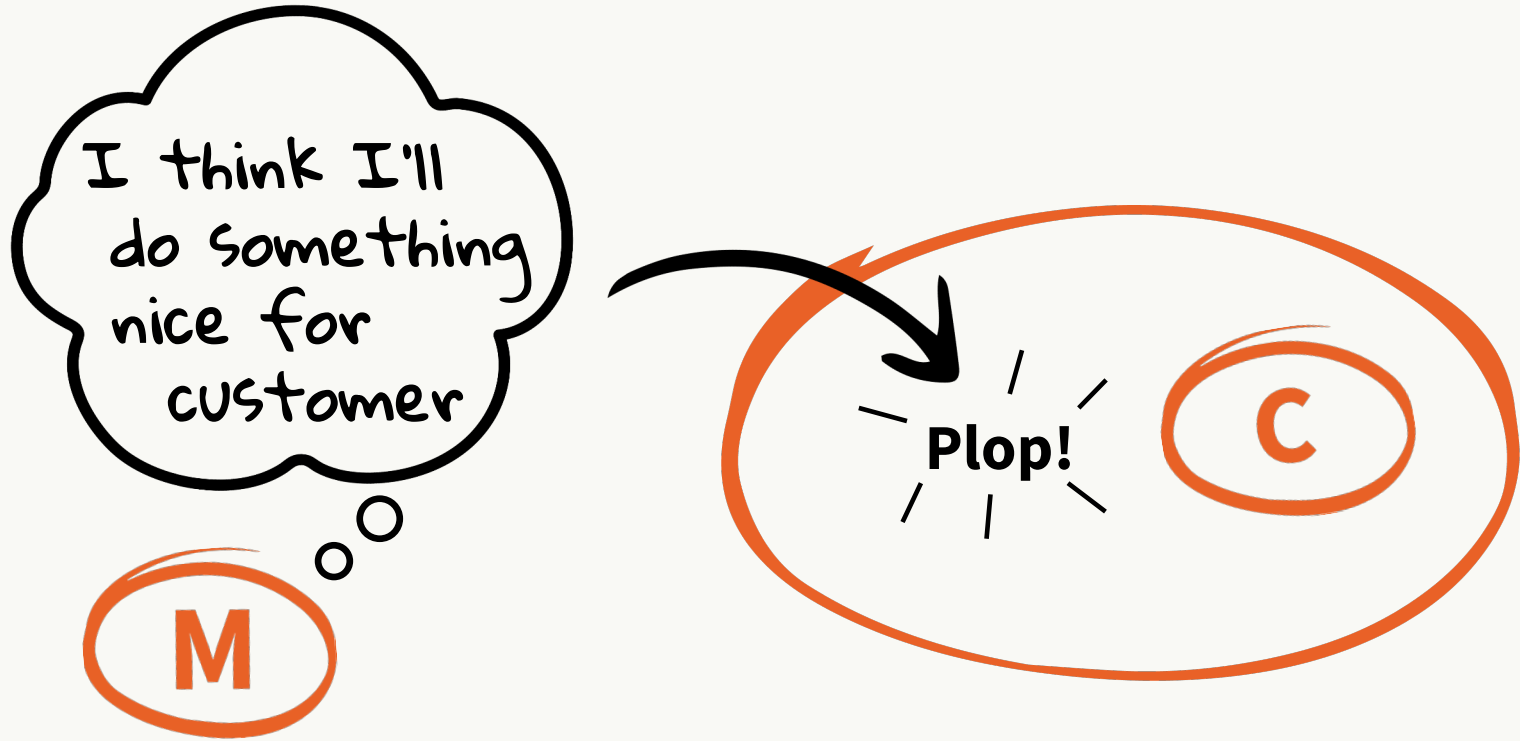


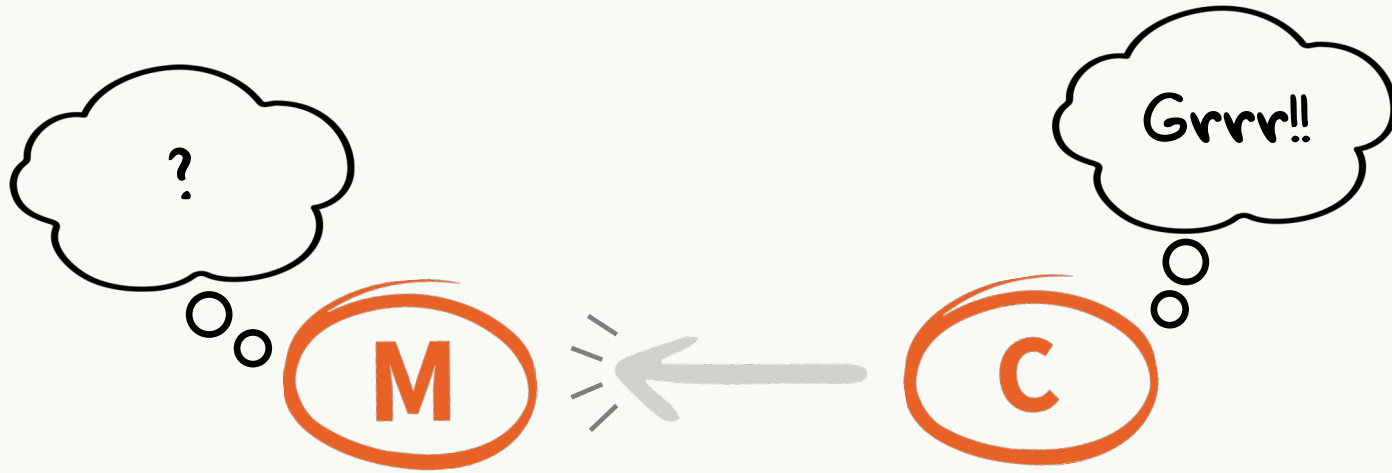


- + Make up a story
- + Evaluate others
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 - Get mad
 - Get even
 - Withdraw
- + Lose focus
- + Partnership

Customer World



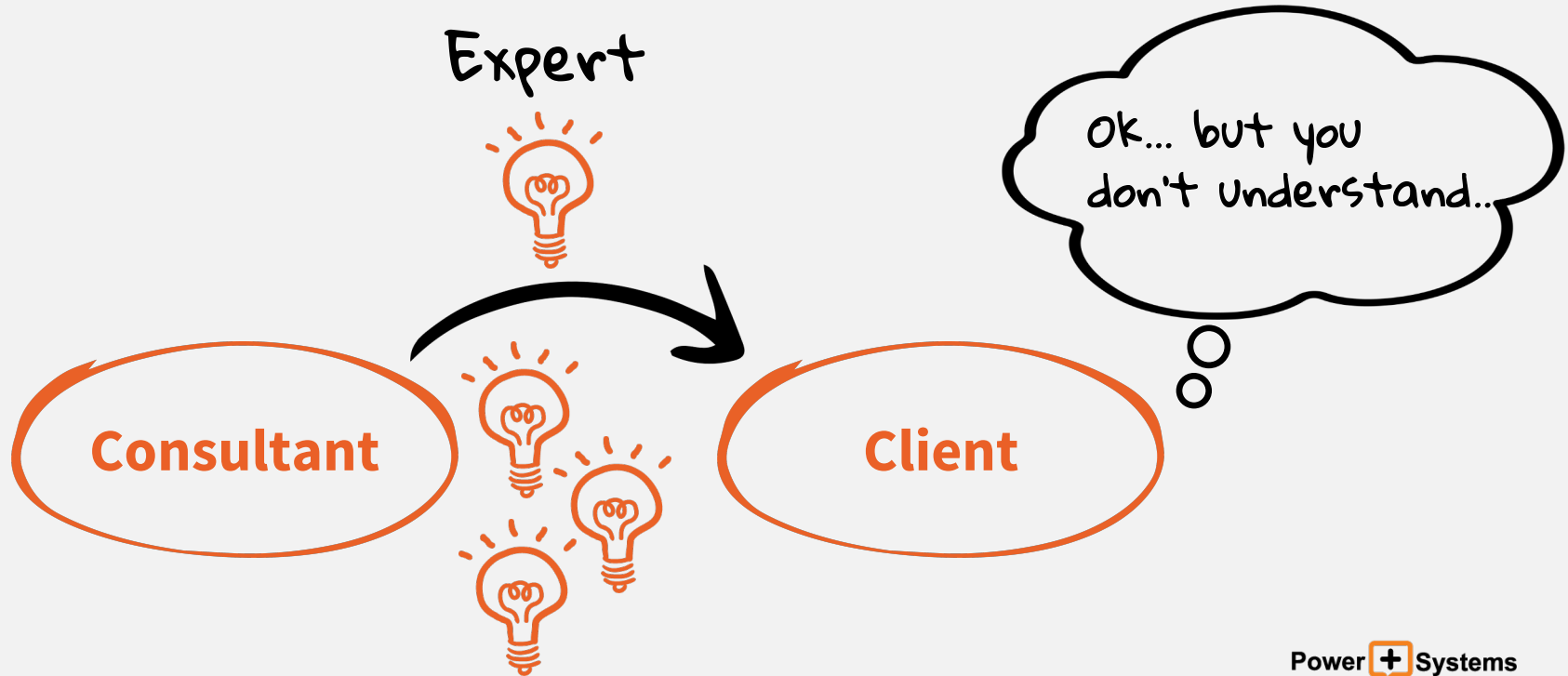






- + Make up a story
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- + Partnership

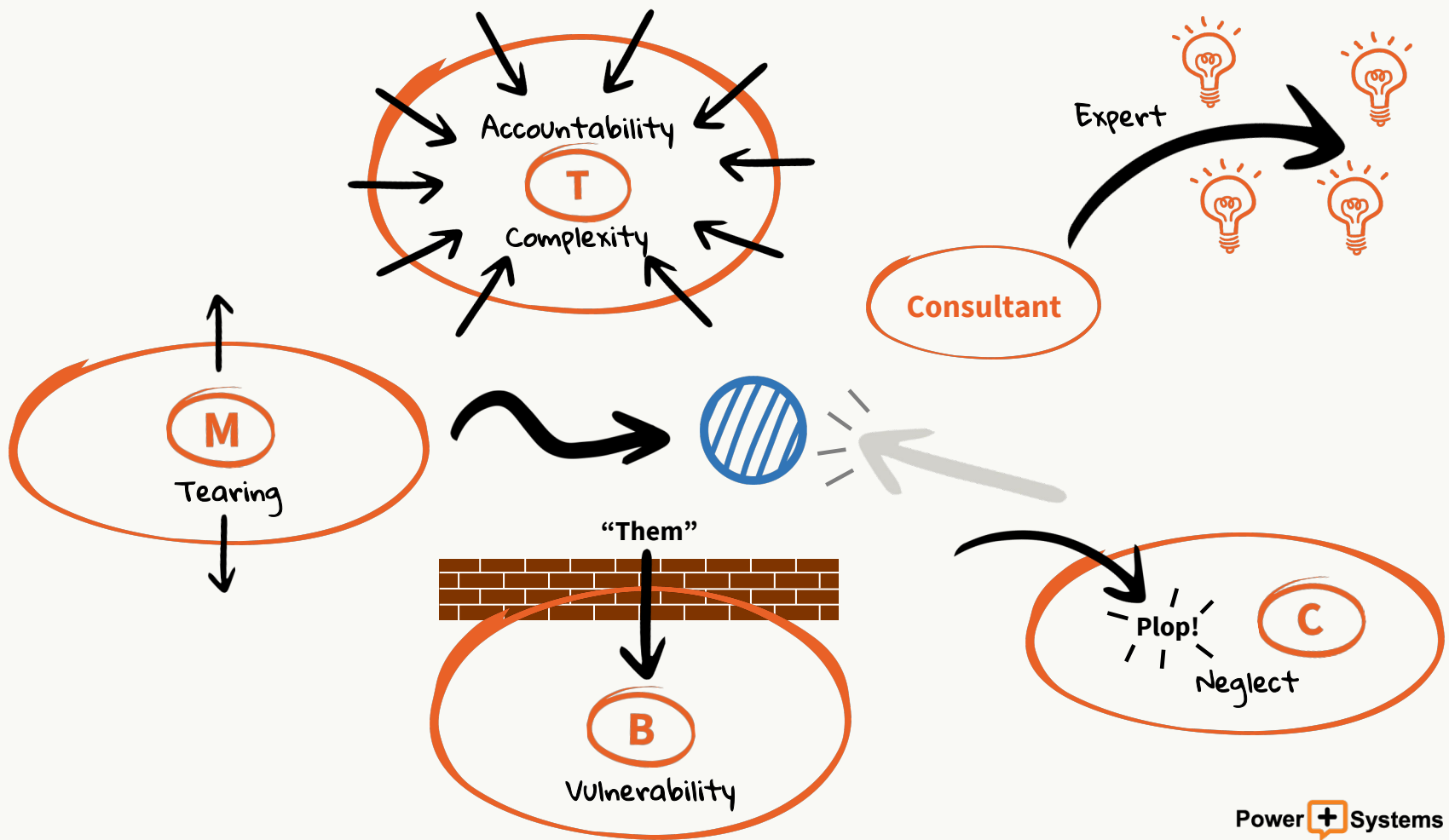
Consultant World











- ✚ Make up a story
- ✚ Evaluate others
 - Malicious
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 - Incompetent
- ✚ Take it personally
- ✚ React
 - Get mad
 - Get even
 - Withdraw
- ✚ Lose focus
- ✚ Partnership




"STUFF" HAPPENS!!!



THE SIDE SHOW







-  Make up a story
- 
 - Malicious
 - Insensitive
 - Incompetent
-  Take it personally
- 
 - Get mad
 - Get even
 - Withdraw
-  Lose focus
-  Partnership ~~X~~



-  What is the Lure/Attraction of the Side Show?
-  How much time and energy is spent getting caught up in the Side Show, personally and collectively?
-  What would it take for us to give up on the Side Show or make them healthier?








You Have A Choice

THE SIDE SHOW

-  Make up a story
-  Evaluate others
 - Malicious
 - Insensitive
 - Incompetent
-  Take it personally
-  React
 - Get mad
 - Get even
 - Withdraw
-  Lose focus
-  Partnership ~~X~~

- OR -

THE CENTER RING

-  Have understanding or empathy for others
-  Don't take it personally
-  Stay focused on what you want to have happen
-  Don't get hooked on "stuff"
-  Be Strategic (Take their worlds into account)
-  Ease their condition
-  Partnership

Our Plan

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Partnership
Strategies

Applications
& Consulting

HOW PARTNER REFLECTIONS

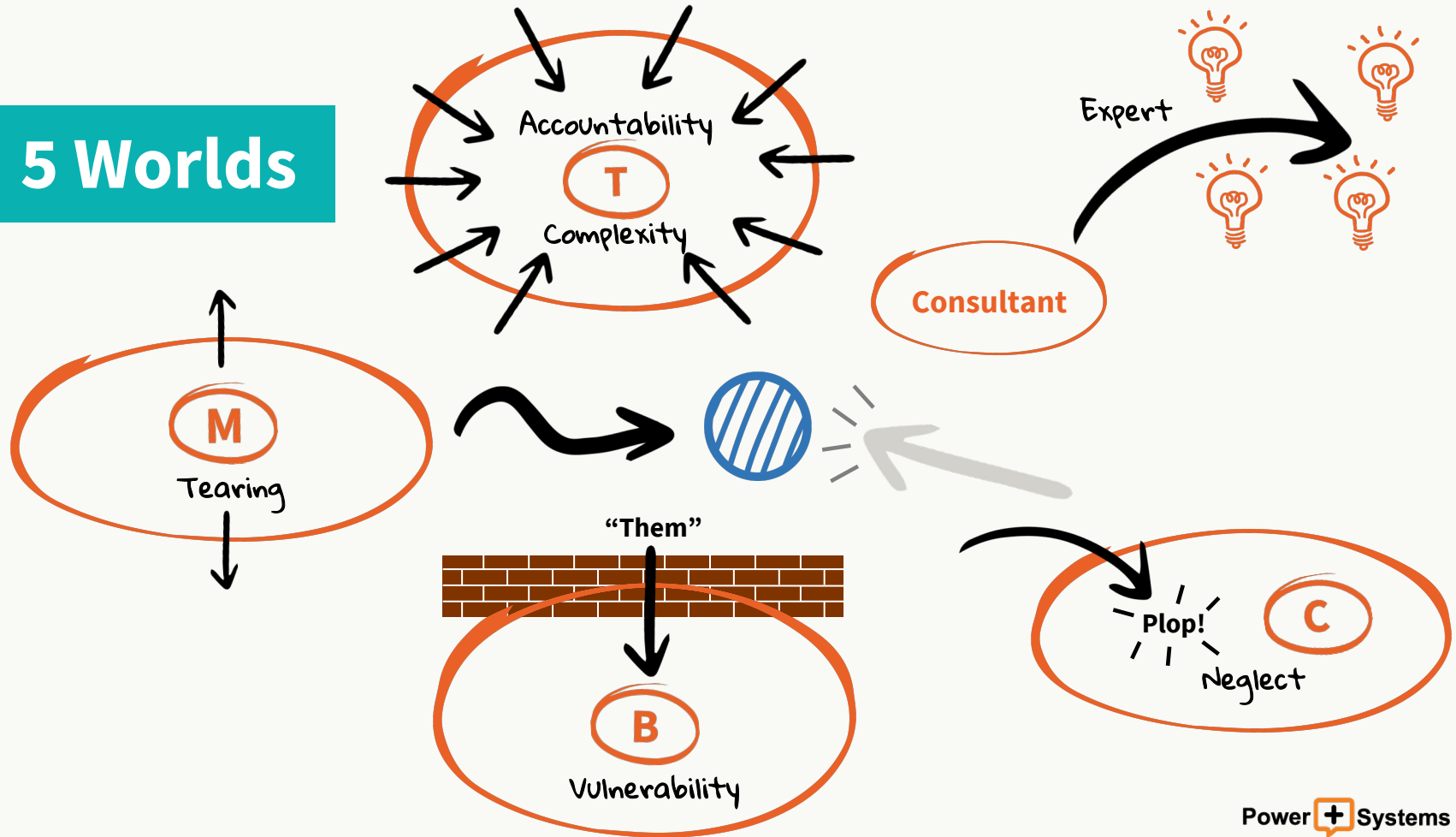


With someone from a different world

- What stands out for you about what life was like in your part of the system?
- How much did you take on the identity of the “world” you were in?
- What lesson(s) are you taking away from the experience?
- What will you be more aware of and/or do differently in your work in and with organisations?


How come it goes the way it usually goes?

5 Worlds



Reflex Responses and Experience

Condition	Response	Experience	Blame
Top Overload	Suck It Up	Burdened	“Circumstances”
Bottom Disregard	Hold Them Responsible	Oppressed	“Them”
Middle Crunch	Slide In Between	Torn	“The job”
Customer Neglect	Stay Aloof And Hold It Responsible	Righteously Mistreated	“It”
Consultant As Expert	To be of Immediate Value	Abused & Misused	“Myself”

Predictable Conditions		Disempowered Experience
------------------------	---	-------------------------

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Empowerment
Strategies

Applications
& Consulting

Door A

Right this
way to:



“

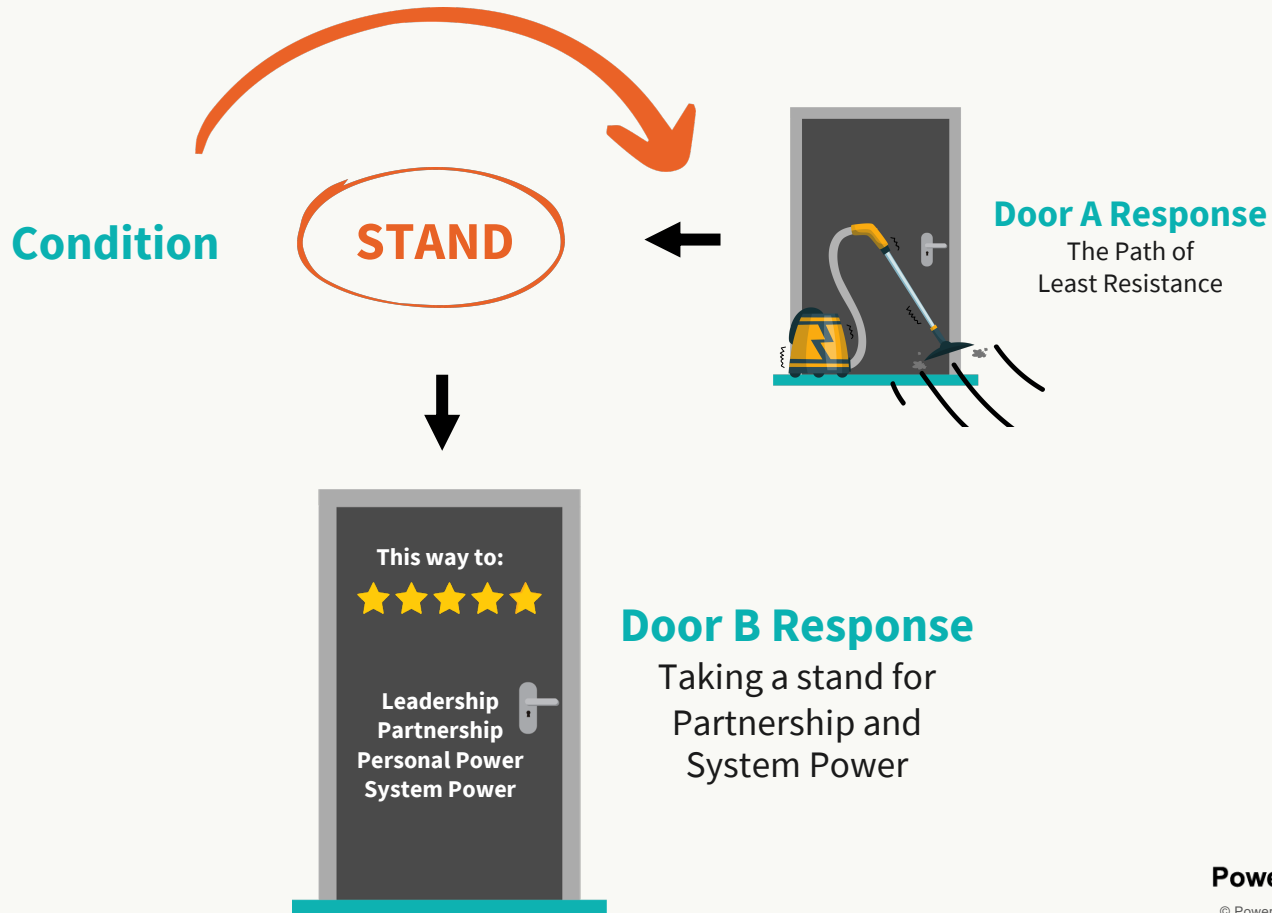
STAND

A firmly held principle that guides one's approach and behavior.

To support one's self; to take a specific position,
maintain one's position; to hold a course;
action taken because of a stand;
to remain firm in the face of; to bear courageously...

- Webster

”



Leadership Stands when
WE are in the space of the

Top

Middle

Bottom

Customer

Consultant

Leadership Stands

Stands that Expand System Power:

1. Be a **Top** who creates responsibility throughout the system
2. Be a **Bottom** who takes responsibility for my condition and for the condition of the system
3. Be a **Middle** who maintains my (our) independence of thought and action in the service of the system
4. Be a **Customer** who gets in the middle of delivery processes and helps them work for me
5. Be a **Consultant** who develops partnership with the client to serve the overall health and effectiveness of the system

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possible

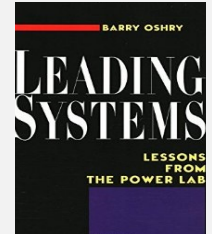
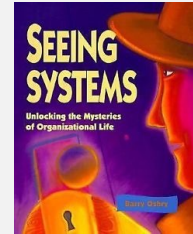
Empowerment
Strategies

Applications
& Consulting

Developing Strategies







Choose a world you would like to work on
(Top, Middle, Bottom, Consultant) :

1. What are 2 phrases/slogans you would **hear** when people are ineffective in responding in this world?
2. What are 2 phrases/slogans you would **hear** when people are effective in responding in this world?
3. 2 strategies on how that “world” can be more effective
(Could be you or others when in that space)
4. 2 things you can do when partnering with people in that world



Top Empowerment Strategies

**Be a Top who
Creates Responsibility
Throughout The System**

-  Informing
-  Developing Others
-  Involving
-  Building a Team
-  Structuring
-  Inspiring

Top Strategies (From Participants)

IN REACTIVE:

66 THEY DON'T UNDERSTAND US
 DON'T WORK / CARE AS MUCH AS US xx
 TAKE OWNERSHIP (SHOULD BE BOTTOM)
 NO URGENCY / ACCOUNTABILITY
 (LUNCH BREAKS SO LONG)

HAVE YOU ENTERED

WHY ARE YOU BURNING
 WHY HIRE YOU IF I CAN DO THIS MYSELF

66 LET'S LOOK AT POSSIBILITIES OF FULFILLING
 YOUR PROBLEM IS MY PROBLEM
 CHALLENGES / RESOURCE / DEPENDENT RESOURCES
 WHAT DO YOU NEED

STRATEGIES

COMMITMENT
 - NOTICE GOALS
 - SET OURSELVES IN MOTION
 - DEDICATED SUPPORT
 - ON IMPACT + CONSEQUENCE (WHY)

TRANSPARENCY
 - VULNERABILITY (SPEAKING, DEMONSTRATING)
 - CONCRETE ACTIONS TO SPEECH
 - BRIDGE IN STAGES
 - HUMILITY

ASSUME THE INTENT







UNDERSTAND LOAD
 BE READY TO OFFER SUPPORT
 CLARITY OF ROLE

TOP

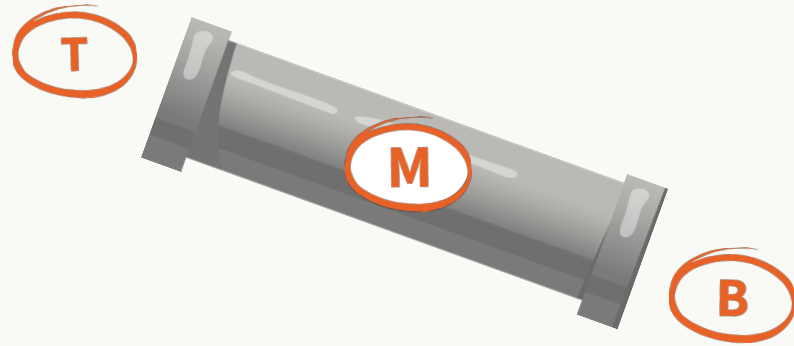
REFLECTIVE

Middle Empowerment Strategies

**Be a Middle who
Maintains My (Our)
Independence of Thought
and Action in the Service
of The System**

-  Integrate regularly with your peers
-  Be a Top when you can
-  Be Bottom when you should
-  Be open with your Tops
-  Be a Coach
-  Be a Facilitator

**If you are
not conscious,
Middle Space
Can be a
Sewer Pipe**



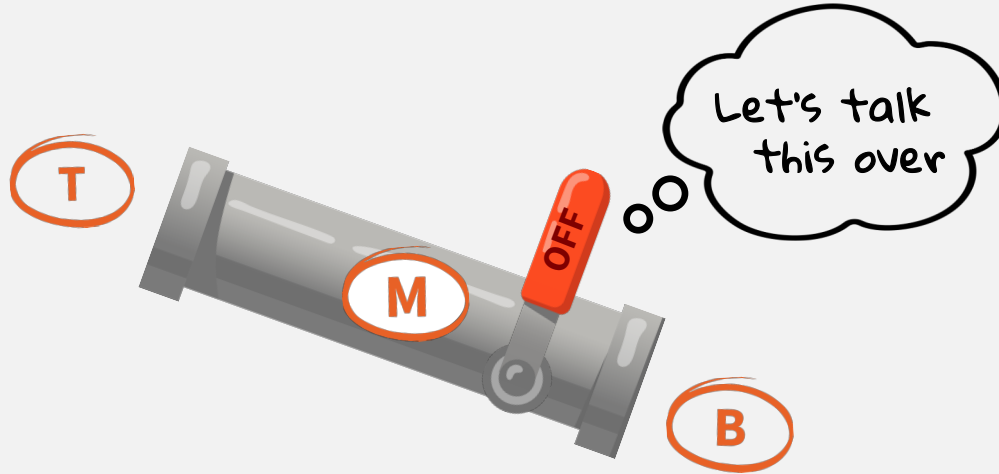
Be Top When You Can

Just Make the Decision!

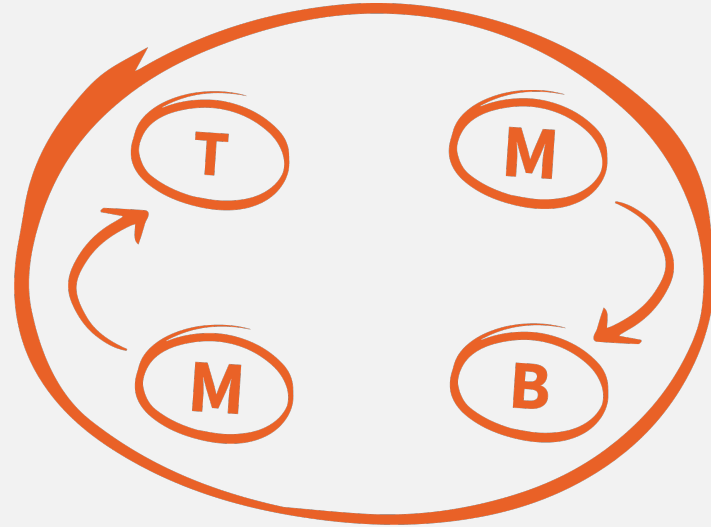
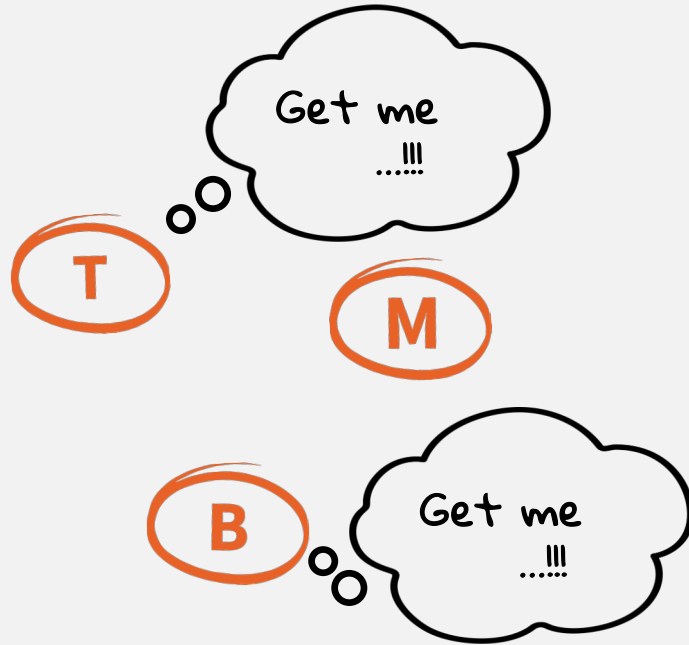


Be Bottom When You Should

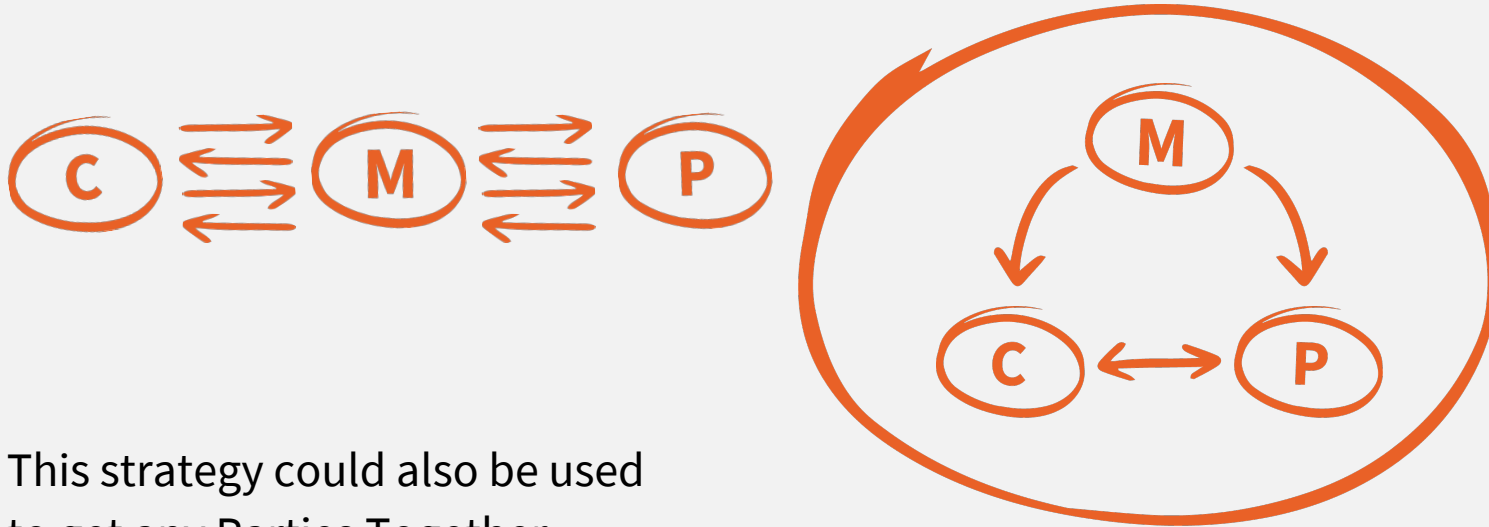
Middle as Sewer Pipe



Be a Coach



Be a Facilitator



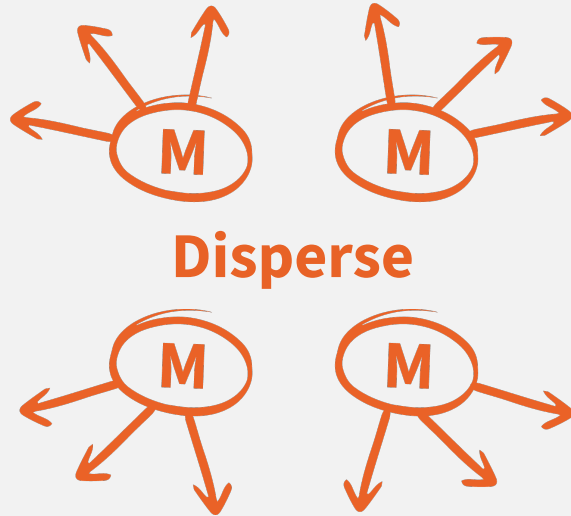
This strategy could also be used
to get any Parties Together

P = Producer or Provider

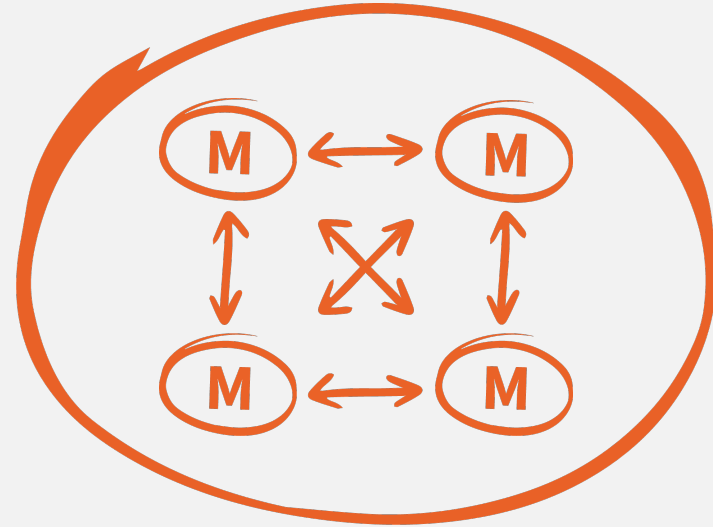
Be Open with your Tops

**Remind them that your actions
are in the service of the system**

Integrate Regularly with your Peers









Disperse



Integrate

Middle Empowerment Strategies

**Be a Middle who
Maintains My (Our)
Independence of Thought
and Action in the Service
of The System**

-  Integrate regularly with your peers
-  Be a Top when you can
-  Be Bottom when you should
-  Be open with your Tops
-  Be a Coach
-  Be a Facilitator

Middle Strategies (From Participants)

- ① "IT'S WHAT THE BOSS WANTS"
NAME DROPPING
"I AM JUST A MESSENGER"
- ② "WHAT CHANGE WOULD
YOU LIKE TO SEE?"
CLARITY & NEXT STEPS
- ③ EFFECTIVE DELEGATION
EMPATHY
FIRM / ASSERTIVE
- ④ STRAIGHTFORWARD &
CLEAR ABOUT OUR NEEDS
(RADICAL CANDOUR!)
UNDERSTANDING + EMPATHY

* MESSY MIDDLE +

Bottom Empowerment Shift

**Be a Bottom who
Takes Responsibility
For my Condition and
The Condition of
The System**



Power+Systems

© Power + Systems, Inc., Boston, MA.

First, Explore your Problem (or Complaint...)

Victim/Complaint



WHAT?

- + Understand the situation and the parties involved
- + Remember that you have a choice
- + Decide if you want to and can let it go
- + Think if there is someone you can talk to, in order to download (intentional side show) or get advice
- + If you decide this issue is worth pursuing, take a stand to do something, and...

If you choose to do something...

Victim/Complaint



HOW?

Become a Co-Creator: Turn your Complaint into a Project



What issue(s) are you **PASSIONATE** and/or **FRUSTRATED** about, that you could gather others to start a project/movement?

- Vision
- Network
- Resources
- Strategy

Bottom Strategies (From Participants)

BOTTOM :)

— INEFFECTIVE

- NOT MY PROBLEM
- ABOVE MY PAY GRADE
- NOTHING WE CAN DO ANYWAY

— EFFECTIVE

WHAT CAN I CONTRIBUTE?

HOW CAN WE DO THIS BETTER?

— STRATEGIES:

- CLARITY & OPENNESS
- 2 WAY COMMS

— PARTNERING:

- ACTIVE LISTENING
- SAFE SPACE FOR FEEDBACK
- AUTONOMY

Consultant Empowerment Strategies

**Be a Consultant who
Develops Partnership with
The Client to Serve the
Overall Health and
Effectiveness
of The System**





- + Say No to being of “immediate” value
- + Clarify roles and responsibility
- + Ask smart questions



Productivity

Customer Empowerment Strategies

**Be a Customer who
Gets in the Middle of
Delivery Processes and
Helps Them Work for Me**

-  Know how “It” works
-  Set clear demands and standards
-  Stay close to the producer
-  Get into the process early as a partner, not late as a judge

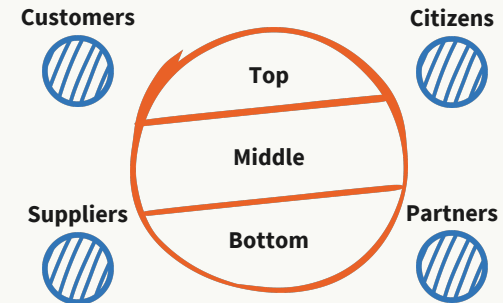
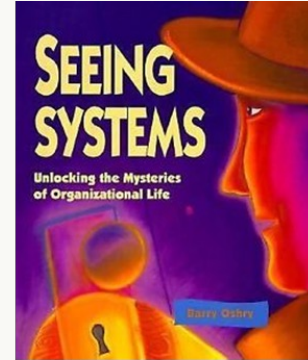
A Summary of Leadership Stands

Condition	Response	Experience	Blame	Stands
Top Overload	Suck It Up	Burdened	“Circumstances”	Be a Top who creates Responsibility throughout the organisation
Bottom Disregard	Hold Them Responsible	Oppressed	“Them”	Be a Bottom who takes responsibility for your condition and the condition of the system
Middle Crunch	Slide In Between	Torn	“The job”	Be a Middle who maintains your independence of thought and action
Customer Neglect	Stay Aloof And Hold It Responsible	Righteously Mistreated	“It”	Be a Customer who gets in the middle of delivery processes and help them work for you
Consultant As Expert	To be of Immediate Value	Abused & Misused	“Myself”	Be a Consultant who develops partnership with the client to serve the overall health of the system

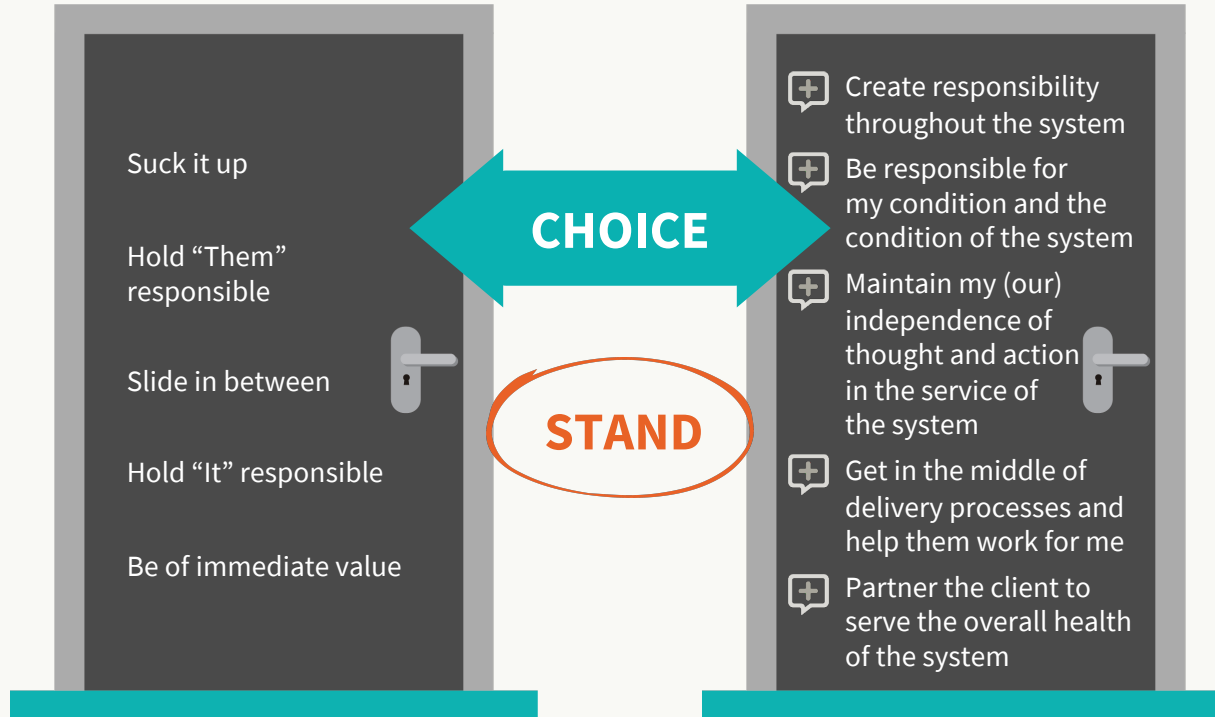
How you can use the Principles of this Work, to create more System Sight

Some ideas on how you use this frame without doing an OW:

1. Use the Two TOOTS with a Group. Tops, Middles, and Front Line each share what their World is Like, followed by Offers and Requests
2. Process survey results by “world”, “What are you Glad, Sad, Mad, and Puzzled about?” and “What are 1-2 Issues you Want to Work on?”
3. Form Middle Management Platforms
4. At a Town-Hall type event, have Divisions, Projects or Levels share what their life is like



Door A or Door B?



**Hope you've found new useful ways of
seeing your organisations and yourself.**

See you tomorrow!



Seeing and Shifting Systems

Organisation Development And Design In Action

Day 2 | 15 May 2024, Thu

Douglas O'Loughlin, PhD

Principal, The Dao of Thriving
Associate Consultant, Civil Service College

Hong Khai Seng

Founder & Director, Studio Dojo



OD Tai Chi Paul Wang



Video link -

https://www.youtube.com/watch?v=eB_4yyQB1dw

OD Tai Chi

Complexity is a situation for which you have no control. Unpredictable, uncontrollable, non-linear and chaos are some keywords for this situation. The only way to manage complexity is to turn yourself into an effective tool and bring your competence and wisdom to deliver a value in the new era. This exercise tries to tell you some key concepts of self-management in time of complexity.

- Go deep into yourself
- Hold your boundaries
- Reach out to face to the unknown
- Open up
- Flip to find the opposite of the truth is also very true
- Test the different dynamics
- Experience the chaos
- Push to your limit
- Embrace the emergent
- Find your new anchor



ENTRY

Practitioner or client system may initiate an opportunity, need, or challenge that may benefit from OD support.



CONTRACTING

Clarifying the purpose, desired outcomes, and the role & responsibilities. Agreeing on the process and resources to enable change and how effectiveness will be assessed



DATA GATHERING & DIAGNOSIS

Working with the client system to jointly identify and collect the necessary data (current and desired reality) and analysing it



FEEDBACK

Processing the findings with the client system, facilitating their inquiry and reflection and encouraging ownership of data and actions



PLANNING CHANGE

Identifying courses of action that supports the client system's situation and developing an action plan for implementation. Important to highlight potential trade-offs and implications.



INTERVENTION

Implementing a specific action (could be planned or emergent) in partnership with the client system. Monitoring and adapting as needed



EVALUATION

Measuring the impact of the interventions and determining future courses of action with the client system. This may include the next-steps, closure, and/or consolidation of learnings.

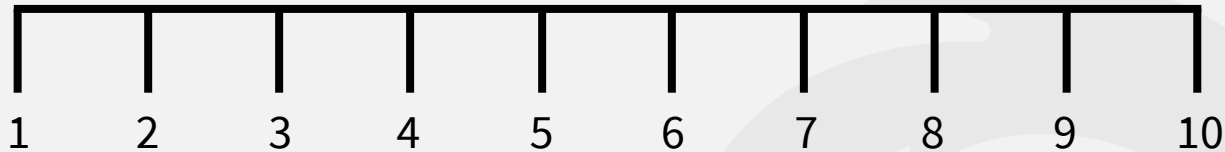


Action Research: Entry



Dealing with Power

With '1' being the lowest and '10' being the highest -
**How comfortable are you in dealing
with people with high positional power?**



Understanding Power in Entry



The Bases of Social Power (French & Raven, 1959)

H37

Beyond the 6 powers, there is...

THE POWER OF PURPOSE

Expressing Wants to Power



1. **Think of a person in power** that you interact with, could be your CEO, big boss, direct manager, etc.
2. **List out all you would like from them.** Make your list as personal as possible, on what you deeply truly want from him/her. This could be clearer expectations, to be consulted and listened to, told you are great, etc.
3. **Pair up with a partner and take 2-min turns to share ALL your wants,** and share as if you are talking to the leader you have in mind, using second person language, YOU. For the person playing the leader, there is no need to say anything, just be a silent witness.

Expressing Wants to Power



Discuss with your partner:

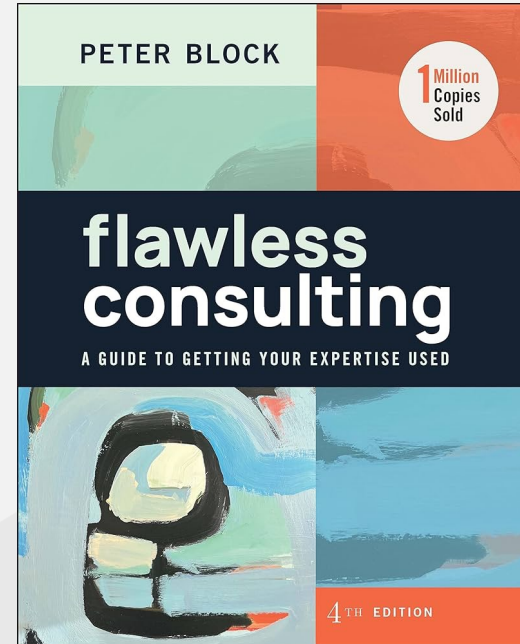
- 1. How much of what you shared is something for you to honour in yourself, and not expect external validation?**
- 2. What can you actually say/request to the person and how/when can you do this?**

Working With Power

- ✓ Focus on your commitment to the organisation...
Use Purpose Power
- ✓ Be empathic and remember the world they live in
- ✓ Work on your relationship to power and authority,
this is good inner “use of self” work
- ✓ Peter Block says to treat senior leaders “as your neighbor”
- ✓ When with someone with power, stay conscious of your
intentions, aspirations, feelings and thoughts
- ✓ Stay Curious

What is Consulting?

**Process Consulting
is different from
Expert/Management
Consulting.**



Consulting Distinctions

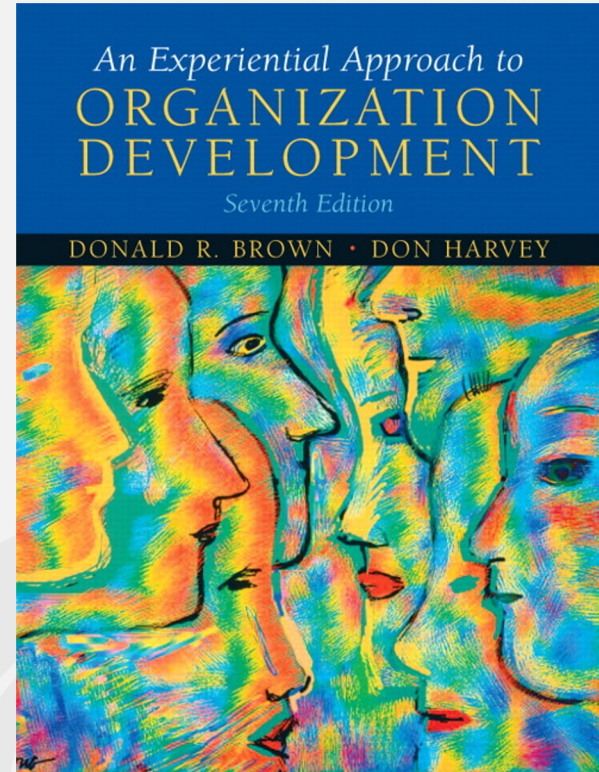
	Expert / Management Consultant	Process / OD Consultant
Role	Expert	Facilitator
Acts Like	Medical Doctor	Clinical Psychologist
Perspective	Positivist (reality is objective)	Constructivist (reality is subjective)
Model	Diagnostic	Dialogic
Client involvement	Passive	Active
Advantage	Fast / Outside Expert / Efficiency	Buy-in Ownership / Effectiveness
Disadvantage	Less buy in and sustainability	Can be faster or slower

Consultant Model

Practitioner brings knowledge, skills, values, and experience.

Client system has own subculture and readiness for change.

Together determine practitioner's style and approaches.



Consulting Styles

Practitioners have variety of styles.

View styles as degree of emphasis placed upon 2 dimensions:

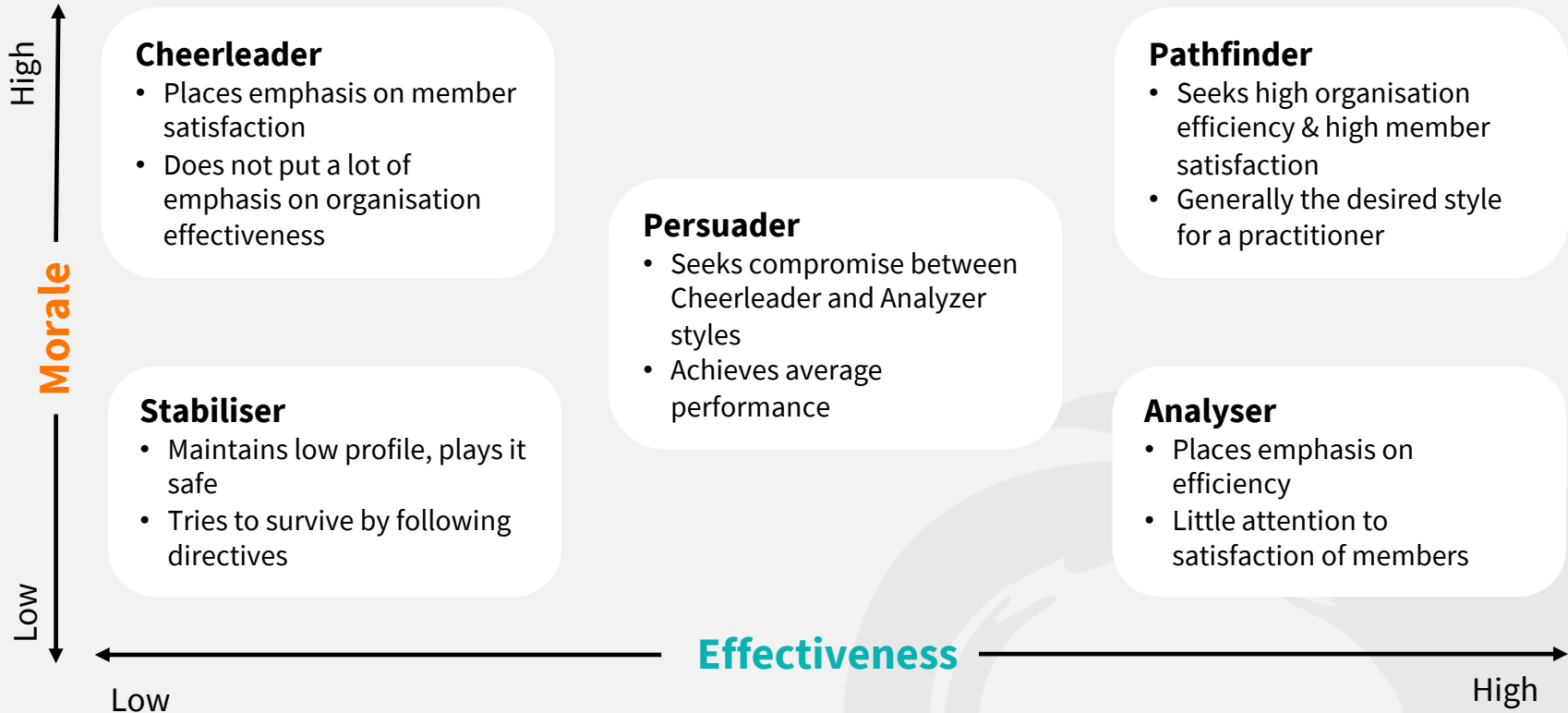
Effectiveness

Degree of emphasis upon
goal accomplishment

Morale

Degree of emphasis upon
relationships & participant satisfaction

Consulting Styles



Pair Reflections

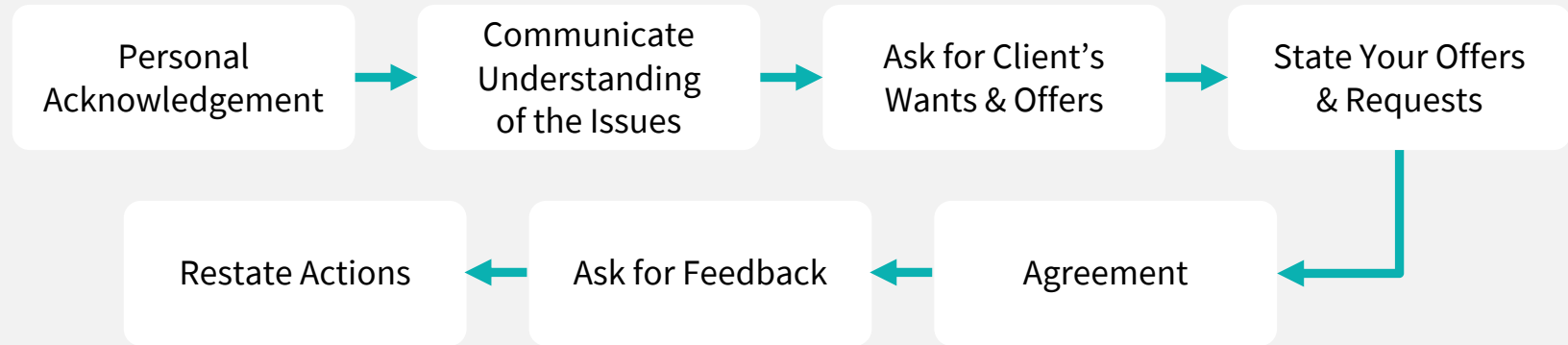


**How does your consulting style
impact you at work?**

Action Research: Contracting



Contracting (From Peter Block's Flawless Consulting)



**Remember how important this phase is,
to be clear with the sponsor and/or the most senior person(s),
and that you may need to re-contract along the way (ABC).**

Activity: Entry and Contracting

Step 1

Step 2

Step 3

Step 4

Choose your role



Consultant



Client



Observer

Observer distributes roleplay handouts accordingly



Observer



Consultant



Client

Activity: Entry and Contracting

Step 1

Step 2

Step 3

Step 4

Prepare for your role (~2 mins)



Consultant



Client



Observer

The more realistic you make this, the more learning will take place.
These are real situations.

Activity: Entry and Contracting

Step 1

Step 2

Step 3

Step 4

Consultant does the entry and contracting stage with the Client (8 mins)



Two Goals:

1. Build rapport, trust and credibility with the client
2. Reach agreement on the next steps

Observer take notes

Consultant can “tag in” Observer if stuck.

Activity: Entry and Contracting

Step 1

Step 2

Step 3

Step 4

Learning debrief: What worked and what could have been more effective? (~3 mins)

Consultant goes first.

Then feedback from the Client and Observer on the quality of the relationship and plan.

Action Research: Data Gathering & Diagnosis



Activity: Data Gathering and Diagnosis

1

List...

all the **key factors** you personally think are critical in affecting the effective functioning of any organisation.

2

Depict...

your theory graphically by drawing a picture of the **causal relationships** between the key factors.

3

Prepare...

to briefly explain your model later.

The Monkey Business Illusion



Video link -

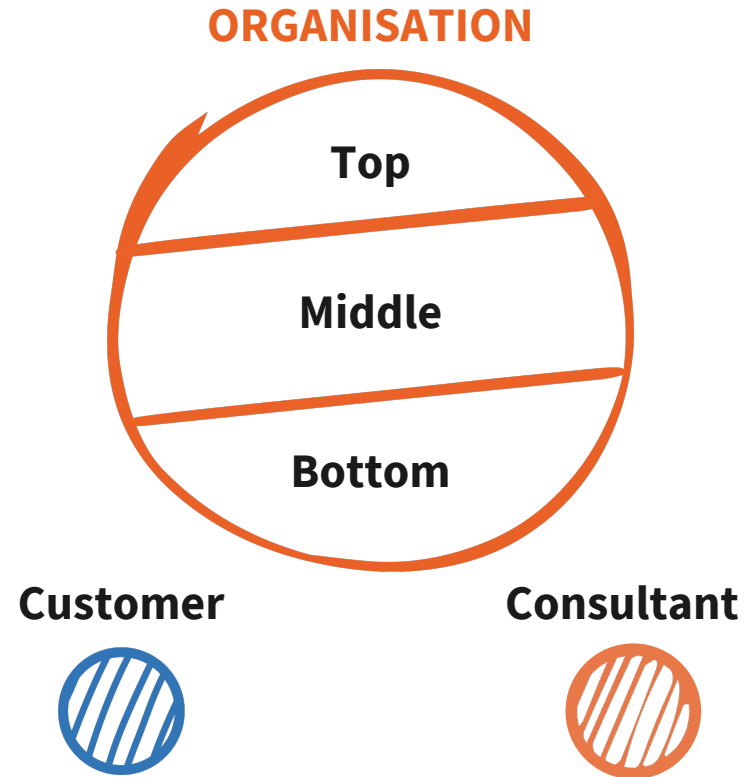
https://www.youtube.com/watch?v=IGQmdoK_ZfY

The Anatomy of an Organisation: What Data and Truths do you Look For?

Good knowledge of the 'anatomy' of the organisation (i.e. its organs & systems), is needed for diagnosis and intervention.

Organisation frameworks are useful for this purpose.

T / M / B / C

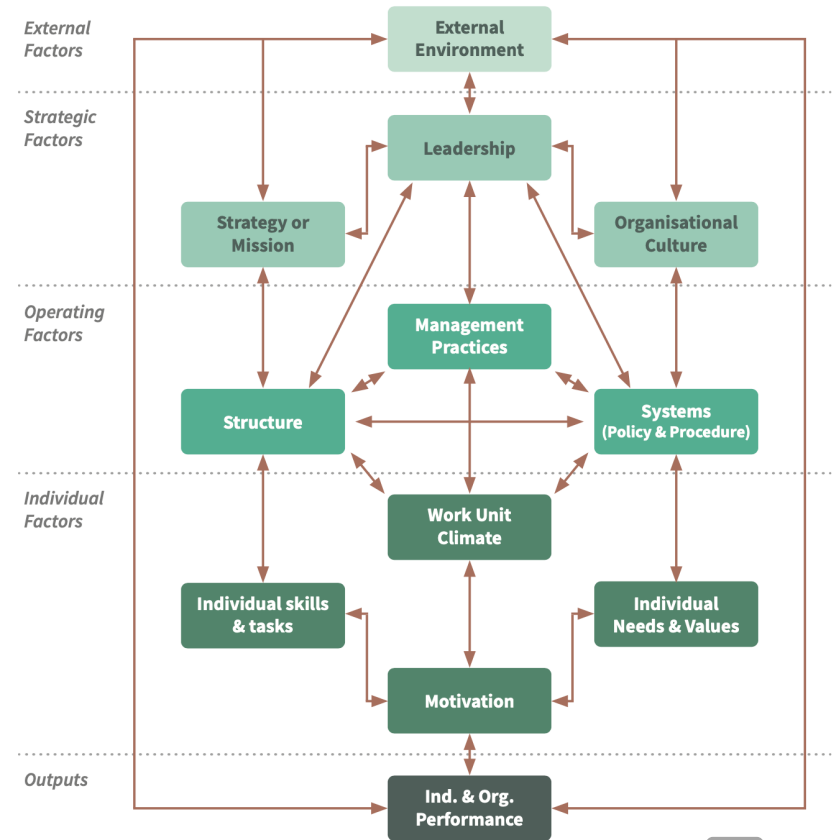


The Anatomy of an Organisation: What Data and Truths do you Look For?

Good knowledge of the ‘anatomy’ of the organisation (i.e. its organs & systems), is needed for diagnosis and intervention.

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Burke-Litwin Causal Model



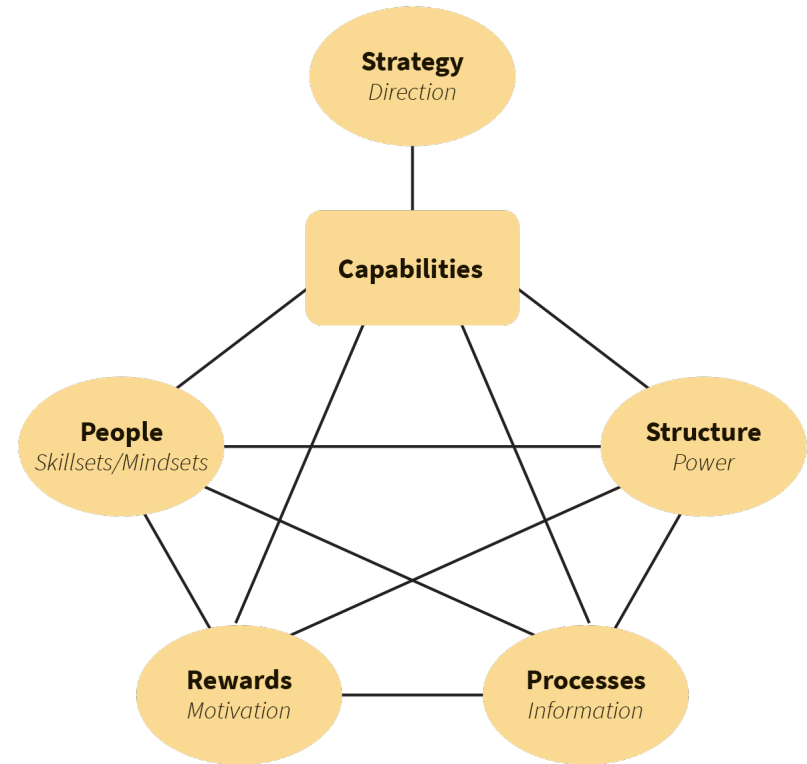
H53

The Anatomy of an Organisation: What Data and Truths do you Look For?

Good knowledge of the ‘anatomy’ of the organisation (i.e. its organs & systems), is needed for diagnosis and intervention.

Organisation frameworks are useful for this purpose.

Star™ Model



Mental Models & Filters

Our Mental Models

Each of us has some mental models when we conduct diagnosis.

They arise from our backgrounds/ experiences, and give prominence & priority to:

- What we decide to study
- How we interpret
- What we think is meaningful, etc.

Our Role

- Be aware of our own mental models, beliefs or heuristics, etc.
- Not jump to conclusions, but stay open to “what is”, “what is not”, “what alternatives”

Reflecting on our Mental Models & Filters



- 1. Share your list of key factors and models with each other.**
- 2. For each of you, what do you notice:**
 - Where was your emphasis?
 - What was missing?

“

Questions are fateful.

- Godwin Hlatshwayo

”

Diagnostic Question Sets

Appreciative Approach

1. What are some examples of where there has been success in this area?
2. What are the factors that enabled these successes?
3. How can we work together to create more success?

Creative Tension Approach

1. What would you like to see differently in the future?
2. What are some of the realities you are now seeing?
3. How can we move from the current to the desired realities?

Issue Exploration

1. Why is this issue important to you?
2. What have you already done, thought about doing, or what are others doing?
3. Of all we have heard, what can we do to make things better?

Data Gathering Methods

Pros

Cons

1-1 Interviews

- Rich personal insights
- Building a relationship

- Takes a lot of time
- Personal 'slant' can go unchecked

Group Interviews

- Some personal insights
- More time-effective
- Group can stimulate fresh insights

- 'Audience effect'
– possibly less honesty

Survey Data

- Wide coverage
- Low cost/per data point
- Numerically scoreable

- Forced focus
- Requires interpretation
- Loose connection to reality

Organisation Data

- Not as time-dependent
- Usually connected to strategic business objectives

- It's been 'cleaned up' for public consumption

Direct Observation

- Reality-based
- Immediate—NOW

- It's down to interpretation
- Observer bias always present
- 'Audience effect' can change behavior

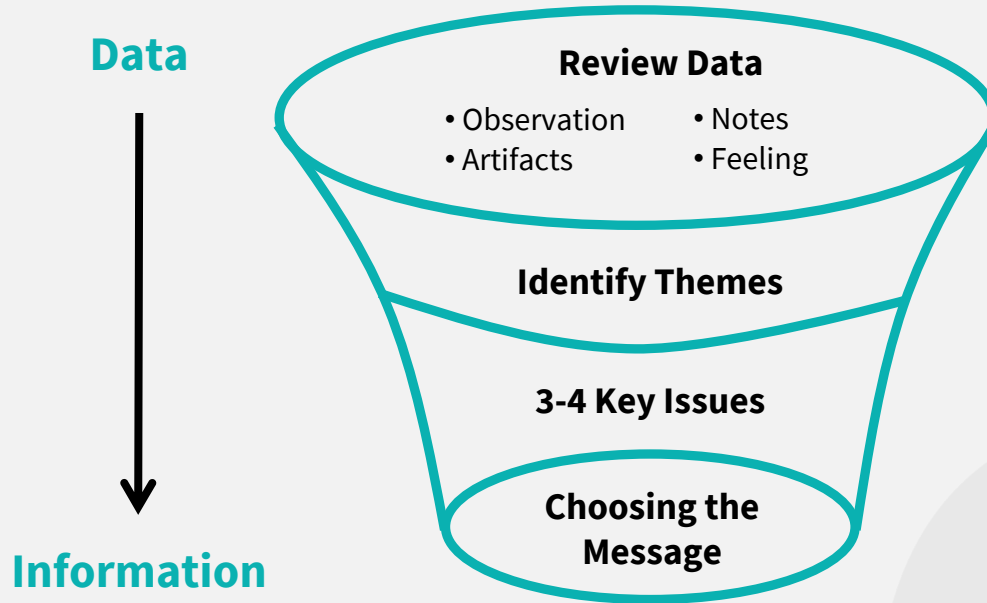
H64

Action Research: Feedback



Data Analysis

“Drowning from data and starved of information”



What's high leverage?

What's the key message?

Because there's a limit to what people can hold to awareness

How to best deliver the message?

- How to present data?
- How to best get the attention of the sponsors/stakeholders?

Data Feedback and Inspiring Action

Main Purpose



```
graph LR; A[Main Purpose] --> B[To energise the clients so that they want to move to the next stage of the change.]; A --> C[To transfer the data to the clients and to increase their energy so that they want to commit to doing things differently.];
```

To **energise** the clients so that they **want to move to the next stage** of the change.

To **transfer** the data to the clients and to **increase their energy** so that they **want to commit to doing things differently**.

Psychological Aspects in the Feedback Session

Anxiety. A degree of uncertainty, not knowing what to expect.

Defensiveness. Worry that they may hear some negative and could be attacked.

Fear. Could be a number of reasons, including of undesirable outcomes or fear of retribution.

Hope. That what they hear may improve the situation and be the beginning of a move towards a new future.

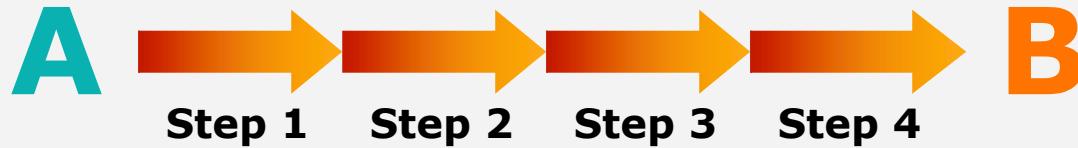


Dr. Mee Yan Cheung-Judge, Quality & Equality

Action Research: Planning Change

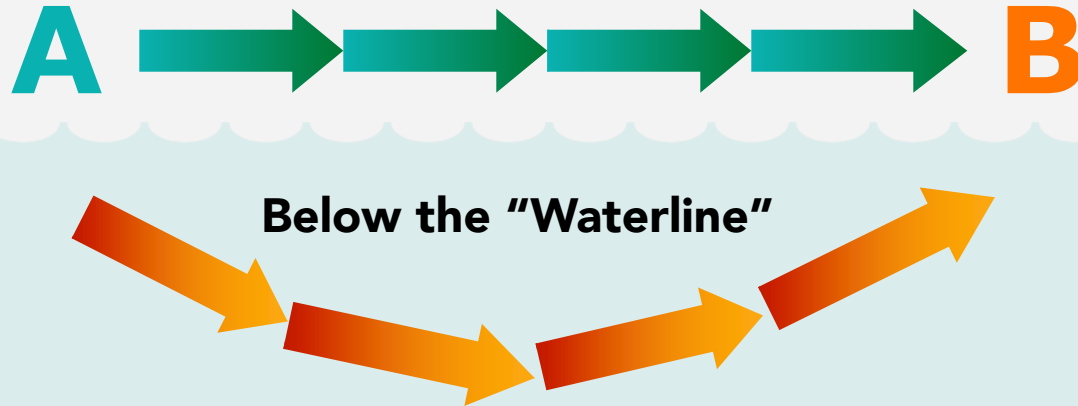


The way major changes are usually planned...



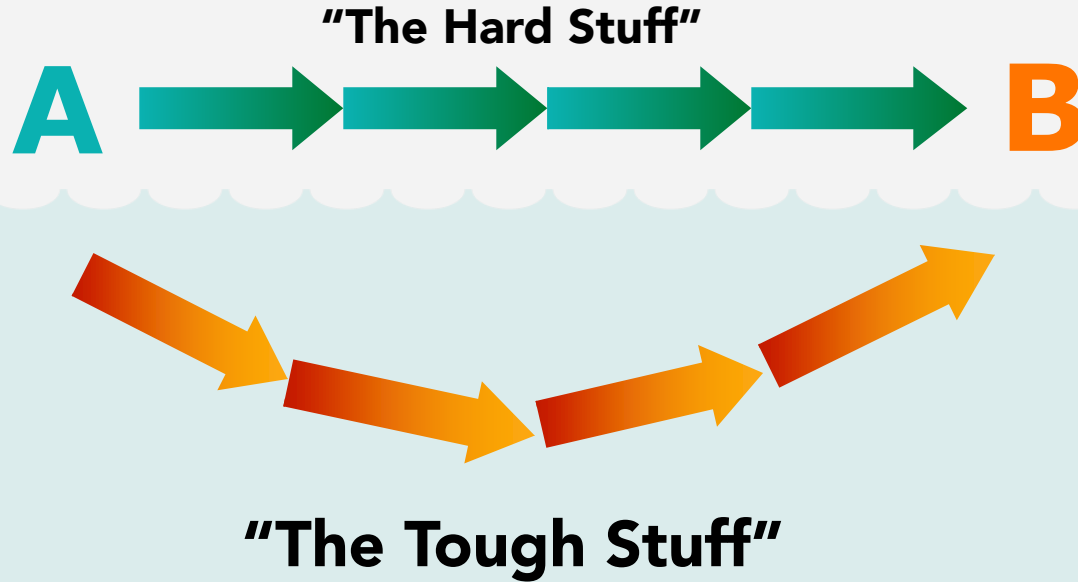
- Usually planned in terms of tangible systems, wire diagrams, costs, outputs
- Flow charts, budgets, tracking systems and progress reports used to ensure success
- Aimed at “the hard stuff”

Where the ***ACTION*** is



- The intangible, human, emotional, interpersonal world
- The “spirit” of the individual, work group & the organisation
- The Relationship Infrastructure through which work actually gets done

During the turbulent times, leaders and their people must address both domains. . .



“am hopeful, but need
to hear the plan”

“seems like a possibility
to shake things up”

**What is your first reaction when you hear a top leader say:
“There are going to be some big changes in the organisation”**

“this better be good”

“oh no, not again”

Change Preferences

What are the **Contributions** your preference makes when implementing change?

What are some **Potential Pitfalls** with your change style?



Change Activity

Working with Change



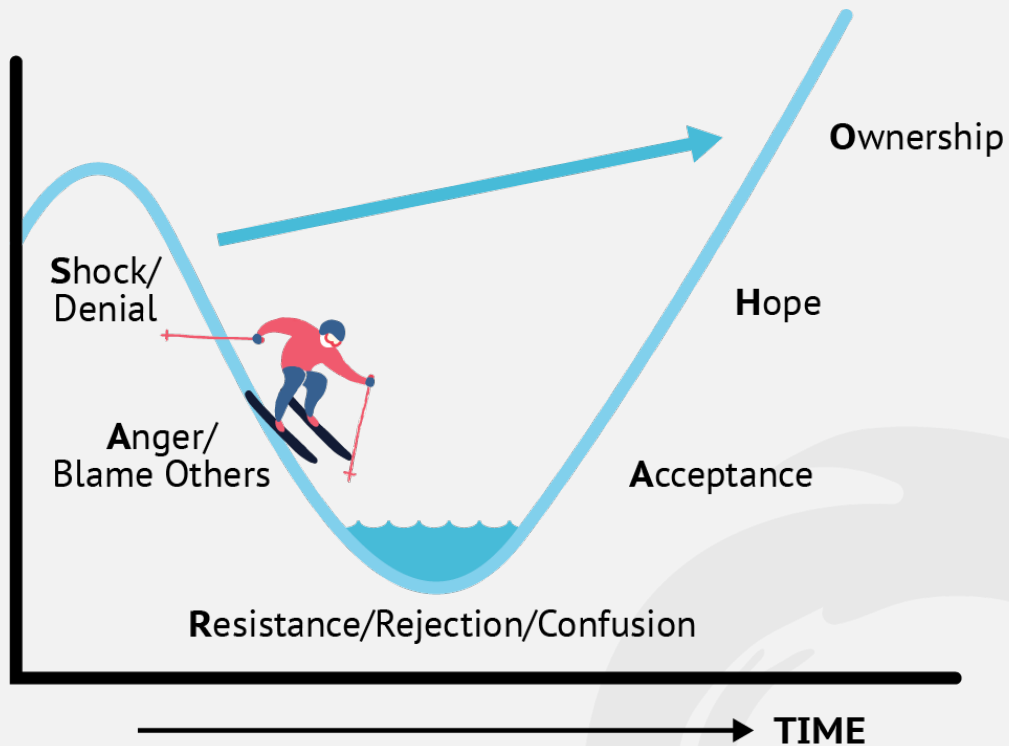
Group Exercise



- Choose a change model from your handouts that you'd like to learn more about
- Be prepared to teach the rest of us:
 - What are the key ideas in the model / what stands out from the model?
 - In what context/ example of project would this model be useful?

You have 3 minutes to present, in whatever **creative** form you think will help us all understand the model!

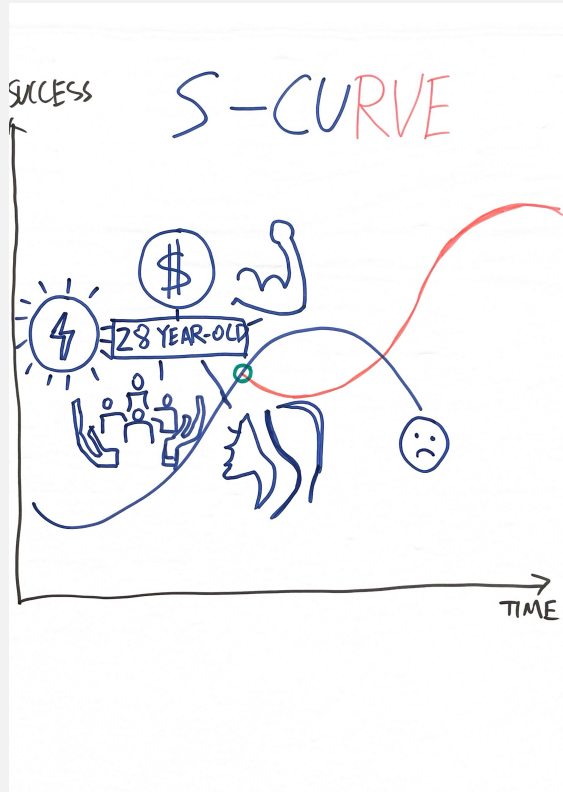
SARA HO



Charles Handy Sigmoid Curve (S-Curve)



Scans from participants' skit



Beckhard & Harris' Change Formula

Dissatisfaction x Desirability x Practicality > Resistance to Change

Prosci ADKAR Model



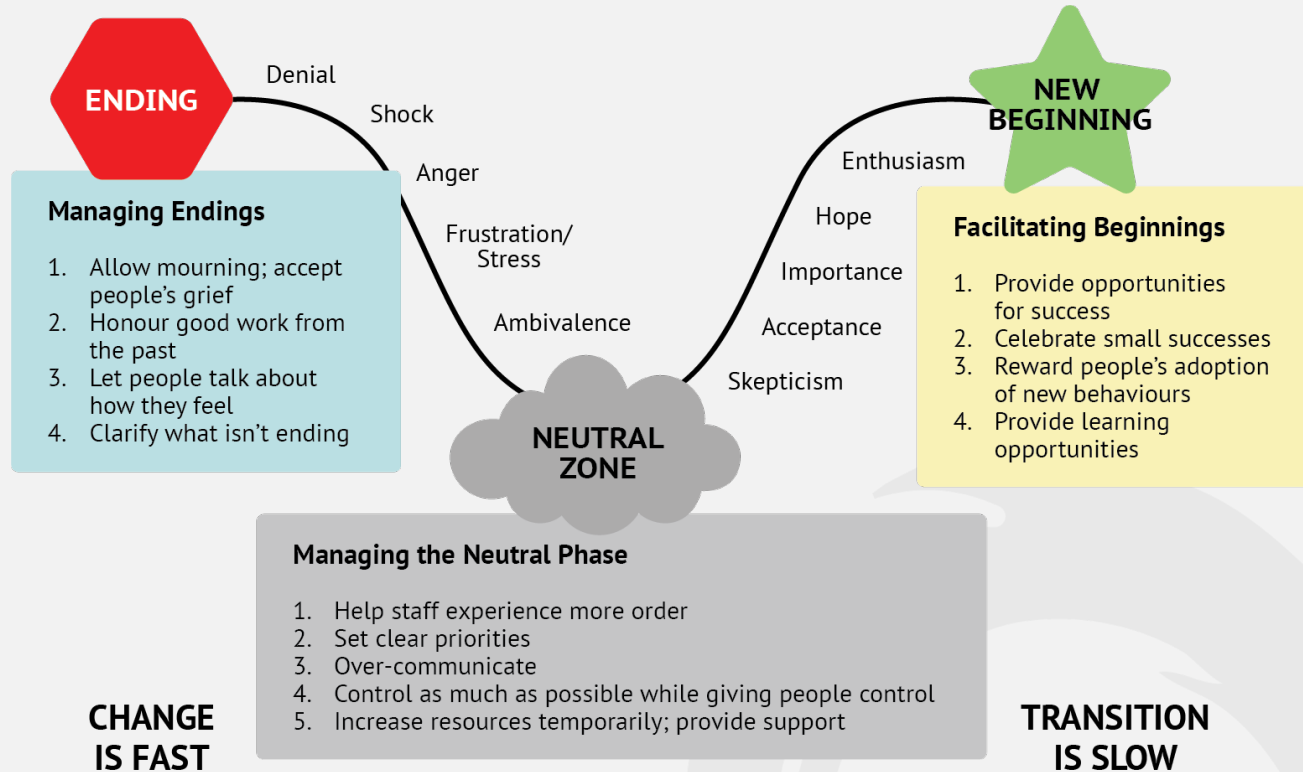
Scans from participants' skit

ADKAR

What stands out

- Address 'individual' level change → Org
- Reinforcement to sustain
- Desire → Ownership
- DOESNT HAVE TO BE LINEAR

William Bridges Transition Model



Scans from participants' skit



Action Research: Intervention



What is an Intervention?

The whole purpose of intervention is to **help to shift the client system** from where they are to where they want to be.

Therefore, the process you choose – the ‘what’, ‘how’, and ‘who’ should be **collaborative**.

Because the more the client does, **the more they will own the outcome and learn** how to arrive at those outcomes not just once but again and again.



Levels of Systems



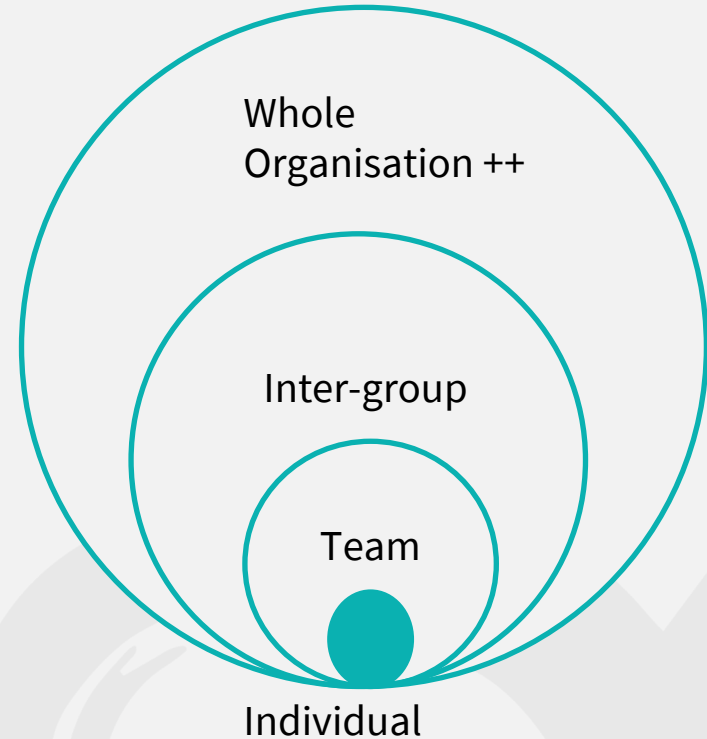
Levels of Systems

Whole Organisation++:

- ❑ Vision, Mission, Values
- ❑ Organisation Design/Re-structuring
- ❑ Business Reengineering
- ❑ Business Excellence Assessments
- ❑ Employee Communication
- ❑ Employee Engagement Survey
- ❑ Large Group Interventions
- ❑ Strategic Planning
- ❑ Whole System Change, Future Search , etc.

Inter-group:

- ❑ Collaboration Dialogues
- ❑ Leadership Development Programmes
- ❑ Project/Change Teams



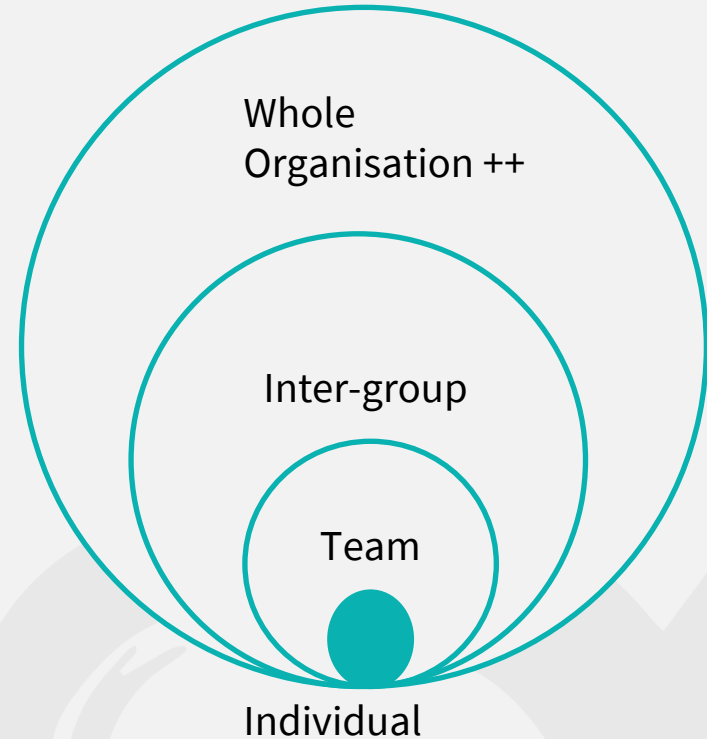
Levels of Systems

Team:

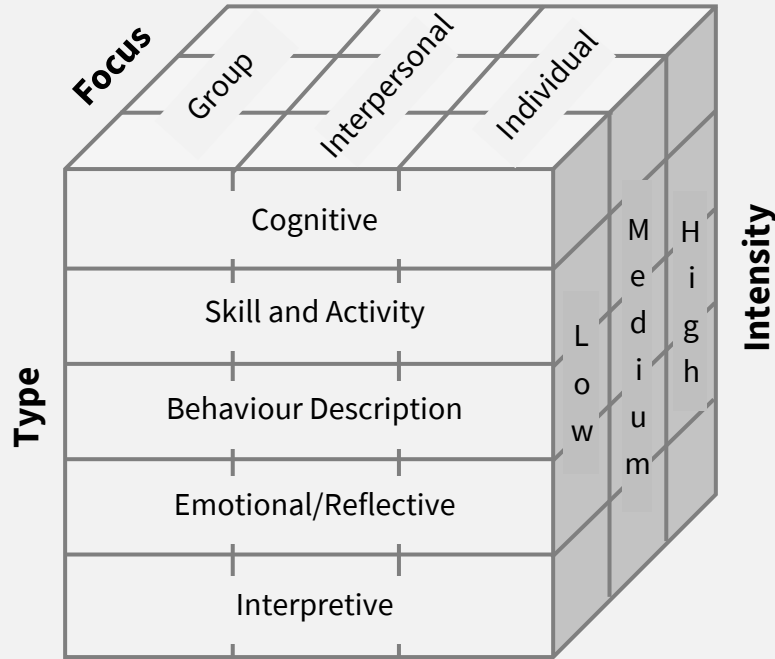
- ☐ Team Development Interventions
- ☐ Team Launch Process
- ☐ Team Conflict Management

Individual:

- ☐ Partnership Coaching (e.g. GROW Model)
- ☐ Individual Learning Plan



Reddy's Intervention Cube



- **Cognitive** – An increasing knowledge brings better understanding.
- **Skill and activity** – Growing in the ability to do something.
- **Behaviour** – Making changes to current conduct.
- **Emotional/reflective** – Bringing forward underlying emotions and using them for reflection.
- **Interpretive** – Replacing the usual way of doing or thinking about things with a paradigm shift.

Peer Consulting – Intervention (& entire process)

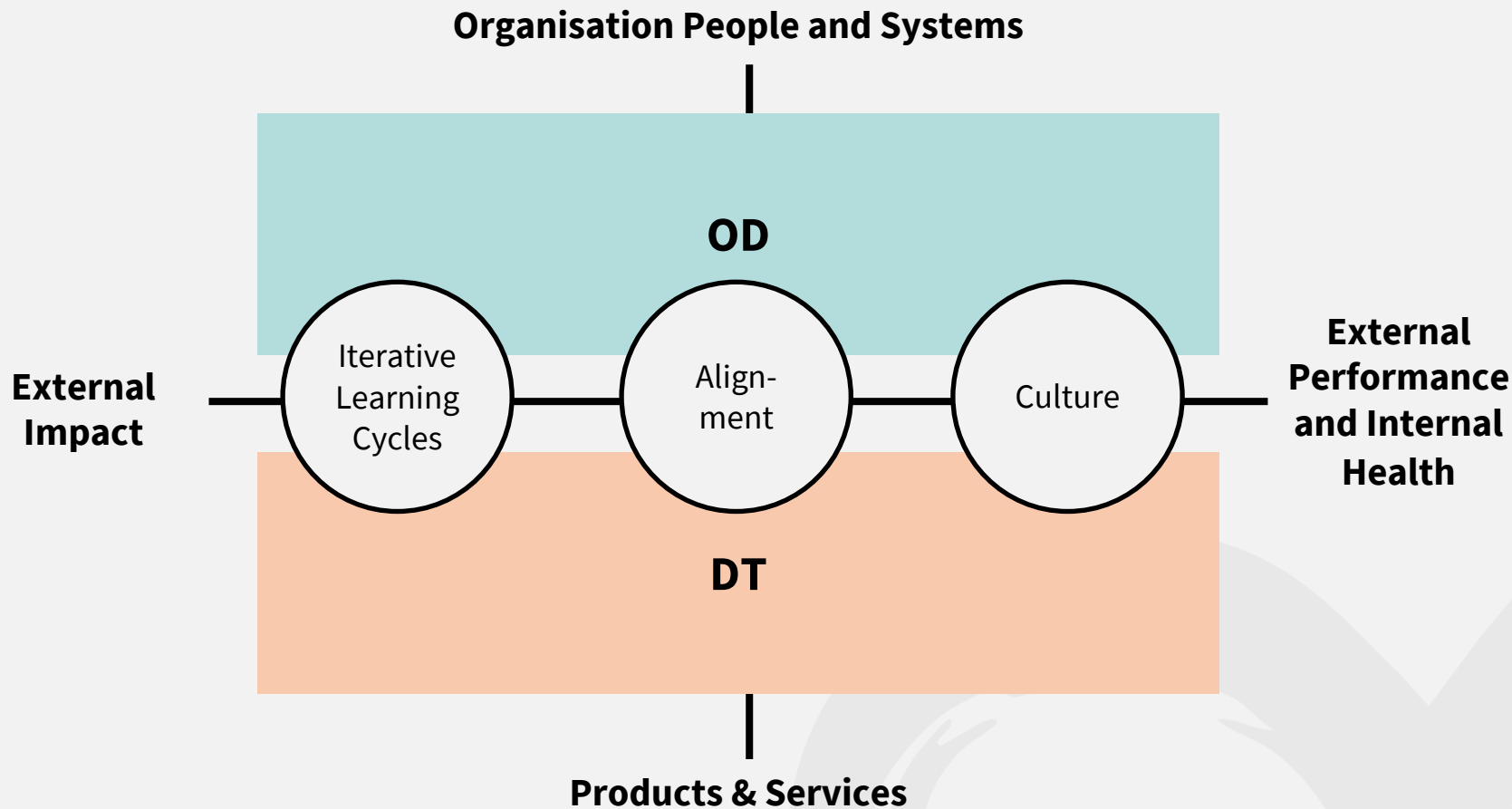


At your table group

- Client presents a case (3 mins)
- Group asks clarifying/diagnostic questions (15 mins)
- Client asks group “If you were me, what would be one thing you would do?” and get responses from each group member (6 mins)
- Client responds to what was helpful (3 mins)

Action Research: Evaluation





Many Layers of Strategic Alignment

Identity

Who am I? Who are we?

Mission

Why do we do what we do?

Vision

What does success look like?

Strategy

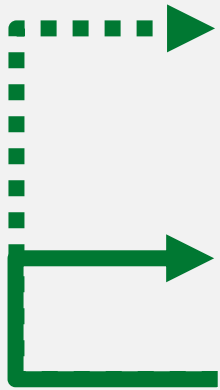
What hard choices do we make?

Plans

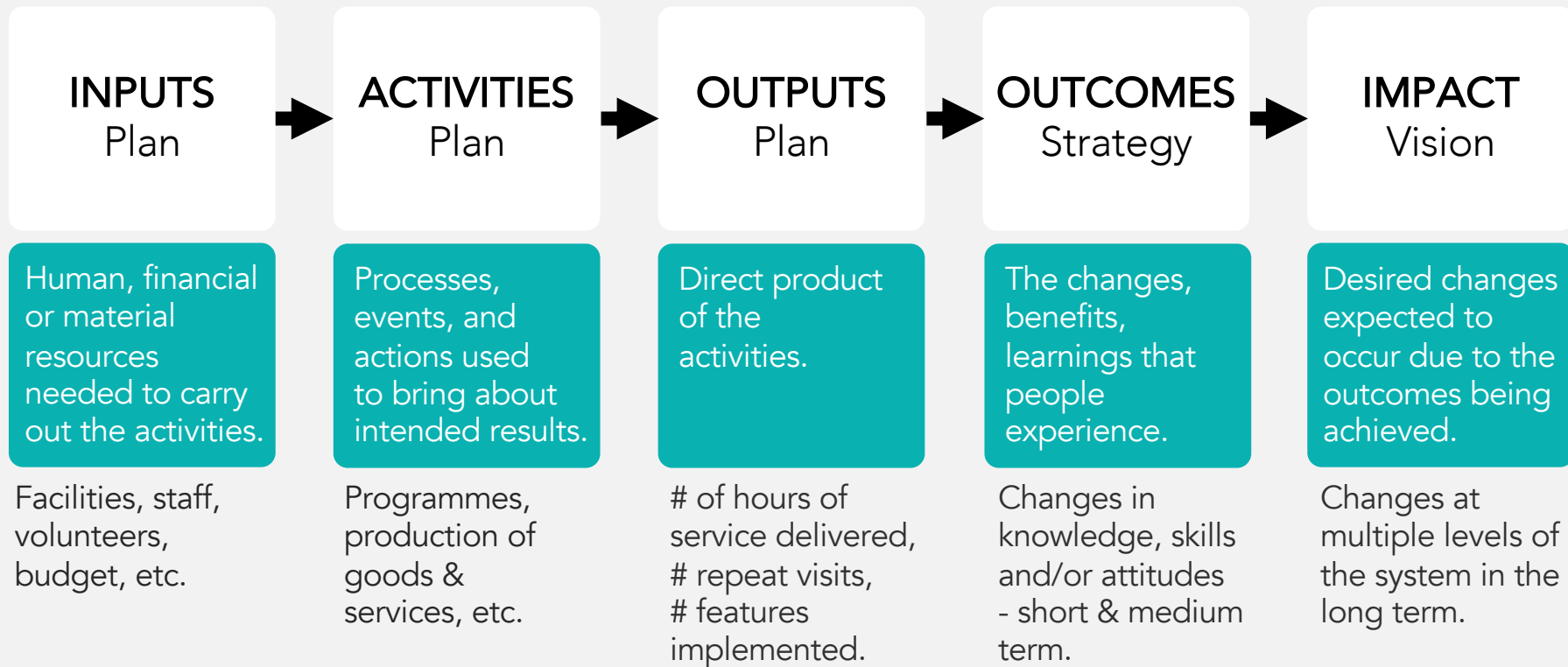
How & When do we make it happen?

Metrics

What are our success indicators?

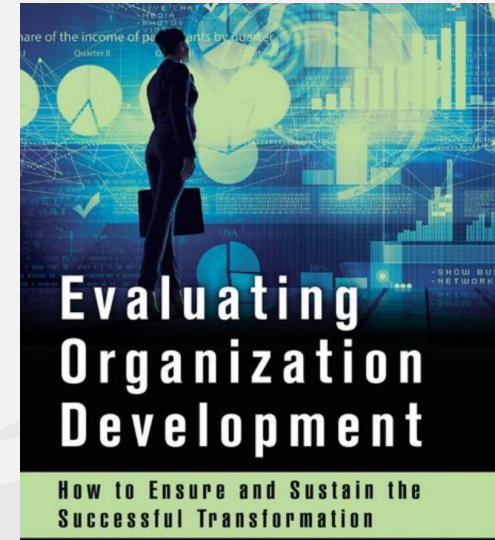


An Impact Logic Model

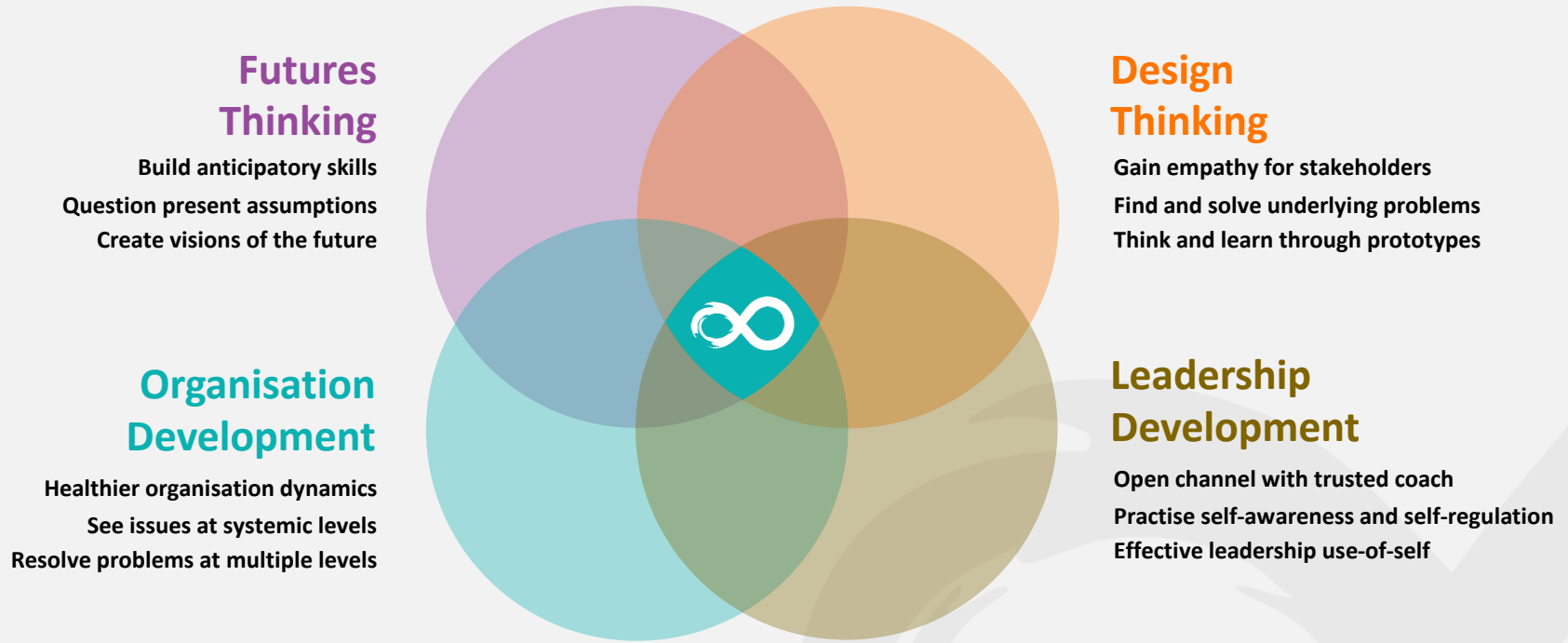


Tips for Evaluation

- The criteria and method for evaluation should happen at the contracting stage
- It's more difficult to precisely measure system or organisation impact vs project impact
- An AAR (After Action Review) with the Sponsor often suffices
- Can do a before and after assessment
- The methods of assessment are the diagnostic tools



About Studio Dojo's Interests




Studio Dojo's Transdisciplinary Approach



Questions?

✉ khaiseng@studiodojo.com

 [linkedin.com/in/khaiseng](https://www.linkedin.com/in/khaiseng)

✉ douglas@thedaoofthriving.com

 [linkedin.com/in/douglas-oloughlin-phd-a5823b/](https://www.linkedin.com/in/douglas-oloughlin-phd-a5823b/)

**Wishing you success in
Seeing & Shifting Systems!**

