

1. Forces for Change

Lab Workbook

JOHN LATHAM Ph.D.
Organization Designer + Researcher

Version 22.04.02



1. Forces for Change

Lab Workbook

Copyright © 2000-2022 by John R. Latham

www.drjohnlatham.com

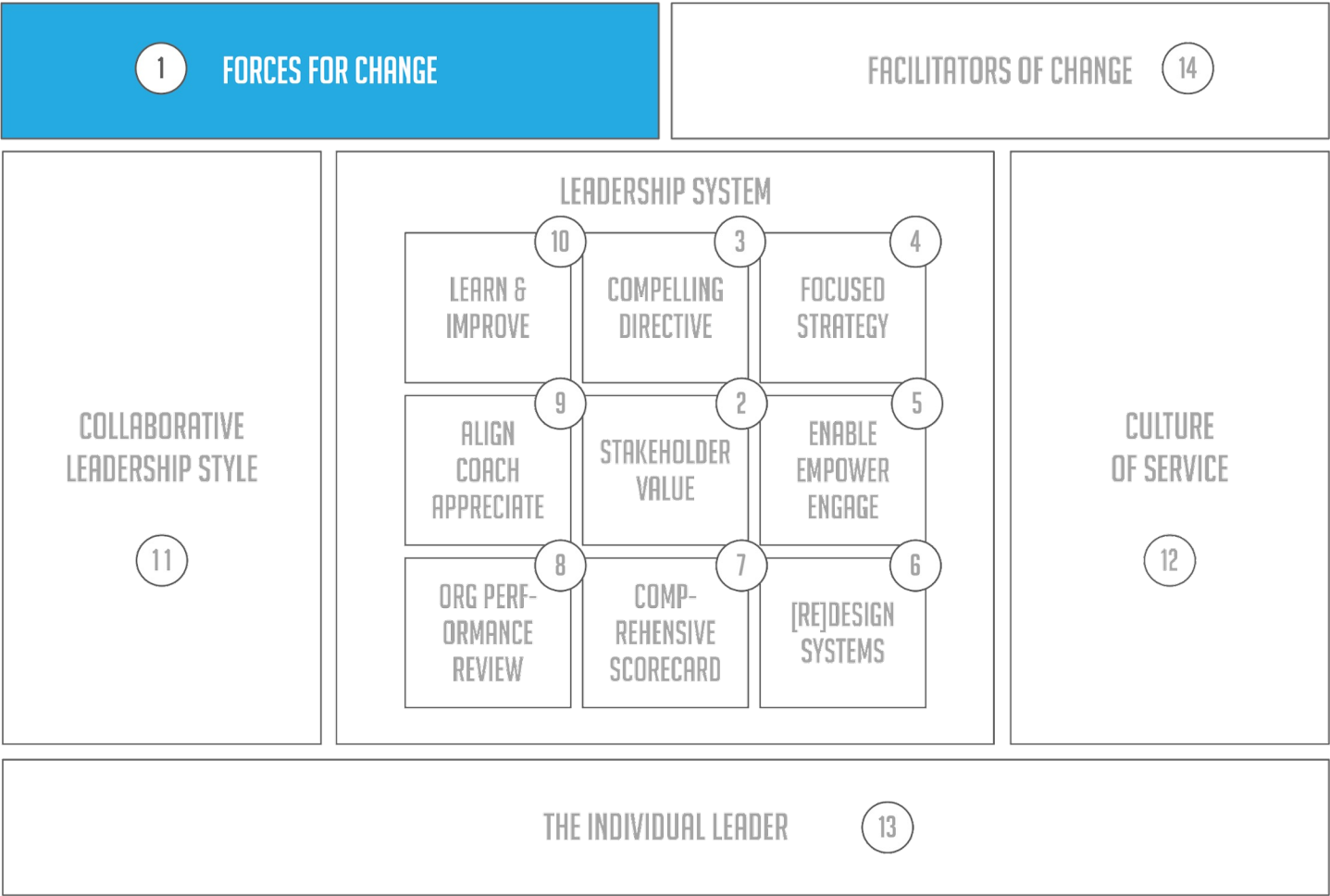
All rights reserved.

Published by Organization Design Studio® Ltd.

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without the prior written permission of the Publisher.



LEADING TRANSFORMATION FRAMEWORK



Objectives

Understand the Forces for Change concepts, components, and relationships and how they contribute to leadership and organization [re]design to achieve sustainable excellence.

Forces for Change - Identify the pushing and pulling forces for change in your organization and the inertia of the status quo that is holding you back.

- Describe the Dissatisfaction with your current organization.
- Describe the Vision or Desired Reality that you want to achieve.
- Identify the things holding you back from moving forward and making progress toward your vision - Inertia.



Forces for Change - Instructions

Dissatisfaction with Current Reality	Inertia - Status Quo	Desired Reality
Step 1 What are the sources of your dissatisfaction? Including: • Crises – financial performance, economic conditions, ethical violations, product failures, etc. • External Stakeholder Pressure - investors, customers, parent organization • Internal operations and workforce performance issues – comprehensive scorecard • Competitors - better, faster, cheaper, etc. • Regulatory - pressures and changes • Industry Disruption – such as the digital transformation of products and operations	Step 3 What habits are keeping you from changing? What are you satisfied with that is allowing you to stay in the same old “rut”? What cultural traditions are preventing change? A predictable cycle of denial, anger, bargaining, depression, and acceptance. Elisabeth Kubler-Ross	Step 2 What is your compelling vision of the future? Including: • The ultimate products, services, and customer experiences • The “ideal” culture - where you would want to work • The ideal place for individuals to reach their full potential - talent, engagement, and satisfaction

Forces for Change - Example

Dissatisfaction with Current Reality	Inertia - Status Quo	Desired Reality
We are losing market share We are struggling to address new regulations. We are experiencing a social media crisis with a new product. Our workforce turnover is high and expensive. And, we can't attract the talent we need to succeed in the competitive environment.	We like our culture as it is - it is comfortable and familiar. We like our pleasant (low stress) working environment. We like our benefits package and bonus system. We are happy with our performance and organization as it is.	Best products and service in our niche. Profitable with profits shared among the workforce. A truly great place to spend your working life. Learning and continuous improvement culture.

Forces for Change - Worksheet

Dissatisfaction with Current Reality

Inertia - Status Quo

Desired Reality

--	--	--