

INNOSIGHT WEBCAST



Three Tools to Diagnose the Real Blockers to Your Change Efforts

October 24, 2023



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Housekeeping Notes

- ▶ The webinar is being recorded
- ▶ The link to the recorded webinar and to the presentation slides will be shared
- ▶ All participant lines have been muted
- ▶ Please submit questions using the **“Q&A”** function that appears in the toolbar; we plan to pause twice to answer questions
- ▶ When we have **Poll** questions, please make sure to click the “submit” button
- ▶ Feel free to comment in the **Chat**, but we may not be able to monitor or respond





Our purpose is to empower
forward-thinking
organizations to navigate
disruptive change
and own the future



Natalie **Painchaud**

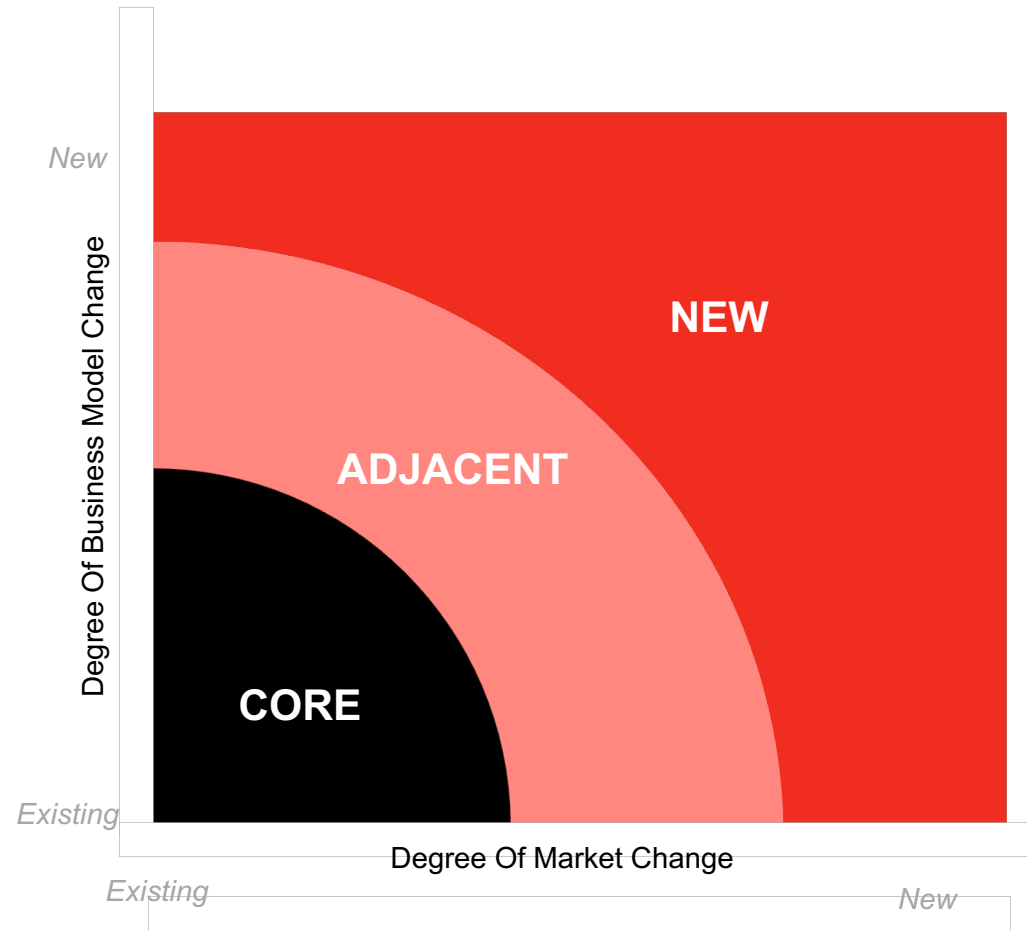


Kristen **Colella**

Topics we'll cover today

- 1 Examples of **hidden cultural barriers** to change
- 2 **Three tools you can use to surface** these hidden blockers
- 3 **How we used this approach with a client** what actions they took

Transformation requires changes in both what you do...



...and how you work

Enabling Operating Model

Supporting Culture

No Enabling Operating Model

+



Behaviors



Beliefs

=

Frustration

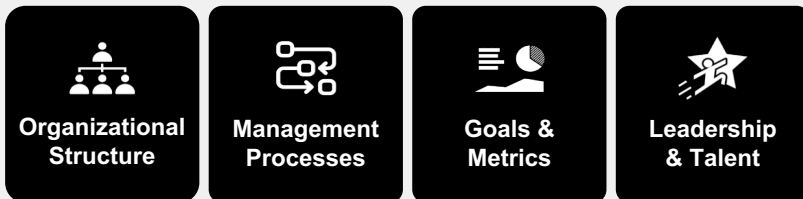


+

No Supporting Culture

=

Inertia



+



Behaviors



Beliefs

=

Successful Transformation

These changes are either enabled or made more difficult by the organization's deeply engrained beliefs and behaviors



WHAT WE SAY AND SEE

Stated strategy, public commitments, visible leadership behaviors, physical artifacts ...

WHAT WE DO AND DON'T DO

Day-to-day behaviors, resource-allocation, formal roles and responsibilities ...

WHAT WE THINK AND BELIEVE

Assumptions, beliefs, identity, unstated norms (and occasional myths) ...

The most subtle and hidden blockers are the ones that, if addressed, accelerate an organization's transformation



Hidden Blocker Examples

- ▶ It's not safe to speak up
- ▶ I'm scared to make a mistake
- ▶ I'm not sure you want to hear my perspective
- ▶ Working on big opportunities is more important than "learning and experimenting"
- ▶ ...

However, these blockers are difficult to diagnose and require a creative approach to understand the deep-rooted issues



SURVEYS

DIARIES

**QUALITATIVE
BREADCRUMBS**

**'GO TO THE VAULT'
HISTORICAL STUDY**

**IN-DEPTH
INTERVIEWS**

**OBSERVATIONAL
STUDY**

DRAWINGS

All the world's a stage ...



... but the 'actors' view it differently

"Frustrated"

*"Reasonably good
but unclear"*

*"Very positive and
energetic"*

Tool #1: Observation

KEY ACTIVITIES

- ▶ Select a key organizational ritual
- ▶ Conduct a structured observation.
Take note of People, Place, Activities, Things, Vibe, Words

TIPS & TRICKS

- ▶ Analyze content and process separately
- ▶ Augment with participant journaling

<p>People:</p> <p>Who is being observed? Who are they with? What is their role?</p>	<p>Place:</p> <p>What is the location, setting, environment, and the context of the ethnographic observation?</p>	<p>Activities:</p> <p>What happened during the observation? What are the people being observed doing?</p>
<p>Words:</p> <p>What is being said? How is it being said? What vocabulary is being used?</p>	<p>Vibes:</p> <p>What is the tone? What is the emotion? What are the feelings?</p>	<p>Things:</p> <p>What are the physical things and objects that are in the environment?</p>

cultureX

SURVEYS

DIARIES

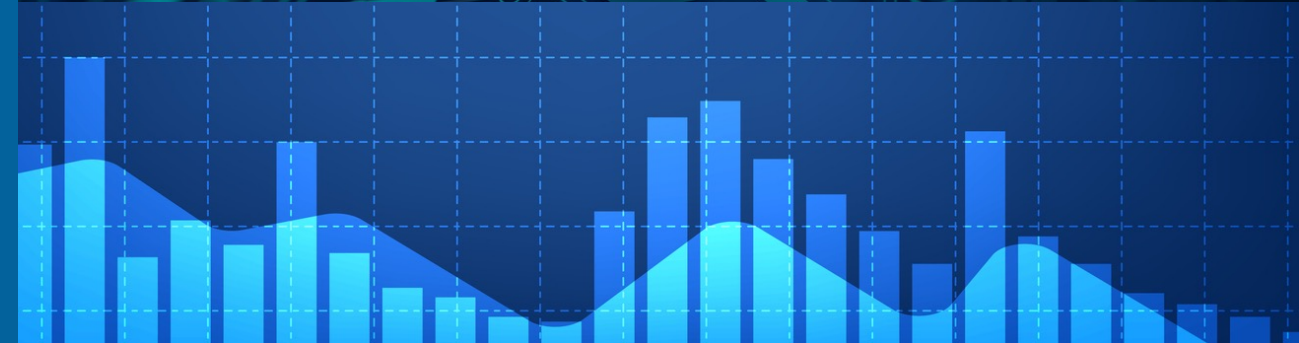
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Tool #2: Analysis of qualitative ‘breadcrumbs’

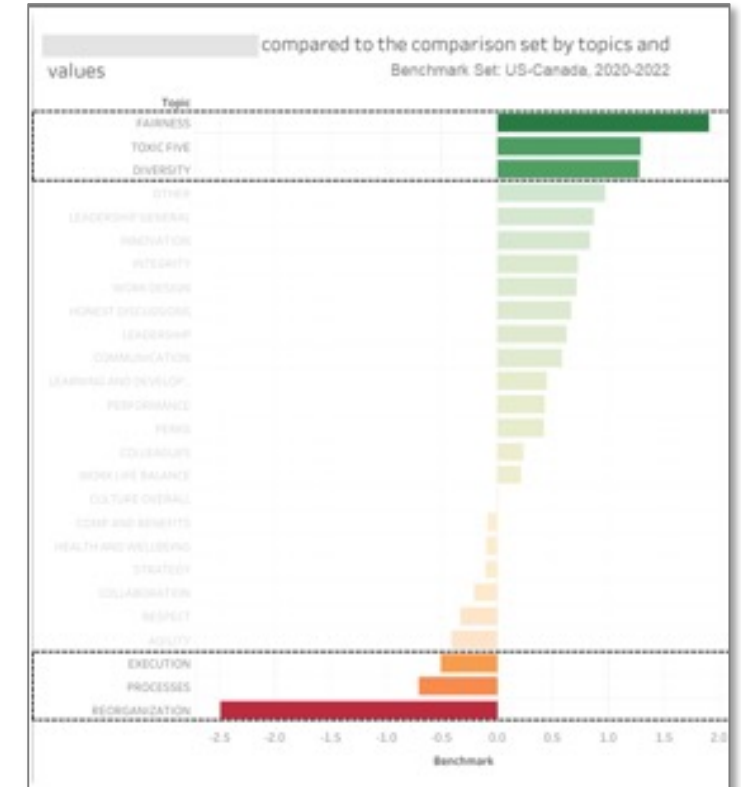
KEY ACTIVITIES

- ▶ Select qualitative data (e.g. Glassdoor reviews, engagement data, 360 reviews) to analyze
- ▶ Determine keywords to analyze
- ▶ Use off-the-shelf or proprietary Natural Language Processing to identify frequency & sentiment of key words

TIPS & TRICKS

- ▶ Look for gaps between desired values and actual behaviors
- ▶ Augment with customized surveys or interviews

 Agility	Employees can respond quickly and effectively to changes in the marketplace and seize new opportunities.	Flexible Nimble Fast moving
 Collaboration	Employees work well together within their team and across different parts of the organization.	Demonstrate teamwork Identify with the company Join forces
 Customer	Employees put customers at the center of everything they do, listening to them and prioritizing their needs.	Have a customer focus Deliver for clients Customer-driven
 Diversity	The company promotes a diverse and inclusive workplace where no one is disadvantaged because of their gender, race, ethnicity, sexual orientation, religion, or nationality.	Inclusive Welcomes everyone Celebrates difference
 Execution	Employees are empowered to act, have the resources they need, adhere to process discipline, and are held accountable for results.	Demonstrate operational excellence Manage projects well Take ownership
 Innovation	The company pioneers novel products, services, technologies, or ways of working.	Cutting edge Leads change Technologically advanced
 Integrity	Employees consistently act in an honest and ethical manner.	Do the right thing Behave ethically Play by the rules
 Performance	The company rewards results through compensation, informal recognition, and promotions, and deals effectively with underperforming employees.	Meritocratic Recognizes achievement Results-driven
 Respect	Employees demonstrate consideration and courtesy for others, and treat each other with dignity.	Treat others with dignity Courteous Show appreciation for one another



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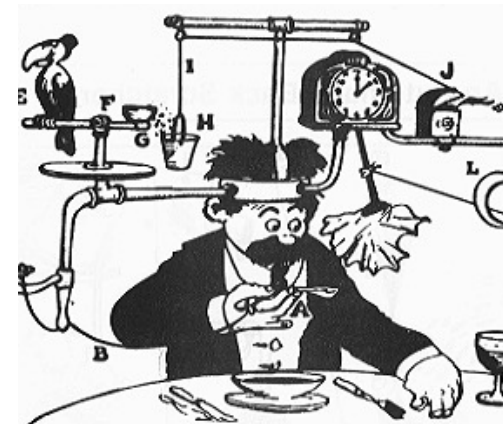
DRAWINGS



The multi-signal lighthouse ...
clear individual messages ... that can
conflict & create collective confusion



The twisty treasure hunt ... exciting
journey ... with puzzles, unplanned
destinations and competing interests



The Rube Goldberg Machine...
we seek to do everything ... and
sometimes everything is nothing



Our innovators are turkeys ... we
love them ... we feed them grain every
day and life is good ... until it isn't

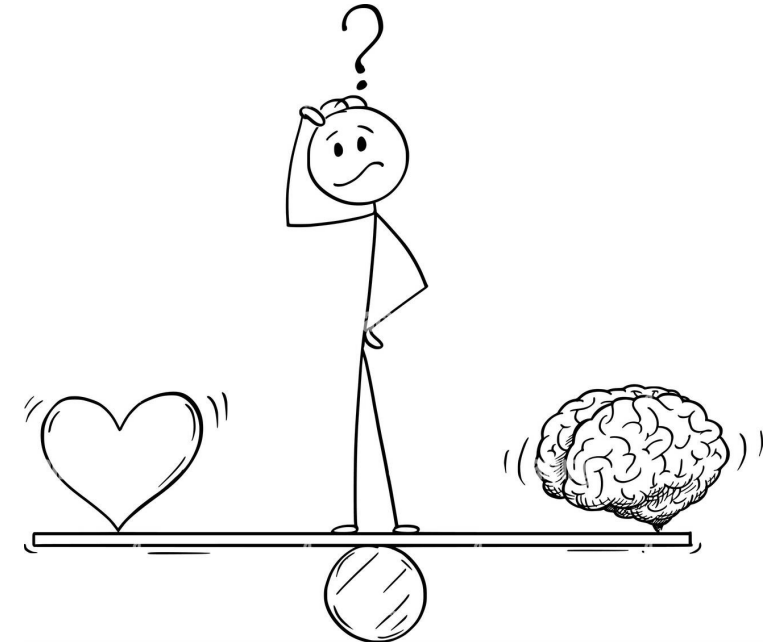
Tool #3: Image elicitation

KEY ACTIVITIES

- ▶ Ask people to draw an image that displays their current ways of working
- ▶ Play back either employee images or other visual stimuli with the prompt “what do you see?”

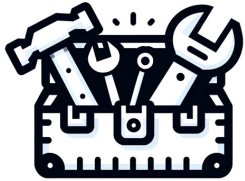
TIPS & TRICKS

- ▶ Let go of the mindset that artistic skills are required
- ▶ Invite people to share the story that goes with the picture



“Our greatest collective strength is the heart we bring every day to achieve our purpose... we love to help and be of service. But I feel we also need to constantly prove that we are smart”

As you put these tools into practice consider these four lessons we learned



Use **multiple tools**



Be **data-informed**

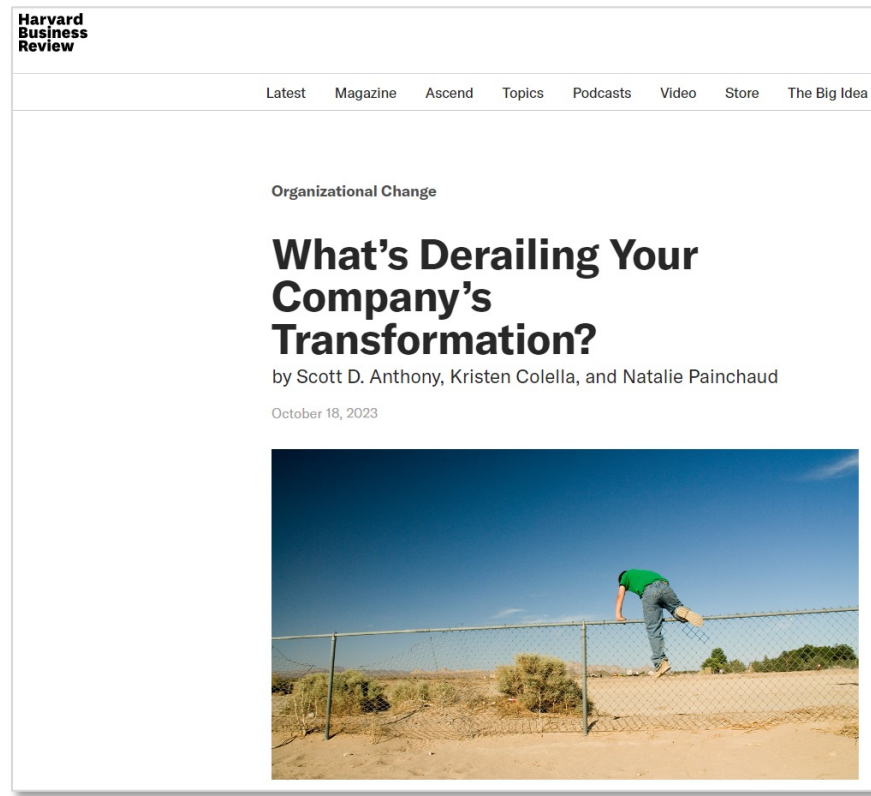


Involve Outsiders



Go deep

Thank you



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