



SINCLAIR GROUP

Rapid Transformation[®] • Extraordinary Results

WORK PLACE CULTURE ~ A CRITICAL ELEMENT OF ENTERPRISE TRANSFORMATION

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What is Transformational Change?

- **Incremental**
 - **Continuous**
 - **Controlled - predictable outcome**
 - **Little risk – low gain**
- **Radical – step change**
 - **Discontinuous**
 - **Out-of-control – not predictable**
 - **High risk – high gain**
 - **Sustained breakthrough**

What is Transformational Change?

- **Technical**
- **Work Processes Implemented in Rapid Transformation™**
 - **Asset Operation**
 - **Asset Availability**
 - **Asset Maintenance**
 - **Asset Reliability**
 - **Small Project**
 - **Technology Application Management**
 - **Small Idea Management**
 - **Task Analysis**

What is Transformational Change?

- **Cultural**
 - **Organizational behavior**
 - **Assumptions**
 - **The assumptions we make about ourselves and others drive our behavior**

Dilemma Standard Scoring

RED Plays	BLUE Plays	RED Scores	BLUE Scores
X	X	+ 3	+ 3
X	Y	- 5	+ 5
Y	X	+ 5	- 5
Y	Y	- 3	- 3

Dilemma Bonus Game Scoring

Game 4	Multiply by 2
Game 8	Multiply by 3
Game 10	Multiply by 5

X & Y Models for Teams

COMMITMENT

(X)

Results

Consequences

Commitment

Conversation

X Platform

CONTROL

(Y)

Results

Reward & Punish

Monitor

Command

Y Platform

Control Assumptions

- I have the requisite knowledge
- My motives are pure
- I must take charge
- I must win
- I must not show weakness

Insufficient Results

Production, quality and cost per target

But ...

- **Do what we're told**
- **Put on a good show**
- **Interpersonal manipulation**
- **Mistrust**
- **Over-protective**
- **Low risk-taking**
- **Low morale**
- **Low internal commitment**
- **Incremental change**

X Platform

Philosophy based on these assumptions:

Enlightened self-interest

If I play X cards, you are more likely to play X cards

If I act in your self-interest; you will act in my self-interest

Operate with Good Intent; create success for others

Relationship

People (most) we hire have integrity

Value in structure and systems - based on integrity

Creation of economic value

Compensation for value contribution

Assumptions

Mutual learning

Sharing reasons for decisions

Knowledge

Vulnerability

Transparency

Curiosity

Conversation

A discussion in which mutual learning occurs

Conversations may focus on

- **Vision: how do we create value?**
- **Conflict: how do we resolve differences?**
- **Decisions: how does this decision advance the game**
- **Breakdowns: how did it happen? What is correction, then prevention?**

Conversation Skills

- **Open Advocacy**
- **Active Listening and reflecting on meaning**
- **Authentic Inquiry**
- **Combining advocacy and inquiry**

Commitment

Decisions are made through Alignment

- Does this decision advance the game?

Ownership of the decision drives action

Coordination & memory

- Written roles, responsibilities, timelines

Consequences

How do I benefit from working this way?

Natural

- **Fulfillment not anxiety, frustration**
- **Meaningful not meaningless**
- **Improvement drive**

Logical

- **Compensation - equitable**
- **Recognition**
- **Downside action**

Accountability

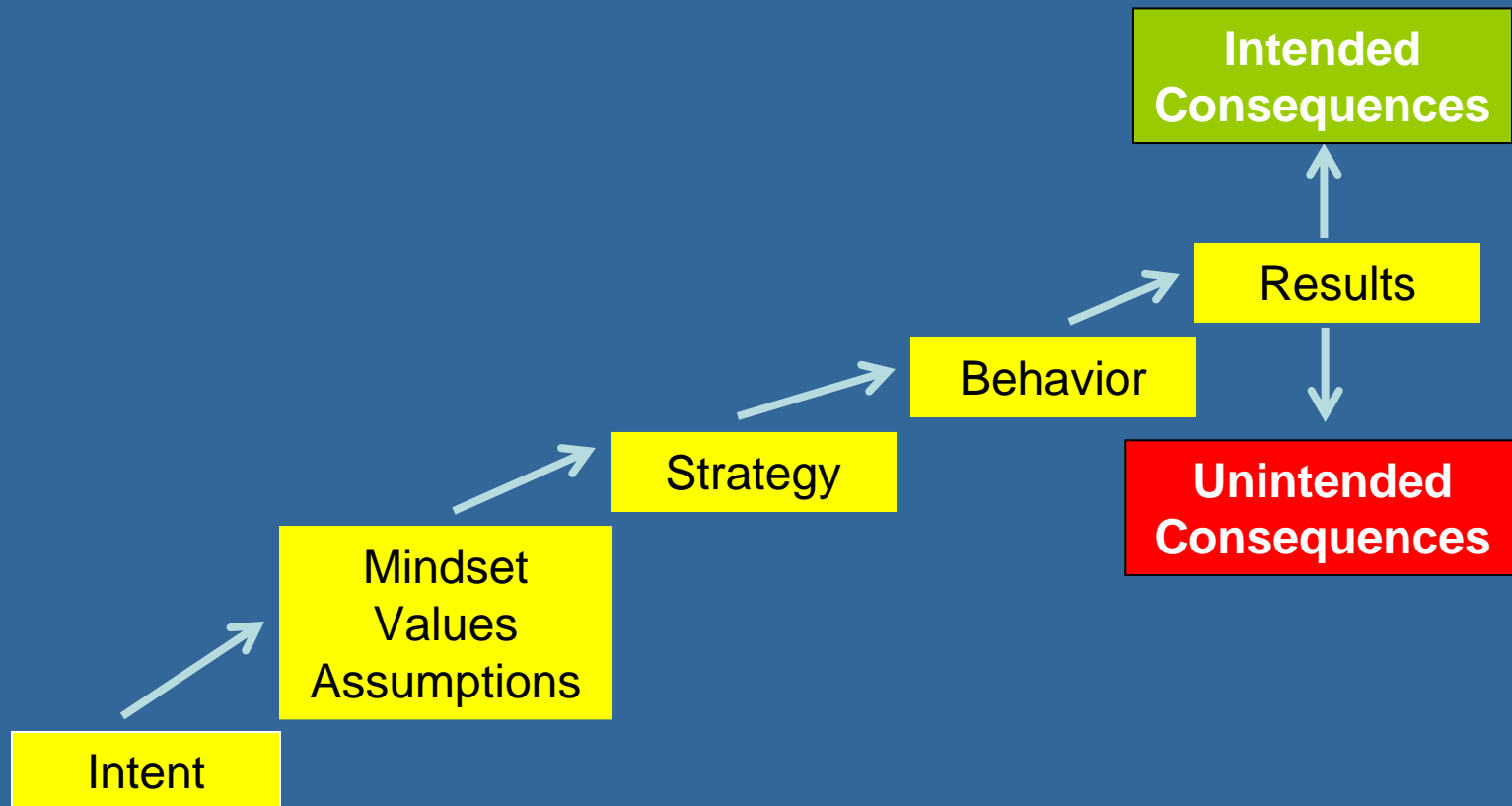
- **How do we account for the results?**

Extraordinary Results

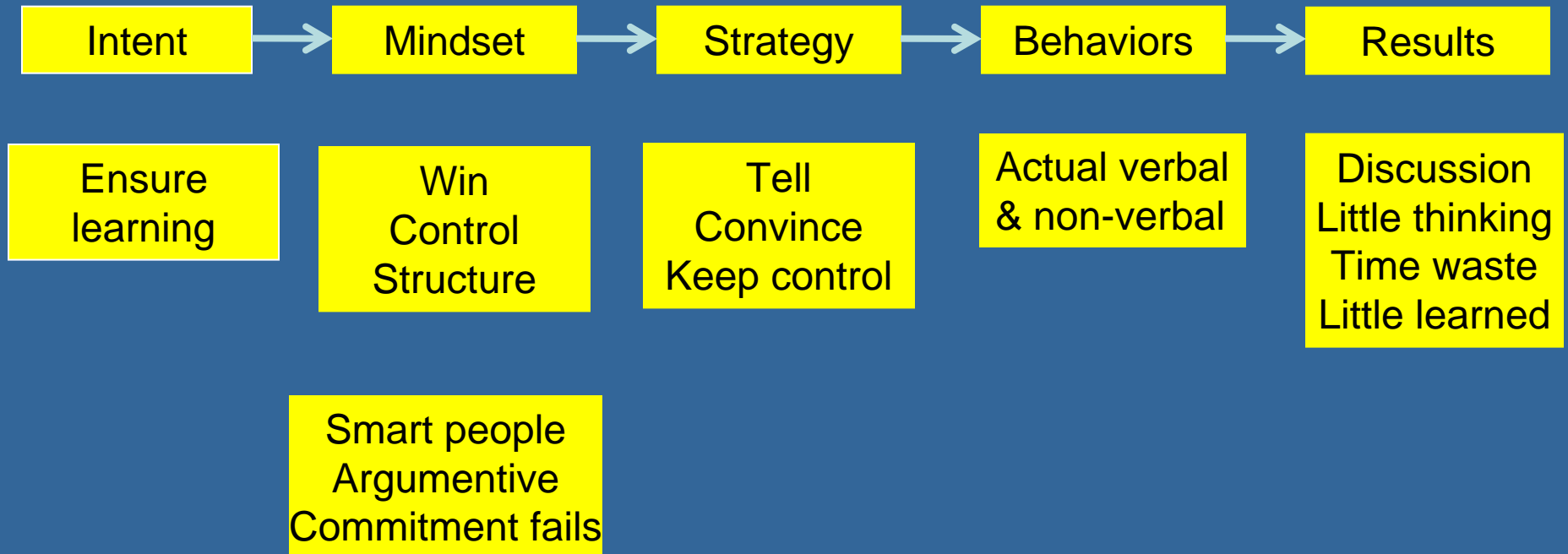
- Minimally defensive interpersonal relations
- Collaboration
- Trust
- High freedom of choice
- High individuality
- Open confrontation on difficult or embarrassing issues
- Double and triple-loop learning
- Effective problem-solving and decision-making
- Increased long-term effectiveness
- Extraordinary performance

Taken from Chris Argyris

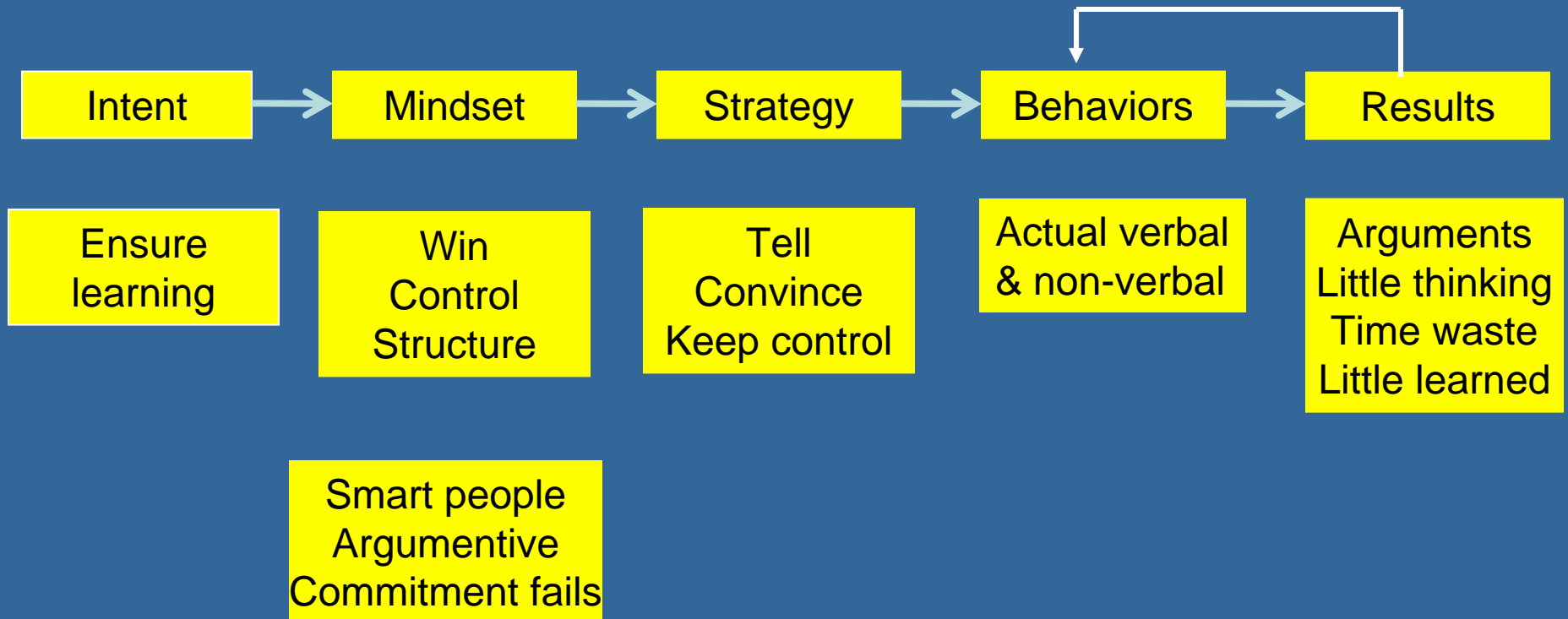
Formula for Change



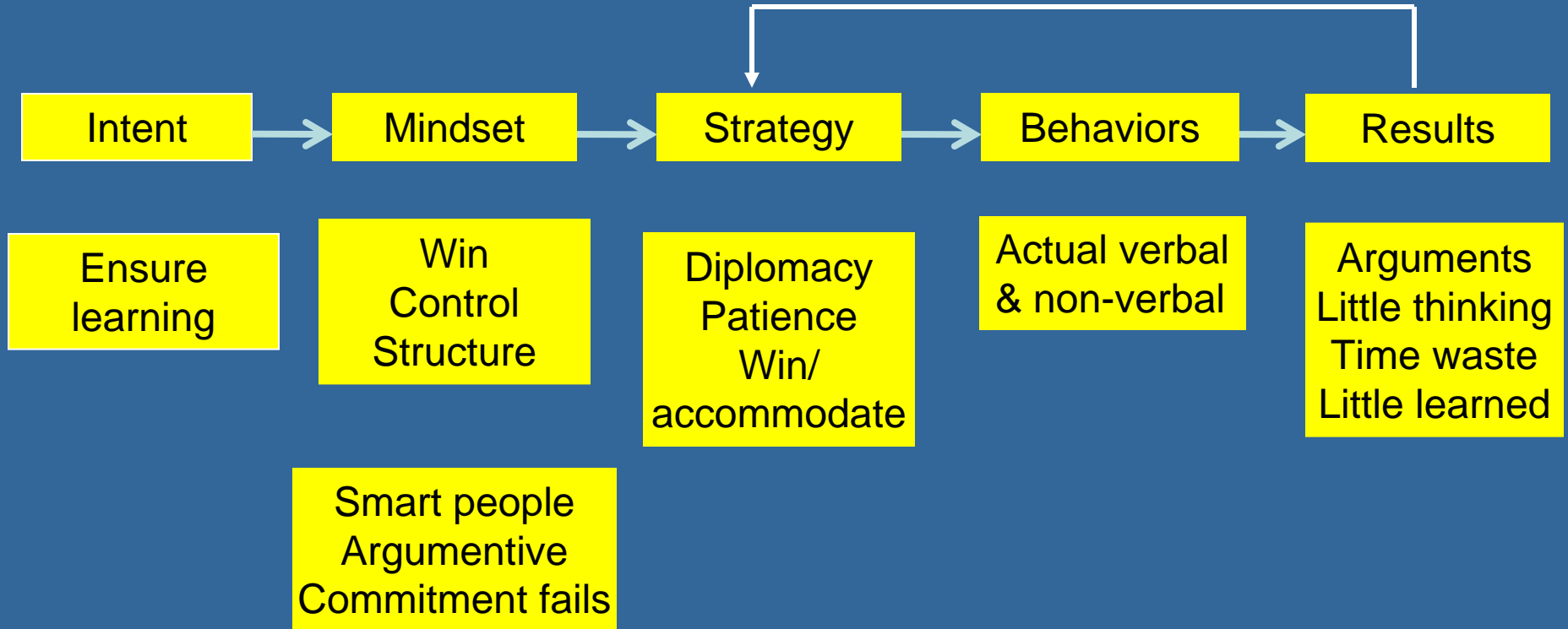
Example of Change



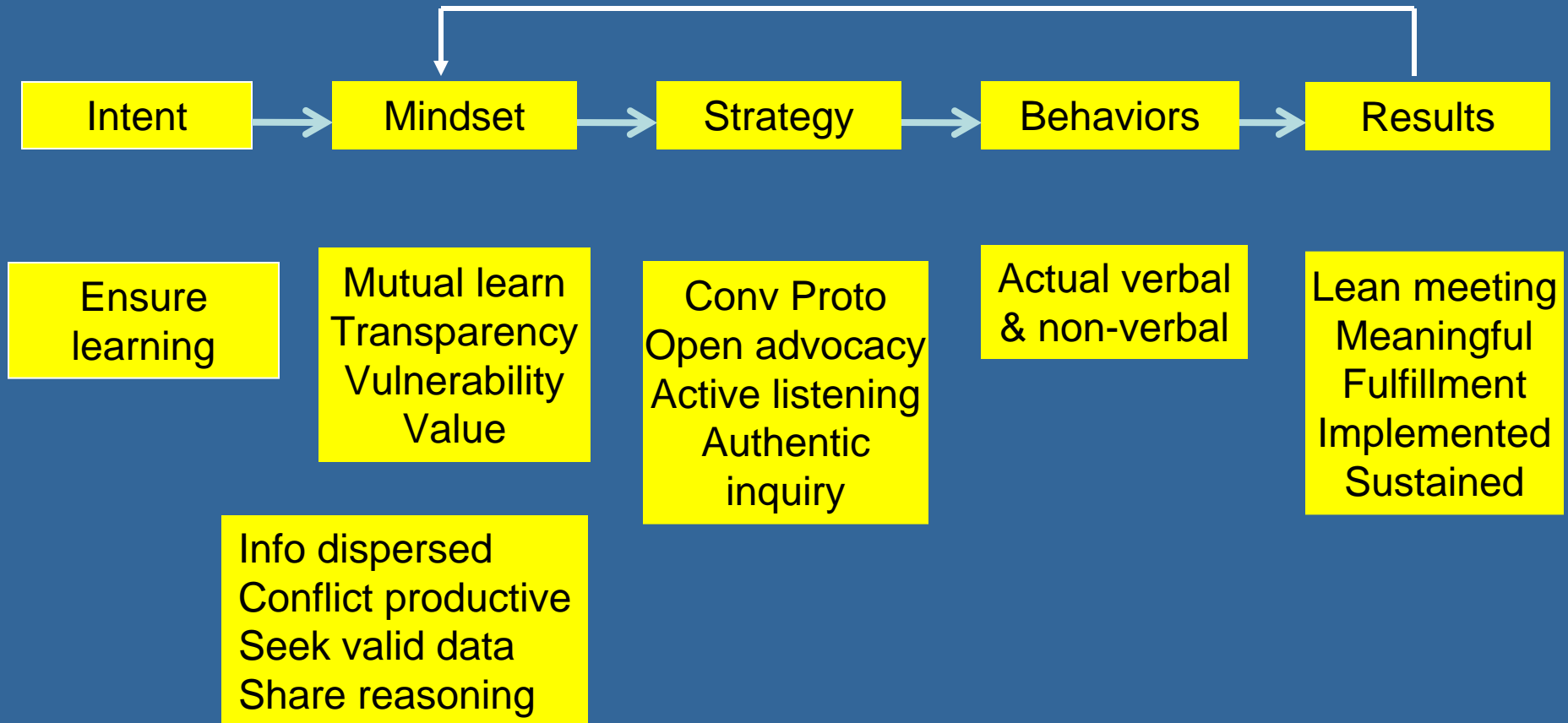
Single Loop



Double Loop



Triple Loop



Rapid Transformation® Methodology

