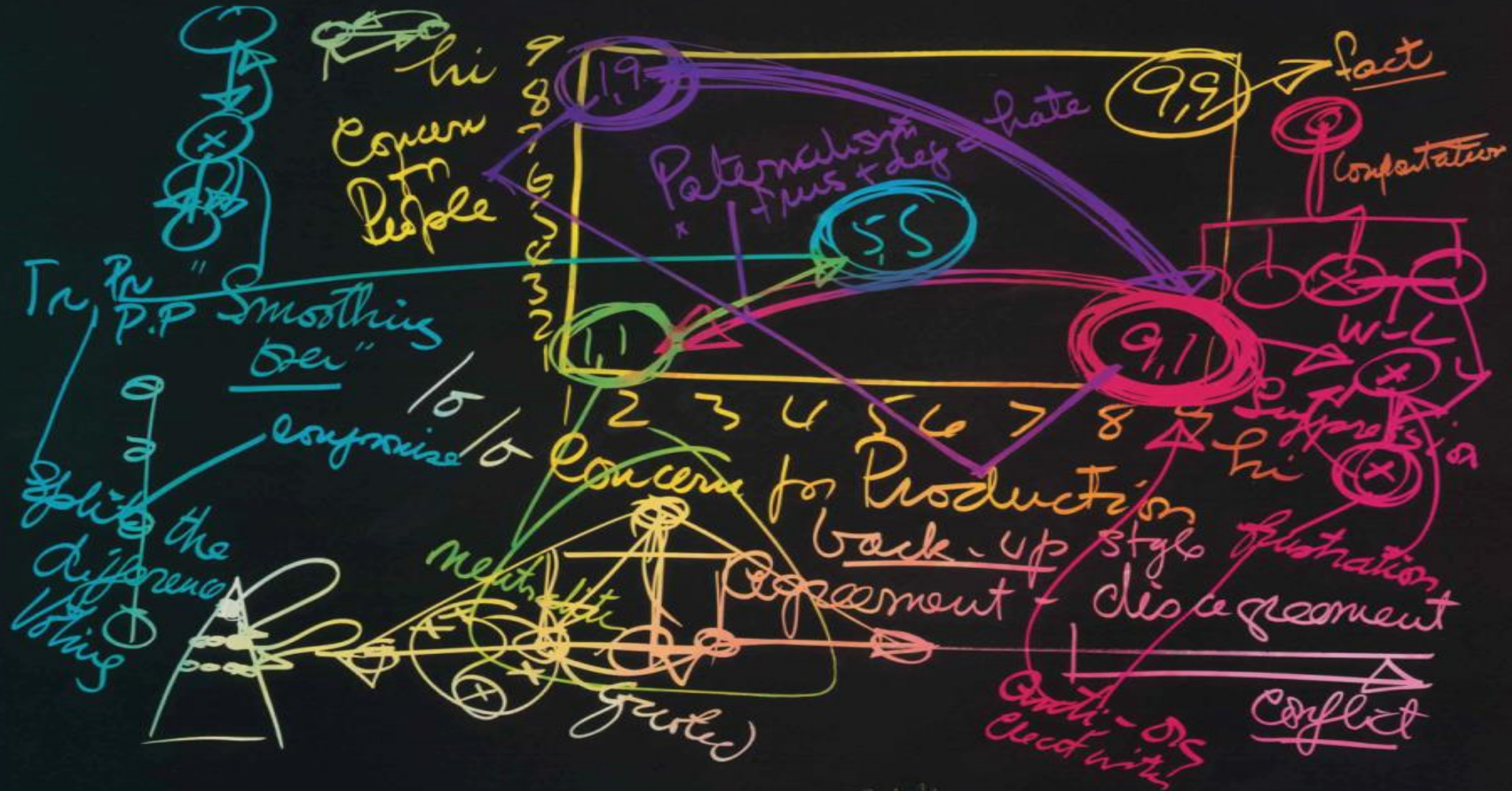


The Illumination of Theory

Organization Change by Design



Robert P. Healy

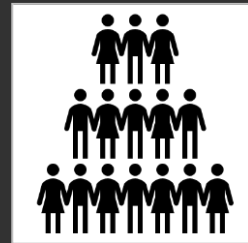
Created during a Monday morning Managerial Grid Seminar lecturette - Robert R. Blake and Jane Srygley Mouton.

Pioneers



**Dr Robert R. Blake
&
Dr Jane S. Mouton**

Implemented by the



**Number of
Individuals
who
Benefitted
from Grid
Worldwide
~ 10 M**

Cited in Harvard Business Review (HBR)

The Harvard Business Review logo, which consists of the words "Harvard Business Review" in white, stacked vertically on a red rectangular background.

**Harvard
Business
Review**

**135 books,
460 professional
journal articles
290 cited book
chapters**

20+ Countries



**19
Languages**

Established in Malaysia since 1981

Grid



Drs. Blake & Mouton in Kuala Lumpur - 1981

Drs. Blake and Mouton constantly engaged in worldwide client projects and built an international network of consultants.

This led to the establishment of the regional office of Grid International Sdn. Bhd. which was formed back in 1981 with its headquarters residing in Kuala Lumpur covering:

- Malaysia
- Singapore
- Brunei
- Indonesia
- Papua New Guinea

Since 1981, over 80 organizations within this region has utilized Grid International's solution. The size of these organizations ranges from 100 to 4,000+ employees.



Non-Exhaustive
Regional Clients





Change Effort's Predictable 'Success' Rate



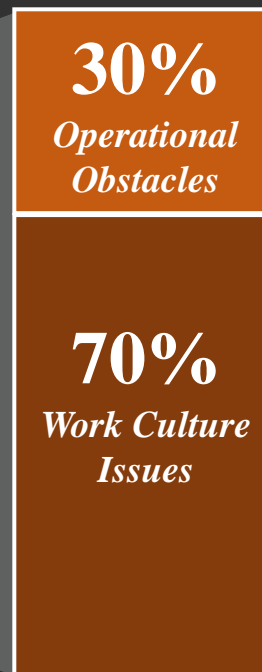
70% of Strategic Change fail



■ Successful Efforts ■ Failed Efforts

1. McKinsey & Company 2019

With a majority attributed to Work Culture Issues



- *Inadequate Resource Allocation*
- *Poor Processes*

- *Employee resistance*
- *Existence of Silos*
- *Organizational Delusion*
- *Lack of Cohesiveness*
- *Low Trust*

■ Operational Obstacles ■ Culture Issues

2. Grid International 2019



Typical Organization has 2,000 employees.

- Each individual has ongoing working relationships with 15 other people.
- A minimum of 10 interactions per day (face-to-face, phone, email, e-chat, etc.)
- Resulting in: 20,000 interactions per day. 100,000 per week, 5 million per year.
- All driven through 30,000 relationships*



HARD:

Assets, technology, recognition, academic offerings, systems, numbers of staff

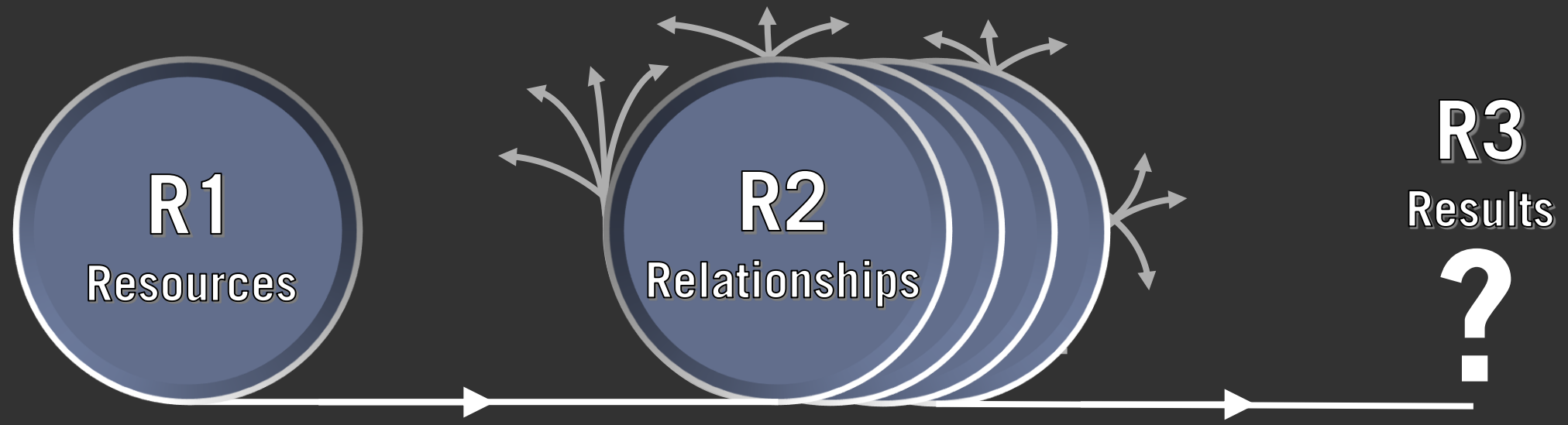
SOFT:

Experience, skills, passion, energy, openness to change, accountability, motivation and enthusiasm

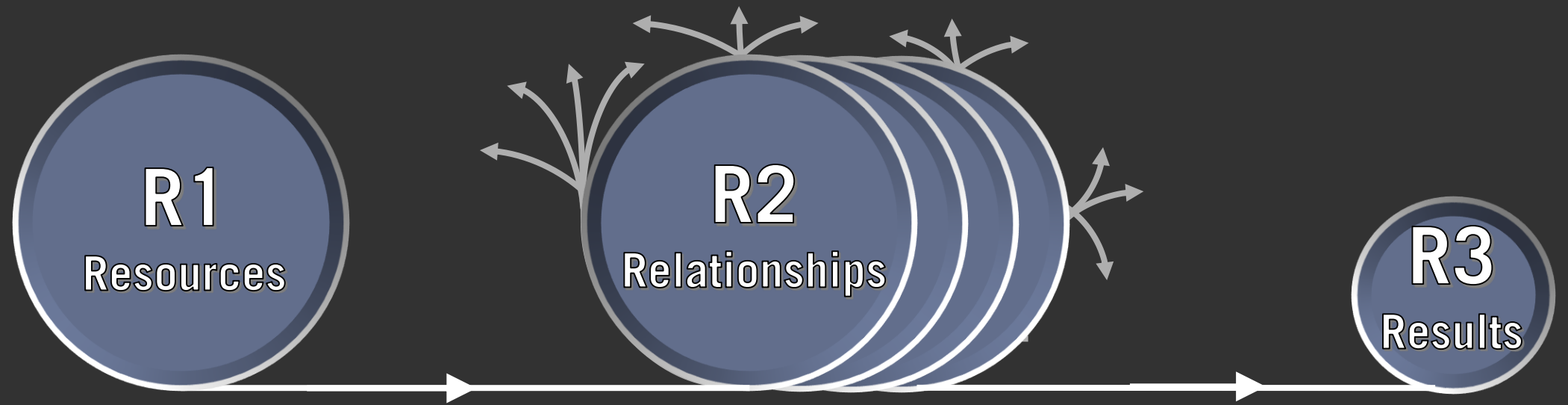
How you:

- Initiate Positive Change
- Inquire
- Critique
- Advocate
- Make Decisions
- Resolve Conflict
- Learn from Experiences

- Enrolment
- Revenue Generation
- Cost Optimization
- Growth
- Service Quality
- Research Findings
- *Image & Reputation*
- *Awards*
- *Attracting the right talent*



The impact of R2 on an organization's results?



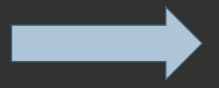
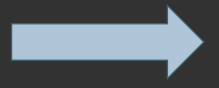
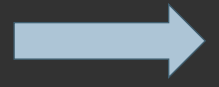
Organizations lose 2/3 of their results due to unsound relationships

R1

Individuals

Teams

Organizations

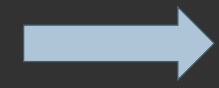
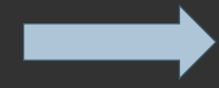
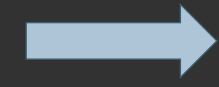
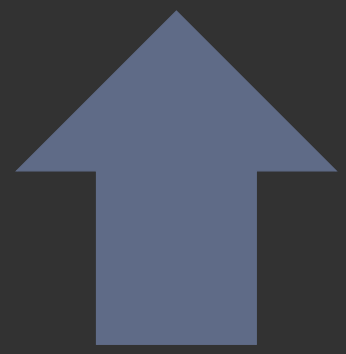


R2

Attitudes, Values
And Beliefs

Norms and
Standards

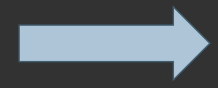
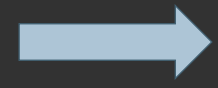
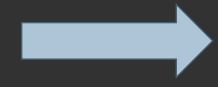
The Corporate
Culture



Behavior
Decisions

Behavior
Decisions

Behavior
Decisions



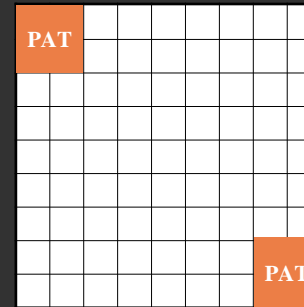
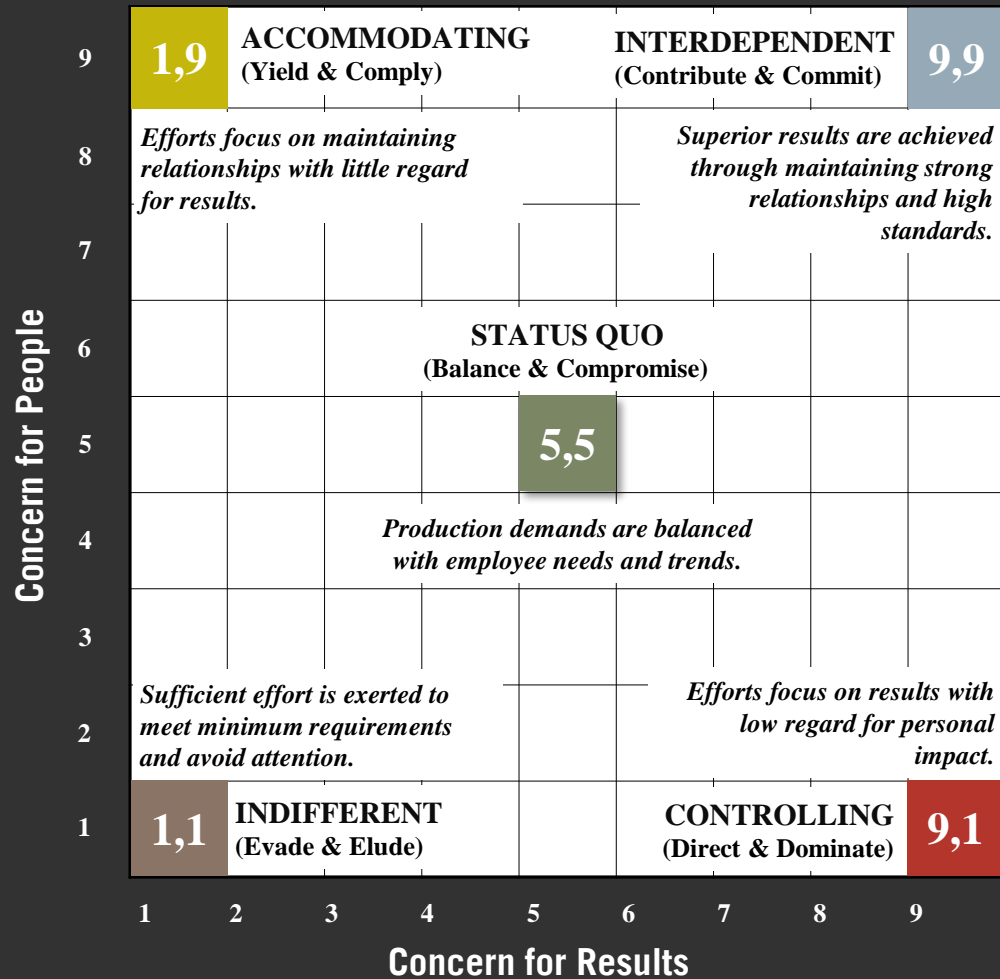
R3

Results

Results

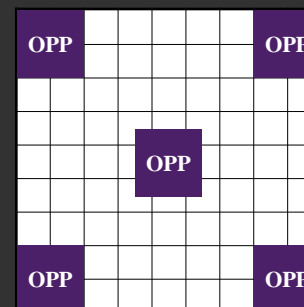
Results

The Power Zone



PATERNALISTIC
(Prescribe & Guide)

*Productivity is expected.
Loyalty and compliance are rewarded.*



Efforts are inconsistent and based on personal gain rather than organisational goals.

OPPORTUNISTIC
(Exploit & Manipulate)



The Grid Culture Development Process



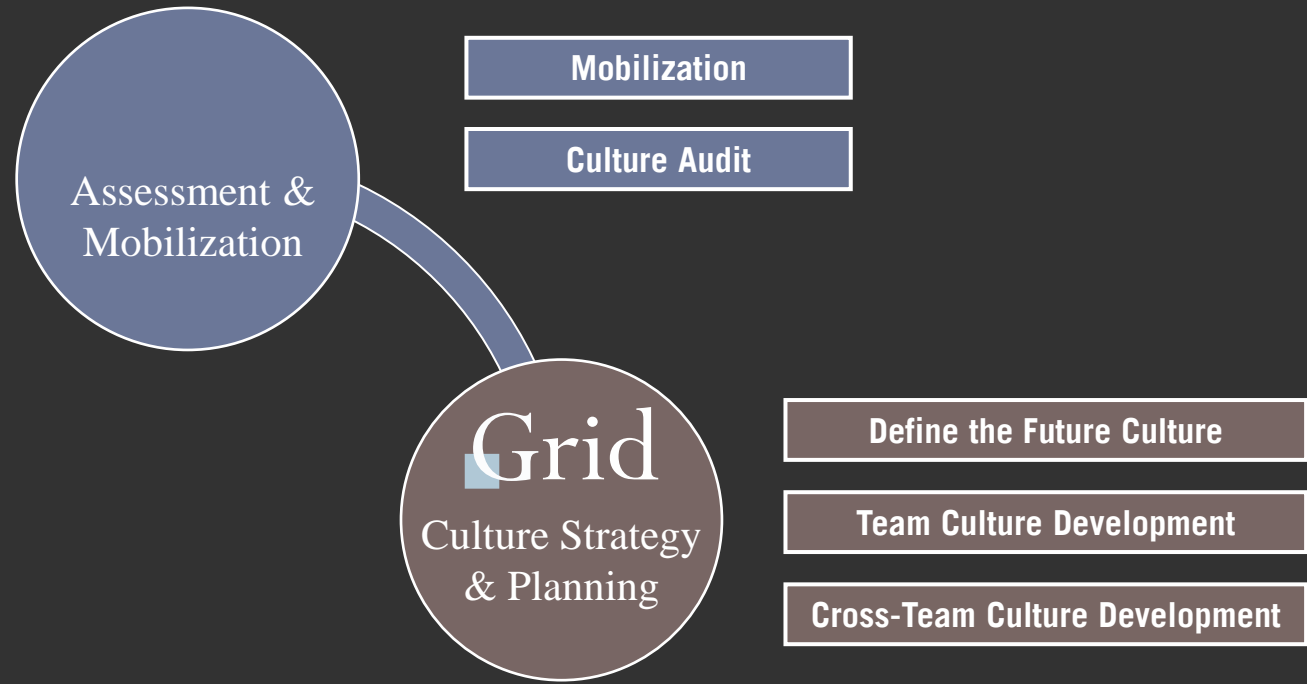
Purpose

Mobilization

To align expectations and get buy-in from stakeholders through orientation sessions.

Culture Audit

To understand needs assessment and organization environmental analysis leading to the identification of the existing culture.





Purpose

Define the Future Culture

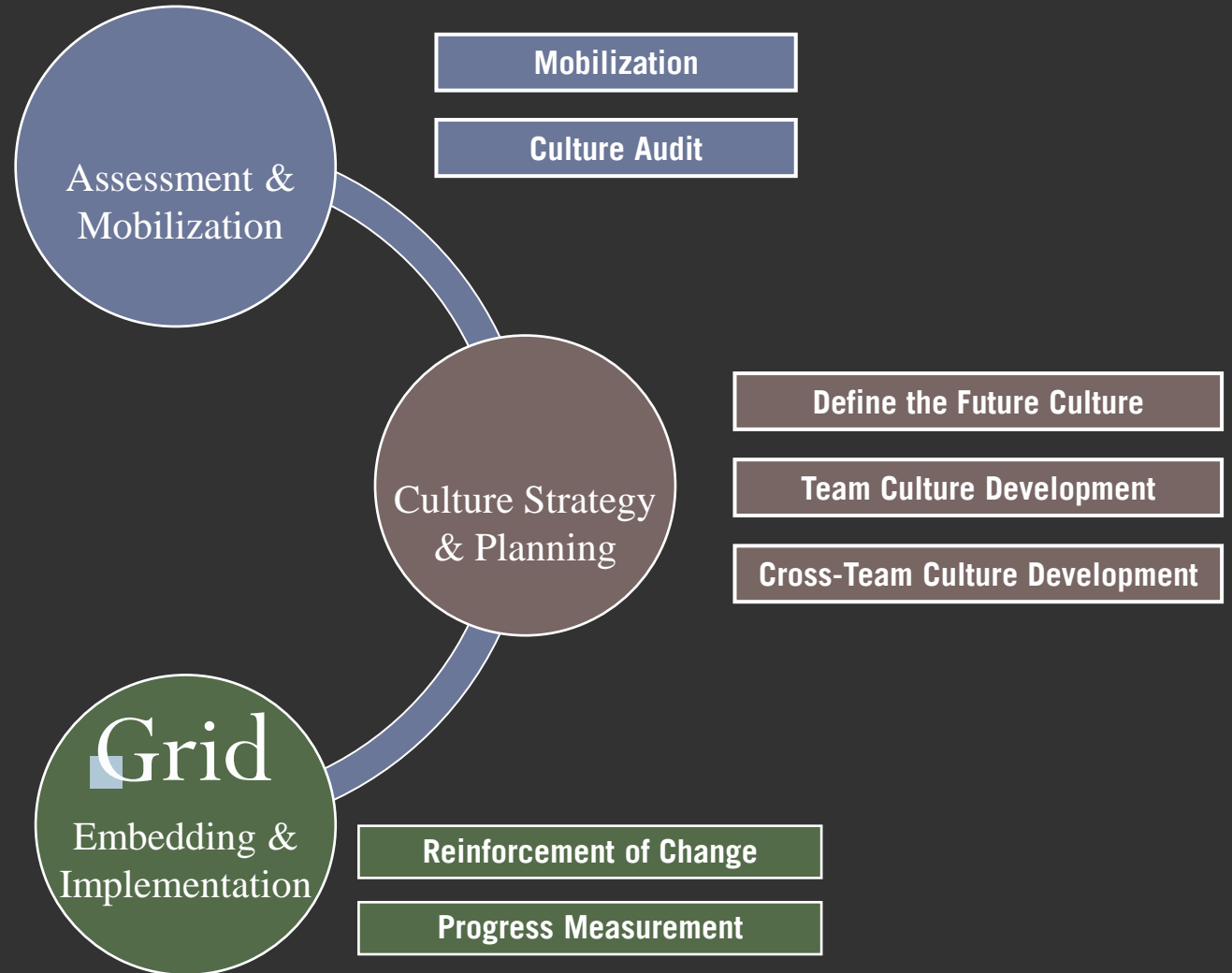
Individuals within the organization *define* the culture they desire to work in.

Team Culture Development

Intact work teams develop steps to move the team towards the desired culture.

Cross-Team Culture Development

Cross-teams develop an embedding plan to support each team to achieve outcomes aligned with the organization's goals.





Reinforcement of Change

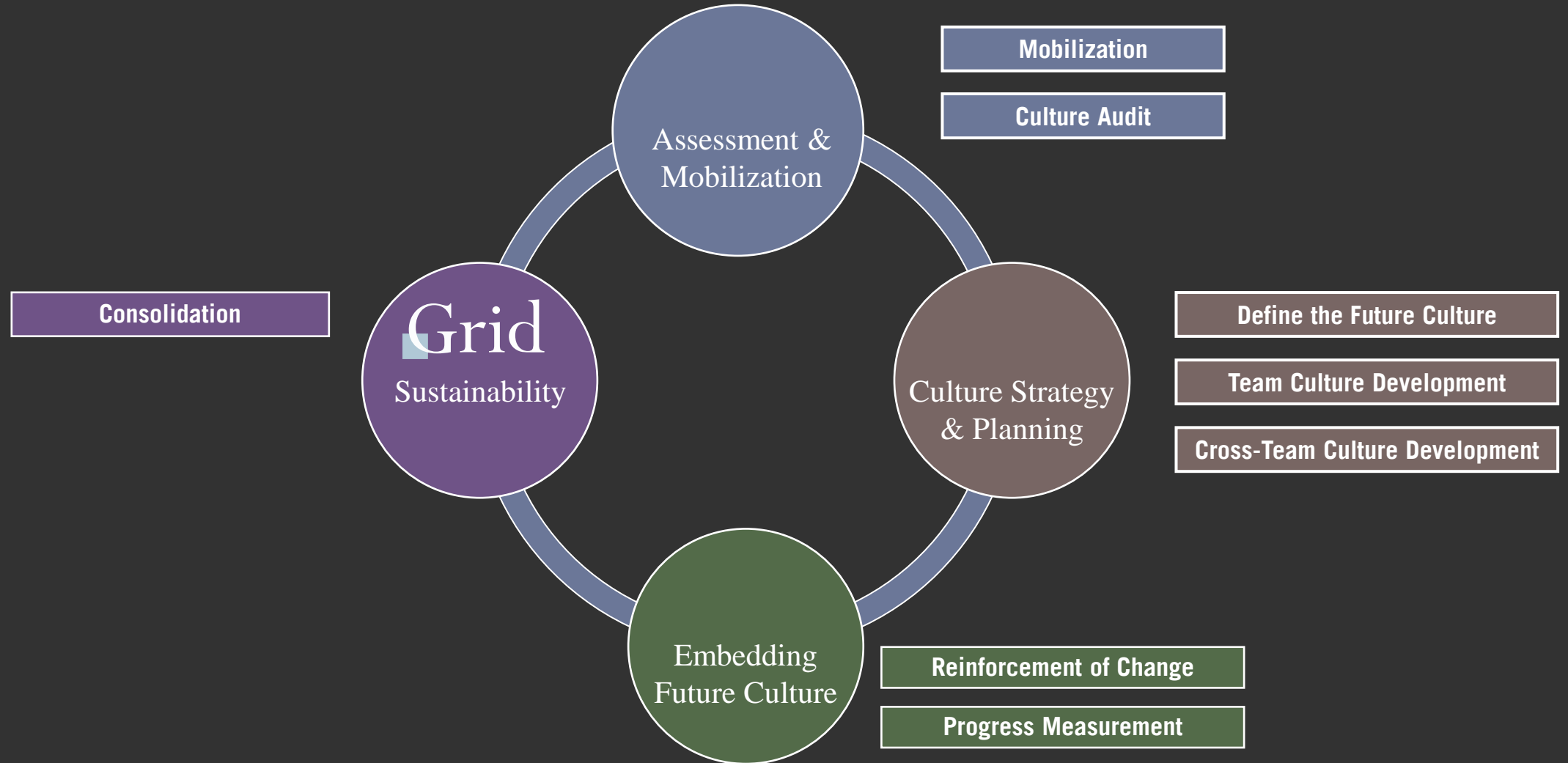
Progress Measurement

Purpose

Support teams in implementing the new culture in their workplace through follow up interventions and adoption of culture development tools.

Measure and adjust on the spot to ensure shift happens towards the desired culture.

The Grid Culture Development Process



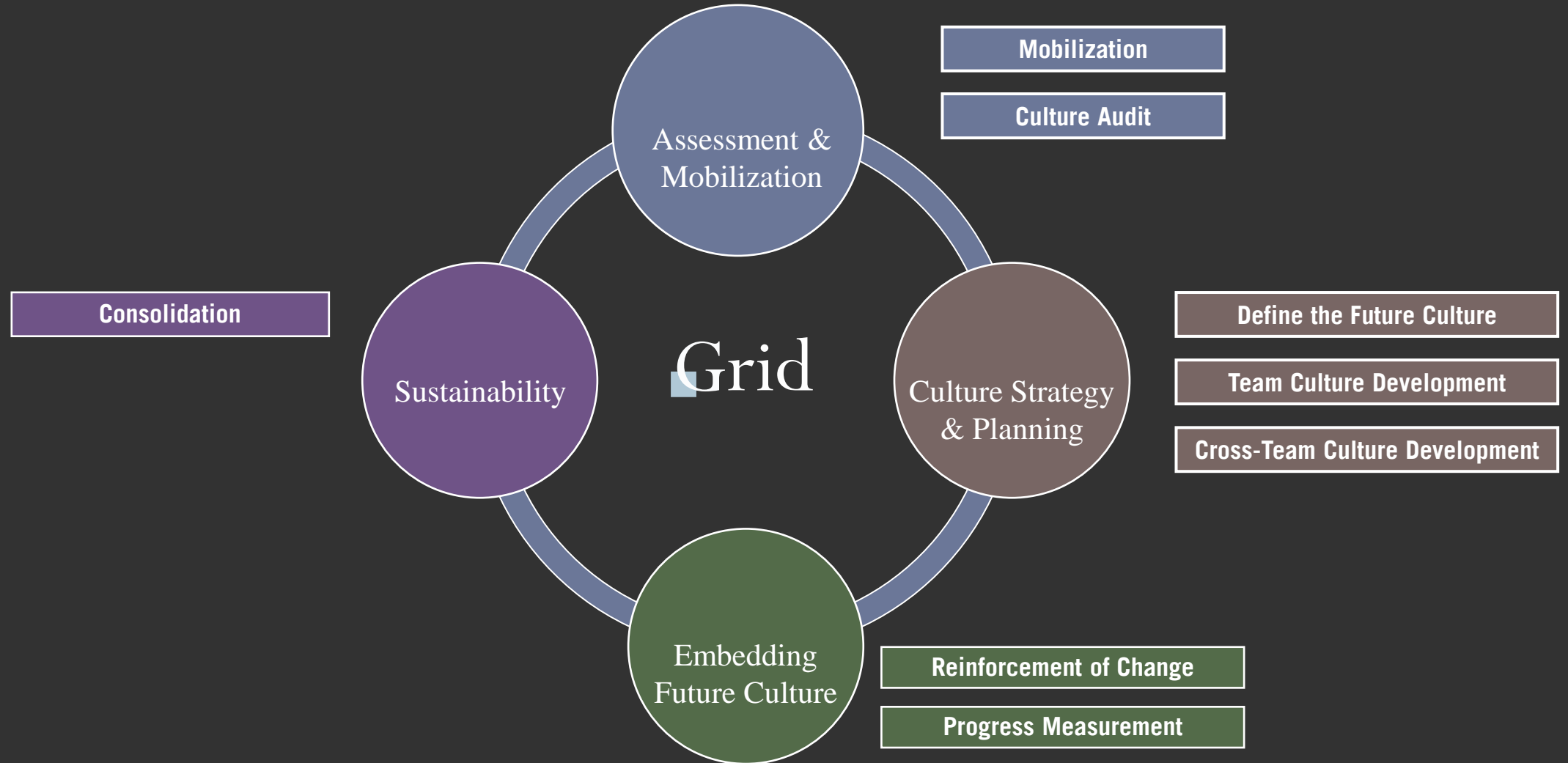


Consolidation

Purpose

Linking all related organization efforts towards a common culture. These include nudging campaigns, ongoing mini workshops to onboard new-comers and the setting up of candor rooms.

The Grid Culture Development Process



How has Grid provided value?



Client

Geography

Project Scope

Co-Operative Bank

Malaysia

Culture development was the prerequisite to a rebranding exercise and expansion of products and services.

Shipping Port

Malaysia

Focusing on the port's operating culture as a means to differentiate itself from its competitors.

If you would like to explore further how this can be implemented in your organization, connect via:



and have a conversation with me.

More resources are also available on:

