

Practitioners' Suggestions on How to Conduct an Organisational Intervention

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How to prepare for the Introduction

- 1. Background on the client
- 2. Company history
- 3. Mission Statement (e.g. *values, purpose*)
- 4. Market position (e.g. *recent events?*)
- 5. Financial Health/plan (e.g. *sales, profit*)
- 6. Management Structure (e.g. *Centralised-Decentralised*)..*key stakeholders*

Examples of Lines of Inquiry with the CEO

- What business challenges do you face? ...
- What do you want to prioritize? ...
- Who are the stakeholders? ...
- What would you like to change about your business? ...
- What would a successful outcome look like to you?

Inside the Organisation

General

Personal Context/relationship

1. Relationship with client: e.g. CEO
2. The “presenting” issue or opportunity is often not the “real” issue
3. “That figuring out the right question(s) is where the value is created”

Guiding Principle

- Clarity about what exactly they want to see and agreement on HOW it will be evaluated.
- “A change initiative is successful when it meets its business objective. You need to define how you will measure success at the beginning of the change. It goes back to that clear, compelling purpose”.

How to agree on what has worked?

- Increase the likelihood of success through “Human-centered design, co-creation, and agile follow-up”.
- “how many people are using the new solution or doing things differently) business/culture impact (*hard results and engagement scores*)”
- E.g. Self-assessment of the current level of e.g. effectiveness, reassess effectiveness end of the programme.

- “I use a mix of diagnostics and measurements. Diagnostics are fuzzier, things like “given it’s been a month, do you feel we’re going in the right direction?” I avoid binary success/failure measurements at all costs because change is never as simple as that.”

Who does the REAL work in the organisation?

- Just be mindful that not all the people you meet are automatically going to be valuable Stakeholders.
- Price's Law: the square root of the number of people in a group/team/organisation will produce half of the total results:
- If a group has 100 employees, 10 of them will do half of the work.

Structure: What type of Management Structure is in Place?

- **Divisional**
 - Separate divisions, each with its own centralized structure. Common to large with a wide range of products or services
- **Functional**
 - A structure that groups employees by their skill set and specialties. Employees are grouped into different departments based on their ranking.
- **Matrix**
 - Subordinates report to more than one supervisor. (Flat structure, hybrid divisional and functional structure)
- **Team**
 - A structure that replaces departments with teams and reduces external barriers between customers and suppliers.

What Type of Culture

- Culture: Two Axis
- 1. Internal V external focus
- 2. Stability V Flexibility (combine and you get)
- 3. FOUR quadrants
- a) Collaborative
- b) Create
- c) Control
- D) Compete

Profile of a Business Psychology Intervention

1. Relationship with client: Communication!
2. That the “presenting” issue or opportunity is usually not the “real” issue
3. Figuring out the right question(s) is where the value is created: answers are easy

Gathering Information

- Think about your Open-ended questions.
- More in-depth answers and are often used to gain insights about people's opinions. Here are some examples of open-ended questions:
- What-questions
- Questions that start with "what" are often good open-ended questions. For example, "What would you like to see change?".
- How-questions
- For example, "How do you normally...?" or "How did you feel about that?".
- Why-questions
- For example, "Why did you choose that answer?".

Kurt Lewin

- Even if 'nothing is as practical as a good theory'
- The utility of a good theoretical approach should not be mistaken for a negotiated practical solution...the communication connection with key stakeholders is fundamental ...