

**THE POWER OF  
CHANGE:**

**REINVENTING THE  
ORGANIZATION**

# THE POWER OF CHANGE REINVENTING THE ORGANIZATION

## **The Power of Change Series**

The Power of Change Series of Management videos is aimed at helping members of organizations come to terms with and gain control over the changes that are sweeping through our economy.

The first in the series - The Management Revolution - provided viewers with a holistic explanation of the strains all people in business, government or not-for-profit organizations are feeling. Rooting their argument in the twin fundamental realities of exploding variety and the emergence of Mass Customization technology, Dr. Ross and Mr. Kay provide the key for decoding the fads and ideas which have been sweeping management for the last twenty years. Introducing the concept of the 'Molecular Organization' they argue, persuasively, for a new way of visualizing organization, a new form to replace the old pyramid.

The second in the series - Reinventing the Organization - answers the question "Now that I know what is underlying this change, How do I change? " The case studies that are the core of the video are real. The CEO's talk from their hearts as they reflect on the lessons they have learned in moving their businesses. The anecdotes are drawn from actual situations with companies and government departments that have wrestled with changing to the fast-responding, more flexible Molecular Organization.

Future videos in the series will go into greater depth on the 'How to' of change and on the operating environment of the Molecular Organization.

## **Change Lab International**

Dr. Ross and Mr. Kay are the cofounders of Change Lab International, a firm created specifically to help organizations make the transformation to the emerging world. Working with 'transformational leaders' who were willing and enthusiastic about exploring the frontiers of new human and business systems, Change Lab has developed the first holistic picture of the emerging Molecular Organization. In the process of undertaking this "Action Research", Change Lab has created a dozen Molecular Organizations and led thousands of managers and professionals to see and act differently.

What marks Change Lab out as different, above everything else, is the commitment to working in the trenches of change. The ideas and concepts in the videos were not simply thoughts on a flip chart in a training session or seminar. Nor are they dry ideas from long dead philosophers. They are concepts that flesh and blood people, living and working in today's world have bet real businesses on and won.

Change Lab International's commitment to buyers of the video series is to continue this action orientation and by learning in the market - in fact by acting like the organizations they espouse - to bring users the latest ideas in change as they are proven in the field.

## **The Workshop**

This workbook contains a Workshop aimed at helping you build on and discussing the ideas contained in "Reinventing the Organization".

There are few, if any, organizations today that are not in the midst of change. Many have been introducing program after program for the last decade or more - with greater or lesser success. Many organizations have been trapped in the problem of taking new ideas and placing them into the context of the old managerial paradigm - the pyramid and mass production. As a result they have often failed and left a residue of cynicism, skepticism and doubt in the business.

Equally, most organizations have been through major 'downsizing', whether driven by market pressure on costs or responding to the opportunities afforded by modern information-driven technologies. No one is untouched by change.

In this world, it is surprising how difficult it still remains for organizations to introduce effective change. Reinventing the Organization, is a first step in filling that void in management practice. The rest of the Power of Change series will provide more insights.

This workshop is aimed at helping organizations sit back and reassess where they are at in their change and to bring out issues around the How of change that will help put change programs of all kinds on track for success.

Built around a self-administered questionnaire, this workbook aims to provide the nonprofessional facilitator with the tools and concepts for auditing change. In the hands of a professional trainer the workshop can be enhanced to get into even greater depth on the issues facing the organization.

The Questionnaire is constructed from the concepts explicitly mentioned in Reinventing the Organization, and it assumes that the audience has had time to see it.

When a group has finished the Workshop, they should have surfaced a wide range of issues on their change status and have devised action programs for getting at them.

This is a self-administered process. The quality of the output is primarily a function of the willingness to be open and address the issues involved. Where there is resistance to discussing real issues, the resistance itself is an issue and if that cannot be discussed we would recommend that professional help be sought.

We recognize that open workshop discussion is not always the preferred approach in some cultures. In such cases the Questionnaire can be administered as a research tool and the results quantified for management. This is particularly useful where the video is to be shown to large numbers of people who could fill in the Questionnaire on a non-attributable basis.

Recognizing our own cultural bias, we fervently believe in the power of open discussion and debate, so a workshop is our preferred mode.

## **The Layout of the Workbook**

The Workbook provides the tools for doing the Workshop. Included are the Masters of the Overhead Transparencies and Handouts you will need, Ideas for how to present them. Masters of the Questionnaire and a Transcript of the video "Reinventing the Organization".

The workbook is in four broad parts.

- **Facilitator's Notes**

The Facilitator's Notes explain and provide ideas for using the Transparencies that form the structure of the Workshop. The Notes are set out in a consistent way as shown on the blank. In the top right of the page is a copy of the Master Transparency to which that page refers. On the left are Workshop Ideas, which talk to how to use the Transparency and what may happen in the Workshop. On the bottom right is space for your own Facilitator's Notes where you can put ideas and instructions to yourself for using the Transparencies.

Clearly it is impossible to anticipate all workshop situations, so capture events as they occur and your solutions to them in the Facilitator's Notes.

The first few Notes are general directions for setting up the session, the remainder refer to the content of the session itself. We have provide masters of all the transparencies including the set up ones in case you wish to use them to brief other facilitators.

- **The Questionnaire**

The Questionnaire is at the heart of the Workshop. You have been provided with a Master which you will need to copy for distribution to the group. We recommend photocopying on to a single, folded 11" x 17" sheet. The questions are derived from Reinventing the Organization, but you may wish to add your own. We would, however, recommend that if you are using this Workshop over a wide range of groups, you should stick to the core questions which will allow you to compare different groups and get a broader sample of opinion

- **Masters**

The transparency Masters with the associated Handout Masters are the materials you will need to direct the workshop. They contain the Questions, Small Group Break Out and Plenary Group discussion points. They also include an Objectives and Agenda. Any or all of these can be amended to suit your needs, but that should not be necessary.

- **Transcript**

We have included a Transcript of the video for you to be able to find rapidly where ideas were mentioned and what words were used. We have also provided space for your notes.

This Workbook is licensed for your use. You are free to copy and distribute its contents inside your organizations. One copy of the Workbook comes free with your copy of 'Reinventing the Organization'. Further copies are available at a nominal charge by 'phoning 1 800 223 2522 or you local distributor.

**WORKSHOP IDEAS**

**TRANSPARENCY**

**FACILITATOR NOTES**

**SAMPLE PAGE**

## **Facilitating Change**

There is very little that is comfortable about change. It may be necessary and it may be embraced, but it is always a process of high anxiety. If you are about to embark on working with a group in change remember these pointers.

- **Keep above the fray.**

As a facilitator of change, your value to the group declines rapidly as you become sucked into finding and owning the solution to the problem. They must own the problem. To the extent that you take it off their hands they will not change their ways. This does not mean that you should give no advice, guidance or counsel. But, if you chose to you must make it clear that these are thoughts only and the real solution must come from them. If you are sucked in you will be rapidly exhausted as a resource for the group. If you are the leader, taking all the decisions will not aid the maturation of the group.

- **Recognize the stress**

Depending on the state of play in the change process, the groups you will be dealing with will display greater or less anxiety. It is easy for caring individuals to be overwhelmed by the stress in a room and the pressure to help people who may be in real pain. The image to hold on to is of a doctor. If he or she were overwhelmed by grief with every patient they would be of little use to society. This does not mean you must become callous - far from it - but you must retain distance from the emotional backwash.

- **Denial**

As you use the Questionnaire you will inevitably discover areas of denial. "We are already doing that," is a common theme. Pursuing denial and smoking it out can lead to clashes with the power structure in the organization. The best route is to encourage discussion where the thing being denied is revealed by the group. Do not get into head on confrontation as the facilitator. That said, denial has to be addressed and the Questionnaire is a good, objective route.

- **Start where the patient is**

Do not try to construct a false starting point for the group. If they are in pain, they will not listen to anything else until that pain has been addressed. Get the issues out early and then put them on one side with a promise to come back to them. Remember their perception of what is the issue, is the issue. And, do come back to them!

- **Get above the data.**

Einstein said that 'no problem can be solved at the same level as it was created'. You have to get them up out of the mud of the day to day issues and have them look down on the problem. In Reinventing the Organization - the customer viewpoint is the suggested vantage point. But there may be others. The key is to look down on the problem.

These are not comprehensive guides to being a change facilitator, but they are real. Good luck!

**REINVENTING THE  
ORGANIZATION:  
GETTING STARTED**

## **GETTING STARTED**

### **Purpose of the meeting**

The purpose of the meeting is to help the group come to terms with their change efforts to date. It is normal for organizations to have undertaken a tremendous amount of change over the last few years.

It is also normal for them to have implemented those changes as 'programs' with little regard for the problems or complexities of a full scale change process. In many, many organizations this has left them with a heavy load of cynicism and distress in the organization. Leaders are often struggling, sometimes publicly, to understand and deal with the issues.

The epochal change we are going through has crept up on us. Few, if any managers, are trained to make a holistic change in every dimension of a business. They are usually trained to exploit the business or organization they have inherited.

**What the Power of Change: The Management Revolution did was show that the enormous change we are going through was beyond our powers to predict. But, that now we have a fairly clear picture of it. What Reinventing the Organization says is that there are some simple rules that will give you a start into a major change, and make it much more effective.**

In Reinventing the Organization, Dr. Ross and Mr. Kay have identified four big elements of any change process. This workshop is built on that structure.

By showing Reinventing the Organization, and having the group examine their behavior under those headings, you can stimulate discussion which should open up the whole issue of How the organization goes about change.

## **REINVENTING THE ORGANIZATION FACILITATOR'S NOTES**

---

- **Purpose of the Meeting.**

## **FACILITATOR NOTES**



## GETTING STARTED

### **What type of audience is involved**

The audience is primarily those managers and professionals and supervisors who are involved in helping it change.

Reinventing the Organization uses CEO's as examples. This is both its weakness and its strength. By focusing on the issues at the very top, we can share some of the raw, emotional concerns that these leaders faced. When Michael Stephen, notes that poor morale is an indictment on the leaders, he means it!

Leadership issues change in magnitude, but not in content as you move through an organization. The top management concerns we are dealing with here are not ones of portfolio management, not financial structuring, they are the gut issues of "Will they follow me?". This is as true at the lowest managerial or professional level as it is at the top of a business.

The weakness is clearly that these are successful people at the top. And they talk that way. If the group chooses to reject them as role models, ask this simple question. Is their problem any different from yours?

In the new organizations we are creating, leadership is a phenomenon that must pervade the whole operation. There is no longer any room for "administrators", no place to hide. We must all be able to empathize with or exhibit leadership traits. Identifying with those who have been through the fires of change is important.

Leadership traits and skills include the four key issues raised in Reinventing the Organization - Reinvention all the way down, Putting a Flag Outside, Empowerment, and Harnessing Resistance.

## **REINVENTING THE ORGANIZATION FACILITATOR'S NOTES Cont'd**

---

- What is the purpose of the Meeting?
- What type of audience is involved?

## FACILITATOR NOTES

## GETTING STARTED

### **What people will get out of it**

The primary output is insight into their behavior as a group. They will be brought to face the degree of success they have achieved and to identify some of the major things they may have neglected.

They will be asked to develop Actions and approaches for driving change forward and be made to examine their own level of commitment.

This is a group self-assessment. Its effectiveness is only as good as the honesty in the group. But, given a willingness to be open, they will have to cover issues around their leadership style and their grasp of basic concerns such as empowerment.

### **What you will need**

- Overhead projector.
- Flip chart or overhead for capturing the information and summarizing it.
- Spare blank transparencies
- Copies of the Questionnaire for all attendees, with extra transparencies of the Questionnaire if you are using those to collect attendee or small group responses.
- Pens for flip charts and overheads - preferably blacks, blues, purples, these show up better.
- A room and time where the group can be uninterrupted.

## **REINVENTING THE ORGANIZATION FACILITATOR'S NOTES Cont'd**

---

- Purpose of the Meeting.
- What type of audience is involved.
- What people will get out of it.
- What you will need.

## FACILITATOR NOTES

**REINVENTING THE  
ORGANIZATION:  
WORKSHOP IDEAS**

## WORKSHOP IDEAS

### **Reinventing the Organization**

The Transparencies you are about to use will take you through a workshop ranging from half a day to a full day.

Use this transparency to get the group's attention and to call the meeting to order.

Explain the meeting length to them. How long the session will last. Where the washrooms are. What arrangements have been made for refreshments and meals.

We would recommend having coffee and tea in the room, if that is your tradition, as it limits the number of people who get up to go for refreshment.

The issues to be dealt with are serious. Telephone calls should be fielded by an assistant and messages - unless urgent - should be passed on at the breaks.

Set up the ground rules.

- You are the facilitator. Your job is to keep the meeting going and to insert experiences as appropriate, from other sessions you have run.
- They are the workshop. Their job is to work with the material and to own the resultant actions when they leave.

You may choose to provide them with these instructions or you may get them involved in creating them. The advantage of their involvement is that they get talking early in the process and start to feel more involved.

---

At this point move on to the transparency - Where are we? Where are we going?

REINVENTING  
THE  
ORGANIZATION

## FACILITATOR NOTES

## WORKSHOP IDEAS

### **Where are we? Where are we going?**

Explain how you came to hold this session and where you came across the materials.

If there is any doubt about the session and why it is being held, now is the time to deal with it.

#### *Suggestion.*

You may ask what they believe they are here for, or if they have been simply sent by a Leader.

You may ask a Leader to explain the background and position the meeting.

If the group is comfortable that there is a good reason for them being in the room, move on.

#### *Suggestion*

If there is any uncertainty, you may run a small process. Ask the question:

"Where do we stand in reinventing this organization?"

There will be many different responses. If there seems to be agreement about a failure to reinvent, explain that you are going to talk about it.

- If they think they are doing fine, say the meeting is to test that
- If they are all over the place, the meeting is to help them come to consensus.

You may capture their feelings on a flip-chart and use this at the end as a way of validating whether the meeting help clarify their thinking.

Move on to the Objectives of the Meeting.

Where are we?  
Where are we going?

## FACILITATOR NOTES

## WORKSHOP IDEAS

### **Objectives of the Meeting**

Walk through the meeting objectives and ask for comments.

It is rare to get comments, but if there are additions to be made now is the time.

Occasionally a 'hidden' agenda surfaces at this point. Try to bring it out.

An example may be one part of the organization may be trying to use the meeting to 'beat up on' another part.

Be wary.

You are the facilitator. If you get caught in the crossfire you lose your potency!

---

Move on to the Agenda

### OBJECTIVES OF THE MEETING

- To understand the key elements in a major change process.
- To evaluate our success to date in introducing change.
- To identify where we want to go with our next round of change.
- To define the actions needed to make that next leap.

## FACILITATOR NOTES

## WORKSHOP IDEAS

### Agenda

Walk through the agenda

We have left space for you to put in the times. Do this with a marker in front of the group. It allows you to involve them in the meeting length and fix it in real time.

There is space to mark in the breaks and the lunch if it is a full day.

Ask if the agenda is clear. If not, what is missing?

The four elements of a change process are listed separately. You may point this out and mention that they form the basic core of the discussion.

The Agenda ends with Actions. Emphasize that this is not just a 'talking shop', but a serious meeting on the state of change in their business.

---

After this show the Power of Change: Reinventing the Organization video.

---

Then, move on to the Questionnaire

### AGENDA

Time

Welcome and Introductions

Objectives of the Meeting

**REINVENTING THE ORGANIZATION**

Assessing where we're at on change.

Reinventing the Organization

A 'flag' outside

Empowerment

Harnessing Resistance

Action Plans

Close

## FACILITATOR NOTES

## WORKSHOP IDEAS

### **The questionnaire**

The Questionnaire is at the heart of the session.

Everyone has now seen the film.

Take them step by step through it.

- Walk them through the questions.
- Explain the purpose of each one and how it related to the film. A transcript is available at the back if you wish to mark it up for reference.

It is important that they understand.

The questions are largely self-explanatory. But, some participants will not concentrate and so you need to be aware of them and when you have finished be prepared to go back and answer the same questions or deal with them individually.

Administer the whole questionnaire at once. The pieces build on each other and it will help them refocus on the film.

An alternate approach is to go through the questionnaire first, then show the film. Both will work, it depends on the group.

---

Now put up the Small Group Task.

REINVENTING THE  
ORGANIZATION:  
A QUESTIONNAIRE

## FACILITATOR NOTES



## WORKSHOP IDEAS

### **Small Group Task**

Break up the participants into small groups.

Depending on size you may need to use larger or smaller groups. Aim for not more than five groups, otherwise feedback takes too long.

One way to break up a large group is to count off by numbers round the table, so that the room is broken up into teams of four or five sitting next to one another.

Walk them through the instructions. The personal assessment is very important. It forces each person to focus. Otherwise they will follow the leader. The whole small group process is aimed at bringing out opinion while shielding people from direct threat.

The aim is to get them involved and get out the first level of consensus.

To collect the results, either have them read them out, or have them put their results on to a transparency - you must provide - and show them.

The aim is to capture the results and a sense of the distribution of the results on a single copy of the questionnaire.

We would suggest capturing them all first before starting the discussion.

When putting the results up, identify the groups they came from with a different marker color, it helps.

### *Suggestion*

Before going any further, 'eyeball' the results and ask the whole room if they have any comments.

If the results are heavily negative or positive you may wish to investigate that. Has an event occurred recently which would cause such a result.

---

Now move on to the Group Discussion.

### SMALL GROUP TASK

- Take the Questionnaire and read the instructions
- Fill in the Questionnaire on your own and make your personal assessment.
- Turn in to your group and appoint someone as scribe and presenter.
- Discuss your assessment and develop a group consensus
- Ensure you have decided on your reasons for your scoring.

## FACILITATOR NOTES

## WORKSHOP IDEAS

### **Group Discussion**

This is the bulk of the discussion.

Take each of the issues - reinvention, a flag, empowerment and harnessing resistance and develop a discussion around each individually.

You may do this as a single large group or by breaking out into small groups. We would recommend small groups if there are many participants as more people get involved. But, beware of committing yourself to considerable time use in feeding back results. Do not exceed five groups and give them at least forty minutes to discuss the issues.

As the groups come to consensus among themselves, your role is to capture their thoughts and make sure they are consistent and understood.

We would suggest flip charts and putting them up on the walls of the room as soon as each section is agreed.

Capture the future scores on a copy of the questionnaire. By going for three time periods you can ask the group about their level of ambition in tackling the issues.

The aim is to create consensus, but not necessarily total uniformity of view. Some diversity will be inevitable. Issues which cannot be resolved can be put aside for future work.

### *Suggestion*

You may wish to arrange secretarial help in the room or near by and have a copy of all the thoughts made for distribution at the end of the meeting.

When you are finished with this piece, have the whole group review what they have done.

Then move on to the Matrix.

### GROUP DISCUSSION

- Where do we stand today - our communal score?
- Where do we need to stand within one, three, and five years?
- What will stop us getting there?
- How are we going to overcome the barriers? Actions?
- When will the work be done by?

## FACILITATOR NOTES

## WORKSHOP IDEAS

### Self-assessment

It is normal for groups to underestimate or over estimate the stretch in what they have agreed to do.

This is where you step forward and are counted!

In your role as facilitator place the whole body of actions on the matrix.

- Have they said a lot of bold things but much is studying?(Box 1)
- Are they bold and geared up to act? (Box 2)
- Are they satisfied with where they are at and slow moving is OK? (Box 3)
- Are they incrementing, but at least moving forward? (Box 4)

This kind of assessment can be placed against their concerns at the start of the program.

If they feel comfortable with their suggestions - OK.

If not, they may wish to tighten up the timelines and increase or decrease the aggressiveness.

This kind of assessment is crucial. In the end, the problem is their's. They must be brought face-to-face with their behavior in addressing change. In particular their level of urgency.

If you have finished circling back on the Actions. You can now close the session.

- They should assign people to deal with the actions. Look for people who really care and will push the ball forward.
- We would suggest you go round the room and get a quick assessment of what each person has got out of the session and some idea of how it may be improved for future groups.

Thank them and hand over to the leader or close.

### SELF-ASSESSMENT

		IMPLIED BEHAVIOR	
		STUDY	ACT
I M P L I E D	TRANSFORM- ATIONAL	1  DREAM A LITTLE DREAM	2  LET'S GO FOR IT!
	INCREMENTAL	3  HOME SWEET HOME	4  ROLLIN' ALONG

### FACILITATOR NOTES

**REINVENTING THE  
ORGANIZATION:  
QUESTIONNAIRE**

# QUESTIONS

## REINVENTING THE ORGANIZATION

**Have we started to change?**

*Have we got off the ground? Are we carrying a deadweight of cynicism and uncertainty? Are we enthusiastic or uncommitted?*

**Are we putting our new ideas into a new system?**

*Do we think in an old organizational paradigm? Do our new ideas run into the 'impossibilities' of the old world? Does our measurement system work against us?*

**Are we building an 'avalanche' of change?**

*Do we have too much going on? Are the people under too much stress? Are we allowing ideas to be tried and tested before we mandate them?*

**Are the leaders really involved?**

*Are the leaders aloof? Do they show an understanding of the issues? Do they hand over issues to management and abrogate their leadership responsibility?*

**Are we spending enough time on change?**

*Does top management take lots of time then assume everyone else will fall into line? Does each person get time to understand the issues as they affect them?*

**Has everyone reinvented their job?**

*Have jobs really changed and aligned with the new ideas, or are we playing at the edges? Do people see their jobs as having changed in a purposeful way, or merely by happenstance?*

## A 'FLAG' OUTSIDE

**Do we have an agreed 'flag' outside?**

*Customer in business, social issue in Government, our purpose in charity, other. Emphasis is on 'agreed'. Is the 'flag' we have chosen meaningful to guide the organization.*

**Do we all share the same 'flag'?**

*Is the whole organization behind the 'flag' or do some of us act as if we have other flags. In which case, we may be two different operations.*

**Are we operationally focused on the 'flag'?**

*Is everything we do focused to serving the 'flag', or are we still doing lots of peripheral things that take time and resources away from serving the 'flag'?*

**Are we organized around the 'flag'?**

*Does our structure allow us to focus around the 'flag' or are we inwardly focused around the resources we control?*

**Do we understand the needs of the 'flag'?**

*Do we know what the 'flag' really demands of us. What the 'customer' really values, what the community really wants solving in the social issue?*

**Do we understand what each other does?**

*Do we understand the pressures and issues in each other's area. Do we act as a team? Do we fight and bicker a lot? Do we cooperate automatically?*

# QUESTIONS

## EMPOWERMENT

**Do we accept it as economically inevitable?**

*Can we achieve competitive economics with a traditional management structure? Will our competitors stand still?*

**Do we have a 'shared' vision throughout?**

*Are the people emotionally and strategically aligned? Do they feel part of the business and its emerging strategic purpose?*

**Have the people got the tools?**

*Do they have the skills, the information, the decision capacity to do the job we are asking them to do?*

**Are our values being reinvented?**

*Are we demanding enough of the people? Or are we being paternalistic? Are we putting in the team thinking if we need it? Are we acting with integrity as we shift to the new world?*

**Do we avoid reverting to 'hierarchy' under stress?**

*Is 'command and control' still our preferred mode? Do we use it often? If we do, is it counterproductive? Have we put in what it takes to move away from command and control?*

**Do we accept morale as leadership judgement?**

*Is our morale high or low? Do we see this as a problem? Does the leadership blame the people? Are the leaders taking responsibility?*

## HARNESSING RESISTANCE

**Are we using resistance to help change?**

*Is there resistance? Do we use it or paper over it? Do we know what it is at the root? Do we "hope it will go away"?*

**Are the leaders seen as legitimate?**

*How are the leaders viewed? Are the local leaders respected more than those far away? Are people just grouching or are they really upset about the leadership?*

**Have we involved the people enough?**

*Do we have a structured way of involving the people? Has it worked? Do they feel a though they have been involved?*

**Do we know what HR will be?**

*HR is a critical part of the new world, have we understood the implications of teamwork, group incentives, pay in a 'flat world'?*

**Do we know what Financial control will be?**

*In a fast moving world, old-fashioned, retroactive controls won't work, have we rethought our financial controls? In a world of flexible assets do we have the tools to evaluate investments in flexibility?*

**Do we know what Marketing and Manufacturing must do?**

*Do we understand the implications of mass customization, how you produce and market to a market of one?*

# QUESTIONNAIRE

	No	Somewhat			Yes
	1	2	3	4	5
<b>• REINVENTING THE ORGANIZATION</b>					
• Have we started to change?	_____	_____	_____	_____	_____
• Are we putting our new ideas onto a new system?	_____	_____	_____	_____	_____
• Are we building an 'avalanche' of change?	_____	_____	_____	_____	_____
• Are the leaders really involved?	_____	_____	_____	_____	_____
• Are we spending enough time on change?	_____	_____	_____	_____	_____
• Has everyone reinvented their job?	_____	_____	_____	_____	_____
<b>• A 'FLAG' OUTSIDE</b>					
• Do we have an agreed 'flag' outside?	_____	_____	_____	_____	_____
• Do we all share the same 'flag'?	_____	_____	_____	_____	_____
• Are we operationally focused on the 'flag'?	_____	_____	_____	_____	_____
• Are we organized around the 'flag'?	_____	_____	_____	_____	_____
• Do we understand the needs of the 'flag'?	_____	_____	_____	_____	_____
• Do we understand what each other does?	_____	_____	_____	_____	_____
<b>• EMPOWERMENT</b>					
• Do we accept it as economically inevitable?	_____	_____	_____	_____	_____
• Do we have a 'shared' vision throughout?	_____	_____	_____	_____	_____
• Have the people got the tools?	_____	_____	_____	_____	_____
• Are our values being reinvented?	_____	_____	_____	_____	_____
• Do we avoid reverting to 'hierarchy' under stress?	_____	_____	_____	_____	_____
• Do we accept morale as leadership judgement?	_____	_____	_____	_____	_____
<b>• HARNESSING RESISTANCE</b>					
• Are we using resistance to help change?	_____	_____	_____	_____	_____
• Are the leaders seen as legitimate?	_____	_____	_____	_____	_____
• Have we involved the people enough?	_____	_____	_____	_____	_____
• Do we know what HR will be?	_____	_____	_____	_____	_____
• Do we know what Financial control will be?	_____	_____	_____	_____	_____
• Do we know what Mkt'g and Mf'g must do?	_____	_____	_____	_____	_____
<b>• OVERALL CHANGE EFFECTIVENESS RATING.</b>					
	_____	_____	_____	_____	_____

**REINVENTING THE  
ORGANIZATION:  
TRANSPARENCY  
MASTERS**



# REINVENTING THE ORGANIZATION FACILITATOR'S NOTES

---

- **Purpose of the Meeting.**

# REINVENTING THE ORGANIZATION FACILITATOR'S NOTES Cont'd

---

- **What is the purpose of the Meeting?**
- **What type of audience is involved?**

# REINVENTING THE ORGANIZATION FACILITATOR'S NOTES Cont'd

---

- **Purpose of the Meeting.**
- **What type of audience is involved.**
- **What people will get out of it.**
- **What you will need.**

# REINVENTING THE ORGANIZATION

**Where are we?**

**Where are we going?**

## **OBJECTIVES OF THE MEETING**

---

- **To understand the key elements in a major change process.**
- **To evaluate our success to date in introducing change.**
- **To identify where we want to go with our next round of change.**
- **To define the actions needed to make that next leap.**

# AGENDA

---

Time

Welcome and Introductions

Objectives of the Meeting

**REINVENTING THE ORGANIZATION**

Assessing where we're at on change.

**Reinventing the Organization**

**A 'flag' outside**

**Empowerment**

**Harnessing Resistance**

**Action Plans**

**Close**

**REINVENTING THE  
ORGANIZATION:  
A QUESTIONNAIRE**



## **SMALL GROUP TASK**

---

- **Take the Questionnaire and read the instructions**
- **Fill in the Questionnaire on your own and make your personal assessment.**
- **Turn in to your group and appoint someone as scribe and presenter.**
- **Discuss your assessment and develop a group consensus**
- **Ensure you have decided on your reasons for your scoring.**

## **GROUP DISCUSSION**

---

- **Where do we stand today - our communal score?**
- **Where do we need to stand within one, three, and five years?**
- **What will stop us getting there?**
- **How are we going to overcome the barriers? Actions?**
- **When will the work be done by?**

# SELF-ASSESSMENT

---

## IMPLIED BEHAVIOR

I M P L I E D

STUDY ACT

<p>1</p> <p>DREAM A LITTLE DREAM</p>	<p>2</p> <p>LET'S GO FOR IT!</p>
<p>3</p> <p>HOME SWEET HOME</p>	<p>4</p> <p>ROLLIN' ALONG</p>

TRANSFORM-  
ATIONAL

INCREMENTAL

A C T I O N S

**REINVENTING  
THE  
ORGANIZATION:  
HANDOUT  
MASTERS**

# REINVENTING THE ORGANIZATION

Where are we?  
Where are we going?

## OBJECTIVES OF THE MEETING

- To understand the key elements in a major change process.
- To evaluate our success to date in introducing change.
- To identify where we want to go with our next round of change.
- To define the actions needed to make that next leap.

## AGENDA

Time

Welcome and Introductions  
Objectives of the Meeting  
REINVENTING THE ORGANIZATION  
Assessing where we're at on change.  
Reinventing the Organization  
A 'flag' outside  
Empowerment  
Harnessing Resistance  
Action Plans  
Close

**REINVENTING THE ORGANIZATION:  
A QUESTIONNAIRE**

**SMALL GROUP TASK**

- Take the Questionnaire and read the instructions
- Fill in the Questionnaire on your own and make your personal assessment.
- Turn in to your group and appoint someone as scribe and presenter.
- Discuss your assessment and develop a group consensus
- Ensure you have decided on your reasons for your scoring.

**GROUP DISCUSSION**

- Where do we stand today - our communal score?
- Where do we need to stand within one, three, and five years?
- What will stop us getting there?
- How are we going to overcome the barriers? Actions?
- When will the work be done by?

**SELF-ASSESSMENT**

I M P L I E D	TRANSFORM- ATIONAL	IMPLIED BEHAVIOR	
		STUDY	ACT
A C T I O N S	INCREMENTAL	1 DREAM A LITTLE DREAM	2 LET'S GO FOR IT
		3 HOME SWEET HOME	4 ROLLIN' ALONG

**REINVENTING THE  
ORGANIZATION:  
TRANSCRIPT**

## TRANSCRIPT

### **Michael Stephen**

I joined Aetna and was appointed President in 1987. At that point in time, the world was changing very rapidly in the financial services business and we were a medium-sized company in a very saturated marketplace.

### **Graham Freeman**

At Ault, we came into an industry that was pretty chaotic, a company that was more chaotic than the industry. It was fourteen companies that had been bought and put together in terms of a legal name, but in no other sense were together.

### **Richard Gaccione**

When I came to the company it was a turnaround situation and I needed to create a new, more vital company that was gonna be back on a growth pattern.

### **Michael Stephen**

You need to differentiate yourself from your competition or you won't survive. So for us at that point in time, it was to look at the world and figure out how we could survive.

### **Graham Freeman**

So we had to put an organization together that made some sense, and the first thing I tried was the things that got me to the party - the hierarchical management.

### **Richard Gaccione**

As I viewed what I had here, it became obvious that they did not have a plan, and it - and the plan did not incorporate people.

### **Michael Stephen**

So we were moving from an unpredictable present to an unpredictable future, and that worried - worried us tremendously.

### **Richard Gaccione**

But the most important thing I needed to do was culture change. I had good people. But I needed culture change in order to make these people run the business differently.

## FACILITATOR NOTES



## TRANSCRIPT

### **Graham Freeman**

And what we found is we couldn't get this organization to do the things we wanted, if we used the tools that I had traditionally had. And that's when we started to look at the question of trying to reinvent ourselves.

### **Michael Stephen**

One thing we recognized is we had to change our culture. And so that was the beginning of this whole process of dealing with what has become, in business at least, a survival task for any company in business worldwide.

### **Dr. Gerald Ross**

There are lots of organizations that are wrestling with change. But, they're really very few that actually succeed. What is it that makes the difference?

### **Michael Kay**

A company that has really changed as opposed to those who merely say they have changed - they have one thing in common. Everyone in the organization, from the CEO down to the mailroom, has re-invent their job and committed to a clear strategy for serving the customer.

### **Graham Freeman**

One of the toughest parts of a new organization, in the sense that you're trying to create a different culture, is you've gotta re-invent the people at the top of the house. You've gotta re-invent the CEO and the key people in the organization. And they're the toughest ones to re-invent. I certainly was one of the toughest.

### **Dr. Gerald Ross**

What's emerging is a new form of organization. We call it the "Molecular Organization." That's built around markets, not products and services. When these new ideas emerge in quality, in customer service, they need to be applied in the context of this emerging paradigm, not in terms of the traditional organization.

## FACILITATOR NOTES

## TRANSCRIPT

### **Michael Kay**

What is really happening to us is that our lives and our society are becoming massively more complex. We're simply having to change almost everything about how we organize, how we do business, how we live, as an organization and as a society. It's that complexity which we can see every day in the variety in the marketplace and all through our lives, which is driving this change.

### **Dr. Gerald Ross**

It's not since the Great Depression that people's lives have been so directly influenced by change. In many cases, their families have been affected, relatives and friends. This is a time of major transition.

### **Michael Stephen**

I think the issue for business globally is keeping yourself flexible enough and adaptive enough to adjust to a changing environment. If you look at the history around us in North America just in the last two years and its staggering. Companies made assessments about the future and assessments about their future and they miscalculated. You do that at your peril.

### **Dr. Gerald Ross**

As managers are responding to this new world, they're trying out all kinds of new ideas. But, the problem is they're putting them back onto the old form of organization. In many cases, when a company introduces quality, for example, they won't change the accounting systems, or they won't change the compensation systems, or they won't change some of the other supporting systems. As a result, sometimes the change peters out because it is a new idea applied to an old system.

### **Graham Freeman**

The problem we still have is when the pressure comes to those of us who have twenty years of experience using hierarchical management, we revert back to that management in form. And that's our problem. That is still a problem that exists in the organization. And some people say it's gonna take another generation of management to get rid of them.

### **Michael Kay**

In the old world, they're taking out defects that nobody cares about from products that nobody wants to buy instead of linking the quality issue directly to the customer.

## FACILITATOR NOTES

## TRANSCRIPT

### **Dr. Gerald Ross**

You'd think in business that focussing on the customer would be the most natural thing in the world. But in many organizations, particularly of medium-to-large size, people are very divided up into different functions - into marketing, into product development, into sales. They often don't talk very well together.

There's a personal computer company recently with about \$5bn in sales. And for the first time in history, they brought all the pieces together that relate to the customer - manufacturing, product development, human resources, finance. And amazingly enough, it was the first time when the whole management team had ever been in the same room and had ever talked about the business. When we asked the question, who at the end of the day is responsible for the satisfaction of the customer, there was a deafening silence. And then someone said, "I think the President of the company".

### **Michael Kay**

There are many specific reasons why individual companies get into trouble. But one reason stands out above all others. There's a kind of inexorable logic to functional specialization. It pushes people apart. At the end of the day, they simply don't understand what each other is doing. In a situation like that, they cannot rationally discuss the business. There are some deep seated anxieties, some long held animosities that have to be got past. And in some cases there are some real issues of competence. The key step is to be able to move outside the problem, to plant a flag outside the organization that everyone can rally around. Frankly, the most effective such flag is the customer.

### **Dr. Gerald Ross**

Its much easier to have people align themselves around a flag that's outside the system rather than something that's inside the system. For example, its easier to get people to deal with say the Persian Gulf, where the focus is outside versus say what kind of medical system we should have in North America. So people will rally around a flag when its outside much more easily and get moving in the same direction.

## FACILITATOR NOTES

## TRANSCRIPT

**Michael Kay**

The first criterion for a good flag is that the people have to recognize that it's with their mandate to deal with that flag. Here's an example. In business, it should be the customer. In government, it should be around issues of society. In charities, it should be around the problem the charity was set up to solve. In the military, it can be around a direct threat, not around general defense requirements.

**Dr. Gerald Ross**

In government, the key question is to focus on a particular issue and to bring the parties together to solve the issue. Let me give you an example. Government is organized by functions in education, transportation, different functions. The problems cut across all functions. So we need in government, to bring people together not around a market or customer, but around a social issue. And the common unifying force is what they want to do about that issue in society.

The other day I read that in one of the major cities there were 450 apartments dedicated specifically for the homeless sitting empty. At the same time, the shelters were brimming over, turning people away. Why can't we take the apartments that are empty and bring them together with the shelters that are brimming? Because they're different agencies. They have different bosses, different priorities and so forth. With government, we need to bring people together around the issue and get all the parties dedicated to solving the problem, talking together.

**Michael Kay**

You'd think after ten years of pushing customer focus everyone would do it. But, only recently, we were with a manufacturing operation in the Midwest, which was still refusing to talk about the customer. The customer, as far as they were concerned, was marketing's problem. We spent three whole days trying to get them to deal with the fact that their product ultimately had to go to the customer.

What finally happened was that they realized that they did have a customer, and the customer was the development organization behind them.

## FACILITATOR NOTES

## TRANSCRIPT

### **Michael Kay**

This to them was a terrible shock. They had been in permanent battle with this organization for about fifteen years. When we suggested that they ought to hug their customers, they were totally appalled. But, finally they did. They got on a bus. They went to the local laboratory and they started working with them. And they managed to lick, in about five days, a \$9 million cost problem which had been worrying them for almost six months.

### **Dr. Gerald Ross**

So in many companies, and in government for that matter, it doesn't occur to people that they have a customer. If I'm in Human Resources, I'm in the legal department, I'm in manufacturing often I think Oh, there's someone there in sales and marketing. They deal with the customer. I don't have a customer. So in most organizations, the bulk of the people don't think customer. They think about their job in the context of the function - marketing, manufacturing, product development - that they serve in the organization.

### **Dr. Gerald Ross**

It doesn't take a heroic flag to align people. It can be something very simple and every day. For example, I might play softball every Thursday night. Why do I play softball. Because I want to play softball. Do I have someone to supervise me? No. Do I know when I played well? Yes. Why do I play? Because I want to play. So sometimes when a group has a very simple focus it can wrap itself around a particular issue and function as a smoothly-oiled team and then the next day break up and go off to work and back to their regular lives.

### **Dr. Gerald Ross**

A lot of people talk about creating change. Very few can make it successfully happen. Why is change so difficult?

### **Michael Kay**

One of the key challenges in any change is simply getting the thing going.

## FACILITATOR NOTES

## TRANSCRIPT

### **Dr. Gerald Ross**

Perhaps the key issue is that people try to change organizations all at once. They introduce an idea like quality, customer service, empowerment and then try to get the whole organization to change in twelve months, eighteen months, all at once.

### **Michael Kay**

A major manufacturing company of global dimensions, had been having steadily declining real profits for quite some time. The top management had tried absolutely everything. They had subscribed to every program du jour, every flavor of the month for the past decade. They'd subscribed but they hadn't been involved. They had delegated to their management the task of making the change happen.

### **Michael Stephen**

The initial reaction was "Here we on another program. It's a program of the month. These guys have made these statements before but they won't stick with them long enough." And that was fine. We said we welcome that cynicism so measure us by what we say. Judge us by what we say.

### **Richard Gaccione**

We also decided that to prove our commitment, we all - the seven top guys in the company - the Vice Presidents reporting to the Chairmen, would have to get personally involved with the kickoff meetings. So we went on the road and shook hands with 14,000 employees in a matter of six months and said we are serious about this. Here's what *we* wrote. Now how do you wanna write your version of how you fit into our corporate mission?

### **Dr. Gerald Ross**

The problem is that most organizations are shaped like this and the time and effort in making change is shaped the opposite way, like this. So the senior management team goes off on one week retreats to rethink the business and has visiting professors in to talk to them. The person on the shop floor is lucky if they get a one hour video on quality to whatever the topic is. And then we wonder why the organization hasn't transformed itself. So a key point is to take the same amount of time that you took with the senior people for everyone else to rethink his or her job.

## FACILITATOR NOTES

## TRANSCRIPT

### **Michael Stephen**

One of the things you learn when you're CEO is that you can give a command. That doesn't mean it's going to be followed. And there's no leadership unless you have followers. And the followers will lead you to an outstanding result if they feel part of the process. So you're talking about cultural transformation, about organizational transformation, its extremely important that you sign up you're newest employee to help the process. They won't do that unless they feel part of the process, unless they believe in the system and unless they share the same values that you share.

### **Richard Gaccione**

The other exciting thing about the process is that once they become believers, they take off and start to sell other people and you don't have to sell them anymore. If anything, you have to tone some of the managers down. It's fun to have to tone people down and say, remember where you were a year ago and how long its taken you to understand this and that's why you're being frustrated by the fact that your fellow employees now are taking so long to learn. But, you get believers and then the believers become sellers.

### **Graham Freeman**

The process that drives Ault more than anything else is shared vision. We work with shared vision at all levels of the company. And its not the vision from the top that's getting shared down below. But rather every group and every work team or every team that has to interrelate with another team gets to work together and develop their shared vision of what they want to achieve. Shared vision is what gets commitment. It creates the alignment. It goes beyond compliance into enrollment. People are enrolled in what they want to do if they can help create the vision. And that vision can be whatever a plant's going to do all the way up to what Ault's supposed to be doing.

### **Michael Kay**

Getting a change started is a leadership issue. And the people want to see the leaders out there in the trenches with them.

## FACILITATOR NOTES

## TRANSCRIPT

### **Michael Stephen**

I think if you're serious about organizational transformation, you need to have the CEO fully committed to the process. It's one of the few tasks that cannot be delegated because the CEO has got to be identified with what is happening. We wanted to train a thousand people in answering the 'phone in a systematic way. And after the introduction, they would always end up the salutation by saying "And, how may we help you?" I don't know what your personal experience is in calling companies, but generally, most of us have had very bad experiences where you've been switched from one department to another department and not very pleasant. And we wanted to kind of counteract that. How are you going to train a thousand people in thirty days to change the way they've been answering the phone for thirty years? So I personally said I'm going to make five phone calls a day. And if you answer the phone correctly with the standard response, I'll take \$25 and give it to you.

And I did that for thirty days, made five phone calls every day. And to the winners I went around the company and paid them out \$25 in cash. Well, within a day and a half it was a fun thing to do.

### **Dr. Gerald Ross**

The key to building real commitment is to get people involved all through the organization so that they become part of the solution.

### **Michael Kay**

And when you're managing that change, you have to realize there are at least two components to it. The first is this progressive involvement of the people - a kind of avalanche of change. And the second is a recognition of the resistances in the organization. It's kind of analogous to antibodies in the human body.

### **Dr. Gerald Ross**

A doctor knows, for example, when he puts a new kidney or a heart in a patient, that there are two processes to manage, not just one. He knows that first of all, he's got to get the heart or organ working smoothly with the whole system and interconnected seamlessly. At the same time, the doctor also knows that there's a completely separate process called the rejection process.

## FACILITATOR NOTES



## TRANSCRIPT

### **Graham Freeman**

Whenever you try to change an organization, you're going to face a lot of resistance. In our case, the underlying premise in the industry is that the dairy industry cannot fundamentally change. It is what it is. So what we have to do is to create pockets of change and get success under our belt. Work with the, hopefully, 20% of an organization that really wants to change, and then take the rest and let them see change. And if they can see change, you'll get some high percentage of those people.

### **Michael Kay**

Keeping a change going really demands that the leaders in the organization continue to be seen as legitimate. By legitimate, we mean they have to understand, they have to empathize with the problems of the people. We were working with a major financial services company and they were in the middle of a change. They started to get more and more people involved in the creation of strategy when the management team reverted to the old world and in meetings they cut people off at the knees. All the old behavior. Immediately a total loss of commitment and interest on behalf of the people.

The CEO handled it absolutely brilliantly. The next assembly of all the people involved he apologized. And he put into place all those things that would prevent it from happening again. In one stroke, he humanized the process. He allowed people to see the tensions in the leadership group. He allowed them to feel as though they had been heard, which they had been.

### **Dr. Gerald Ross**

So you can take the forces of resistance, the antibodies in the organization, and you can turn them around by involving them in the process so that in fact you get more change, not less. But, if you paper over it and say, no, no people aren't buying in. You pretend it doesn't exist, they'll undermine the change. So, the first order of business here is to involve people in the change process. Embrace the tiger of resistance.

## FACILITATOR NOTES

## TRANSCRIPT

### **Michael Kay**

As the change moves on, organizations are faced with the reality of empowerment. First, you have to accept that empowerment is not an option. You cannot achieve the economics and flexibility of the new world without empowerment. The real issue is how the organization is going to implement empowerment.

### **Michael Stephen**

The jargon today is empowerment. The reality is, do you have enough confidence in your employee group to let them manage the business? And unless you have that confidence, you're never going to develop the kind of organization you can become. You'll never reach your full potential. So we're in a business of getting people to help us manage more successfully than our competitors. You can't do that unless they feel personally committed to the result.

### **Graham Freeman**

We found that when we empowered groups and allowed them to take that empowerment to create a shared vision and to make sure that vision was about serving a customer need, that that was when the alignment in the organization would take place. That's when the value of empowerment started to happen. That's when the benefit to the corporation took place. And it also is the measuring stick for the people. That's what gets the meaning for them. When they start to succeed against those ends. That's where the excitement comes.

### **Richard Gaccione**

A good example is empowerment. The employee base filtered back that they would like to have a thing called casual Fridays. And at first, I didn't even know what it was. It basically means they'd like to, on Fridays, come in with casual business clothes, looking OK but no ties. And the Strategy Committee said this is frivolous and foolish and I don't even want to deal with it. But, I said, let's find out what this is all about and how important it is to them. And the Human Resource Department found out that a lot of companies in our local area in New York do this and it seems to be a big success, and our people are very serious. They want this. So, against our own principles we said, all those who would like to have it raise your hand. And they all raised their hand. And we said OK, you've got it next Friday. And they fell off their chairs.

## FACILITATOR NOTES

## TRANSCRIPT

### **Michael Kay**

The people become much more demanding. They require the tools, the skills. They require the freedom to act. And most of all, they require an absence of meddling. The relationship between the leaders and the led changes dramatically. But, its the leaders who face the choice. Are they going to continue to command 'dependents' or are they going to become leaders of 'free people'? When you reach the empowerment stage, the change starts in the the hearts of the leaders.

### **Michael Stephen**

If morale or productivity are flagging in an organization, until the CEO accepts that as a responsibility and a personal judgement, you really won't get the needed change.

### **Dr. Gerald Ross**

Recently we were at a meeting of 150 middle managers who were being asked to buy in to the new corporate vision that their senior management team had so carefully crafted. In going into the meeting, rather than just going in and trying to sell them on the vision and what a great vision it was for the company, we did a survey in advance to ask what they thought of it. And of course you can imagine what they replied. They said it is the boss's favorite idea. It's flavor of the month. Management will never stand behind it and so forth.

So when we met the first order of business at the meeting, with these 150 people, was to play back to them the results of the survey. You said this was the boss's favorite idea, whatever. And they were amazed they'd been heard. So the people said, gee, management must be listening. And the next thing we did is we gave them an opportunity to make the vision theirs as opposed to their boss's. And we broke them up and they started to work on the vision. And they made improvements, and they tightened it up and so on. And they came out with a vision that at the end of the day they all cheered.

## FACILITATOR NOTES

## TRANSCRIPT

### **Michael Kay**

At some magic point during the change, people realize that the old value system isn't going to hack it any more. We were working with a midsize oil company, very traditional, very entitlement oriented. And the demands on the company were such that the old value system was simply snapping. The leader put the problem of resolving the values back on the people. They in turn put demands on the leadership team for consistency, for integrity, for acting as a team. And they pressed those demands through many stormy meetings. They also put demands on themselves for performance, for personal mastery of their jobs, for cooperation across functions. They stuck to those values and they grew them over many years.

### **Dr. Gerald Ross**

As we see organizations increasingly wrap themselves around the customer, or government wrap themselves around key issues, we're going to have to rethink each of the functions of the organization in the context of the economics of mass customization - customizing at low cost. We're going to have to understand marketing in the context of what is marketing when the market size is one? What is finance and control in flat, empowered organizations? What's human resources in the context of cross-functional teamwork?

As we see this new paradigm emerging, we have to take each of the functions in the organization and rethink them in the context of the new world.

### **Michael Kay**

This kind of innovative thinking is the kind of thinking that allows people to understand that there is a new way of working together. Putting that thought in the minds of the people is central to any change process.

## FACILITATOR NOTES

## TRANSCRIPT

### **Richard Gaccione**

We got our management to believe in what we believed in and create a vision for the people. And that vision has not changed, that's the exciting part. We also got the people involved in writing the vision and becoming authors. Getting authorship is critical to any success in business. If you get the people involved in it and believing it and then acting it, it became very easy to get the results to come in. We did that successfully. I don't think we could have done it any faster or any smoother. And again, we had the great good fortune of not having the outside environment act upon us. So all of that came together very nicely.

### **Michael Stephen**

If you ask today any of our people in the franchise outlets would they go back to the old ways, there's no way they would. There's absolutely no way. They're very happy with the new system.

### **Graham Freeman**

I think in the ice-cream business, the combination of product technology, computer technology in terms of how we manage towards our customer, through the distribution system and the management of people and how people manage themselves against a shared vision in the plants and in distribution. Coupled with the franchises we have built. That combination has led us to a position that we're going to make 20% ROI on our investment before our competitors will make their first cent.

We define that as competitive advantage.

## FACILITATOR NOTES