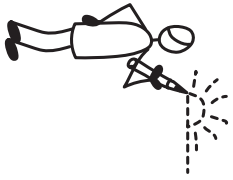
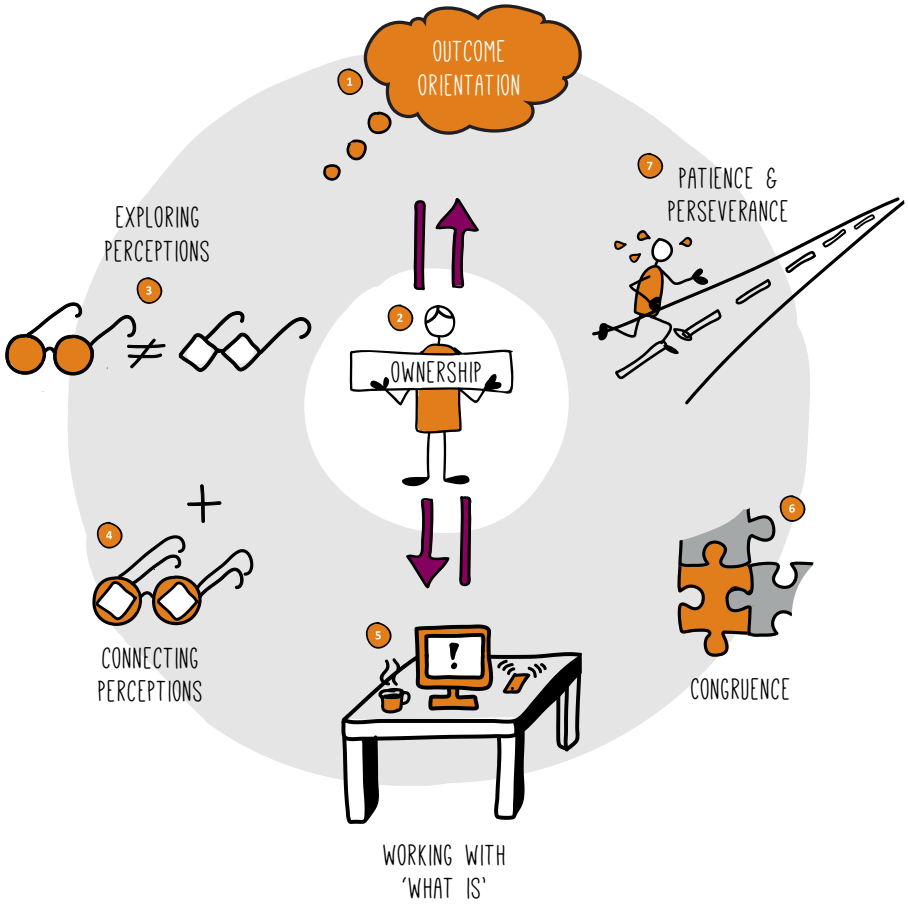


Wendy Nieuwland & Maaike Nooitgedagt

CONGRUENCE

one of the seven essential principles of Change 3.0


1
OUTCOME ORIENTATION
2
OWNERSHIP
3
EXPLORING PERCEPTIONS
4
CONNECTING PERCEPTIONS
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WORKING WITH 'WHAT IS'
6
CONGRUENCE
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PATIENCE & PERSEVERANCE

Introduction

This ebook presents one chapter from our book called *Change 3.0, Seven essential principles for organisational change.* Change 3.0 utilises knowledge of how behaviour within and between organisations changes in a natural way, and how these changes can be influenced from within the organisation itself to achieve sustainable, lasting change.

To give you a taste of what Change 3.0 is, we have put together this free ebook exploring one of the seven essential principles of change: congruence.

Read on to discover how you can use congruence to increase the likelihood of success in changes of any size. Congruency checks are incredibly important in the organisations that our company supports and advises: Do you deliver on your promises? Do the systems and processes in your organisation underline the same desires stated in your change goals? Do you talk the talk and walk the walk? And is what you say reflected in what you do on a daily basis?

This ebook will give you an initial introduction to Change 3.0 and what it entails. Congruence is, of course, just one of the seven principles – and all seven of them are essential for this kind of change from within. By sharing one of those principles here, we hope to inspire you to look more closely at how you approach change in your organisation.

To find out more about Change 3.0 and how it differs from 1.0 and 2.0, or to learn about the other essential principles, go to www.change3-0.eu. Alternatively, you can soon read all about it in the complete book, C*hange 3.0, Seven essential principles for organisational change* (to be published in paperback and as ebook in January 2018). This book is intended for change facilitators, managers and other people who have been asked to implement a change within an organisation. Based on initial reader feedback, it is useful for anyone involved in any aspect of organisational change.

However, the book is not a 'how to' guide. If you're looking for quick answers and simple strategies, this book isn't for you. After more than 30 years of combined experience, we know that there's no one-size-fits-all way to achieve change successfully. Change begins from within your own unique situation, and will therefore always follow a unique path.
We hope you enjoy reading this ebook and we'd love to hear your feedback.

Wendy Nieuwland
Maaike Nooitgedagt

Chapter 6: Congruence – In every fibre of the organisation

On a beautiful spring morning you see a group cycling along the bike path running parallel to the railway line. One of the riders catches your eye: one that stands out from all the other cyclists.

It's a woman in her mid fifties riding a tough-looking cruiser bike. You know the type of bike we mean: wide handlebars, laid-back saddle, flames on the frame. You can't get much cooler than that. The woman in question is dressed to match – leather jacket, casual trousers and a vintage hat.

However there is just one snag: the woman is clearly far from relaxed. You can tell that she is not at ease on the bike she is riding. Her jaws are clenched tight, lips pressed firmly together and she is continually shifting around on the saddle, trying to find a comfortable position.

What grabs your attention isn't the cooler-than-cool bike nor the woman's outfit, but rather the incongruity of it all. Obviously this woman has gone to a lot of effort to create a cool, casual look, but her body language and energy ruin it all.

The whole is greater than the sum of its parts

Before we go any further: what is congruence?

Dictionary.com says:

congruence noun

1. the quality or state of agreeing or corresponding.
2. Mathematics, a relation between two numbers indicating that the numbers give the same remainder when divided by some given number.

When talking about congruence related to organisational change, then the definition given by encyclo.co.uk is even more relevant: "Suitableness of one thing to another; agreement; consistency."

This is precisely the key ingredient that was missing in the case of the woman on the cruiser bike: the various elements were misaligned. Her posture didn't match the gear. It just wasn't right.
It is easy to spot others who lack congruence – those who are at odds with themselves: e.g. a health freak who smokes; the director of a non-profit, environmental organisation who drives a BMW 760Li Sterling Edition; a customer helpline where you have to pay a pound a minute to spend 30 minutes on hold waiting for a customer 'service' representative to become available.

Congruence as part of organisational change is about making sure that all of the change elements combine and work together to achieve the desired outcome. Everything fits like a glove. In everything you say and do, as well as in your non-verbal communication: the underlying messages and emotions that you convey in your body language, gestures and facial expressions (A. Mehrabian, 1967).

To allow all of the different elements to work together towards the desired outcome, it is essential that the change is genuine and comes from within the organisation itself at all levels. Tricks and clever tactics are not enough. If you are not on board, it will be obvious to the people around you...whether you like it or not.

The reverse is also true: the more you do what you truly want to do, the more you will achieve what you want to achieve.

A few years ago we reached the conclusion that we were doing a lot of interesting and enjoyable work. However it was a really mixed bag and no two projects were the same. Every time someone asked "So, what do you do?", we gave a different answer. We were working like crazy but still weren' t getting the full-on change projects that we really wanted to do.

It was time to focus, so we set about defining our ' ideal client' in the shape of a persona called Paul. We knew what Paul wanted, what was important to him in terms of work and private life, where his interests lay, what he read...pretty much everything, really.

Whenever a new request came in, we asked ourselves "Is this something that ' Paul' would come to us for?" and that changed everything for us. We realised the consequences of dreaming up Paul. He was no longer just a fictitious persona; he had become the yardstick by which we would measure every assignment before agreeing to take it on – which meant that we would no longer accept certain projects. Everything that we wrote, decisions about which conferences and seminars to attend, and even our tone of voice was aimed at delivering value to our client ' Paul' . The trickiest challenge of all was saying no to work that was still interesting to us, and especially when we didn' t have much other work. Did we really have the guts to do that? Could we really go through with it?
We started to reap the benefits about a year or so later. Now, our client portfolio is made up of around 80% ' Paul assignments' . The work fits together better, with clear lines in what we are doing. There is a lot more congruency between what we want to do in terms of work, and the work that we are actually doing. And that' s key to success.

Congruence is closely linked to credibility: how trustworthy are you?

Why is this so important? Isn't it just nitpicking?
The reason is that congruency can only exist when it's real, and congruency is an important part of your credibility or, in other words, how trustworthy you are. Beyond what you actually say, your behaviour and actions provide an answer to questions which form part of every change process: 'Do you mean what you say?' and 'Are we really going to do this, or will we revert to the old way of doing things in a couple of months' time?'

With congruent behaviour you show the world how credible you are: that you deserve the trust you are asking for. You need to walk the walk as well as talk the talk. The bottom line is that congruent behaviour will determine whether the desired outcome is achieved.

Organisations that convey a clear and congruent message in what they say and do make it so clear what is important to them that new staff members are aligned from day one. When everything fits together, employees know precisely what is expected of them. During an organisational change, you need to reset and realign expectations.

What is the underlying message behind your behaviour?

If all the things that you say and do – the things you want to get across and show people – do not fit together as a whole (i.e. are incongruent) then it is your behaviour that will determine whether or not people will believe you and believe in you. People base their belief on what they see in your behaviour, not on what you say.

This is also the subject of the famous, and often misinterpreted, research carried out by Albert Mehrabian, who measured the impact of communication in a quantifiable way. The impact of what you say (the actual words), he found, counts for just 7%; the other 93% is determined by how you say it (38% by intonation, 55% by body language) (Mehrabian, 1967)[1]. The exact percentages aside, congruence between all aspects of communication (verbal & non-verbal) makes a tremendous difference to the credibility of your message.

Let's return to the example of the woman on the cruiser bike. Despite her best efforts to appear cool, our assessment of how she comes across is based purely on how she is riding her bike. The 'cool' effect the woman was hoping for does not come to mind at any point.

1. The rule of thumb defined by Mehrabian is often cited to say that only 7% of your communication is determined by the words you use, or that you should focus more on body language. The overriding idea behind his research was that the three elements (words, intonation and body language) need to be congruent in order to be effective. Because it is possible to use words to spin things, bend the truth or flat out lie, we automatically take the non-verbal aspects of communication into account. Whether we read the non-verbal clues correctly is another matter altogether.

While it is important to get your message across clearly and to communicate the same thing again and again, this is not going to work unless you follow through in practice. Even if you convey a fake message a hundred times, it is not going to make it real.

If you want your employees to be entrepreneurial yet you assess them based on whether or not their timesheets were handed in on time, then do not expect too much. You are sending mixed messages: you say that you want them to work as if it were their own business, but your behaviour is showing them that you still want to have the final say. Even if this is not your intention, it is the effect of your actions. And the old adage holds true: actions speak louder than words.

It takes courage to truly opt for a new way, new behaviour, new strategy, etc. – to work based on the new reality you want to create, everywhere and always...even when the going gets tough.

"We really want to move forward but it takes ages to get decisions made. Every time we make a plan, we have to wait for the board to green-light it before we can start," John says with a deep frown. He is part of the management team that has been trying for years to merge three business units into one. Meanwhile a formal reorganisation has been started to try and move things along. But a formal process means following a formal Stage-Gate model with lots of predefined steps which need to be followed. Otherwise the advisory board, and possibly a judge, could take issue with the changes. John has had more than enough. "How long can we maintain that something is going to change when we aren' t really making any changes?"

Together with John we made an overview of all of the issues he was dealing with. We reached the conclusion that sometimes they were already working in the new way, and at other times they were working from old patterns and waiting for a decision. We took a good look at the congruency of their actions from the new perspective – a single combined business unit – and posed the questions "What can you do now that you would do in the new situation?" And we challenged John further: are you acting on what you can or rather can' t do at this point in time?

This turned out to be an important breakthrough in the change programme. John went back to the management team with the proposal to use all of the space available if they ran into problems, and to focus on what is possible regardless of the current limitations. The management team adopted the proposed approach and appointed temporary process managers to adapt the way of working as much as possible based on a single business unit. Projects and plans set out for execution would be run collectively by the new fictive business unit. This change re-energised everyone. Despite the uncertainties around the decision-making process, a corner had been turned and everyone dared to believe that the change was already happening. Hence, they started acting accordingly.

Because being congruent in your intentions and the way you act is essential for realising a successful change, there are a number of checks that you can do:

Congruency check 1: Do you really want it?
And does it fit with who you are? You can do the first check as soon as you have formulated your desired outcome.

Explore what the desired outcome means if you follow it through in a congruent way. What happens then? What are the consequences? What else could happen? And knowing the answers, do you still want your desired outcome? Does it still fit with who you are or who you want to be? Does it still feel right or does it feel off for some reason? Is it still something that is genuine to you?

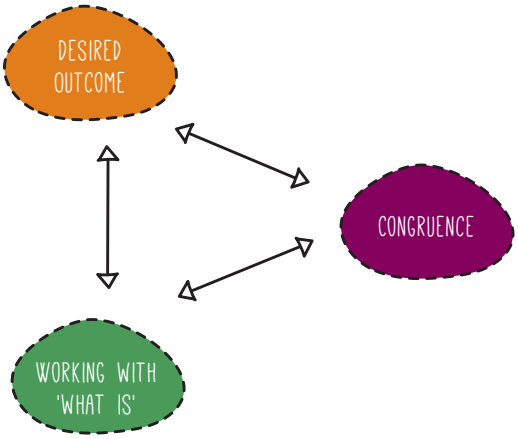
A client asked us to facilitate a session, one of the most important success criteria being that it must be 'spectacular'; the participants needed to be entertained. Above all else it needed to be fun. The client explained the direction the organisation would like to go in. In his view, the management team and staff need to show a lot more initiative and to go about their work with more flair.

Together we looked at what would happen to the level of initiative after a 'spectacular session where everybody was entertained'. Our client realised that he had unintentionally given the participants permission to just lean back and enjoy the show without actually having to do anything.

In the end our client let go of the idea that the session needed to be spectacular. It was much more important that the participants got involved and had to do something themselves – even if that meant some uncomfortable or challenging moments for our client. The underlying message needed to be that the energy and initiative had to come from within the group, not from outside it.

So what if your desired outcome turns out to be not quite so desirable after all? What do you do if it doesn't fit? If you discover that it is not possible to achieve what you want in a congruent way?
Well, simply put, "then that is what is there"[2]. Whatever you may think or feel about it, the fact remains that this is where you stand. The best option is to be realistic and change your desired outcome based on what you now know. Otherwise you will be struggling to reach something that will be forever beyond your reach.

2 In the complete book you will find more on this in the section: 'Working with what is there".



Congruency check 2: What do you need to achieve your desired outcome?
A desired outcome will not magically change into a realised outcome all by itself. There are a number of conditions which need to be met and actions that need to be carried out. What will it take for your organisation to carry them out? If you want to implement the change in a congruent way, what and who needs to change to make this possible? And, knowing that, do you still want it? Is it even possible? What about the other people who will be affected by the change?

To stick with an earlier example: if you want more entrepreneurship or initiative in your organisation, and once you know what this means to you, how this will look and the changes it will bring about, then ask yourself what this means for:

- Management (to what degree are managers still needed? How do they support entrepreneurship?)
- The skills and attitude of your employees: what should they be able to do? Is it realistic to expect this of them? Is the potential actually there?
- Reward system: how will you reward employees who show initiative, those who act as if it is their own company?
- Is there really space to make mistakes? How much space? How many mistakes? And what can they cost?
- Even for something as simple as filling out a timesheet: (how) will this change?

All of the aspects that pose a threat to a congruent and clear message need to be addressed in a congruent way as part of your change process.

Luckily you don't need to have all the answers before you get started. Trying to solve everything yourself would limit the change potential. However, it does help to think of questions and potential answers before embarking on a change process. This is, once again, something to do together and interactively.

Congruency check 3: It's not about what you do, but how you do it.
According to countless women, many arguments between spouses are not about what is actually said, but rather how it is said. The same applies to change within an organisation. You are constantly showing people, through what you do or don't do, whether or not you really support the change and have things under control.

To ensure that the 'new' way of doing things is seen as the 'normal' way of doing things then it is important that you execute the change process – the 'new' way – according to the 'new' rules. By doing this you pre-empt a mismatch between what you say and what you do. A programme designed to improve stability needs to be stable itself. A self-teaching organisation can be created through an approach based on continuously learning from experience. To improve client focus, head outside and actually talk to your clients. In an assignment aimed at improving collaboration, we planned a kick-off session to get things started. We focused on making sure we were showing the client meant what they said in a variety of ways: the day would include a lot of working together, responsibilities would be shared between all the people present and not just a few key individuals. The whole day was in the spirit of collaboration and working together. There was just one small problem: all of the preparation was done behind closed doors at a meeting between a 'select few'. We had got swept along by the pressure to meet a deadline. The result was an underlying message that said: we want to work together, but not right now – we're busy.
The consequences? Barely half the management team got behind the project. We had to do a lot of damage control to get things back on track, especially with those who weren't involved in putting together the kick-off.

Congruency check 4: Are you doing what you need to do? Be self-critical.
By now it will have become obvious to you that being congruent in a change process is not easy. It requires a critical mind and a refusal to accept platitudes about how everything will be OK in the end. The current way of working is full of written and unwritten rules that affirm and sustain the old way of doing things, encouraging you to continue to be guided by the existing principles. Before you know it, you'll be using the old way of working to try and break out and embrace a new way of working.

A useful starting point is to assume that you will also need to change aspects of how you behave in order to realise the desired change in the organisation. Remember you are also part of the current system and way of doing things, and are in part responsible for the fact that it works the way it does.

If you want everyone to take more initiative, then there is a big chance that you will have to stop taking initiative yourself in order to give other people more space to do so. If no one steps up, you may well jump in and take the lead without even realising it, resulting in a self-fulfilling prophesy: "Told you so, they just don't take charge" .

The same holds true from the other perspective: “Told you so, he keeps taking charge instead of letting us have a go”.

Having or leaving space for initiative is something that everyone will need to get used to. Not everyone can make use of the space they are given overnight; it will take time to adjust. The very fact they are being given space to take the lead may give some people pause for thought. Stick to your guns and remain congruent in what you say and do. If, after a decent amount of time, employees haven’t yet started to show initiative, check whether everyone has the same understanding of ‘taking initiative’ and find out what people still need in order to actually use the space they have been given.

Lead by example
What you do as a manager has more impact than what employees do. The example you set as a manager is crucial. This is a reality you need to accept: if you’re a manager, people will pay more attention to what you do and say. The same holds true for anyone facilitating the change process, whether internally or externally.

Being critical of yourself means being alert to any gaps in congruency, but not in the sense of doing things ‘right’ or ‘wrong’. Don’t be too hard on yourself if you do something that is not congruent or doesn’t help achieve the desired outcome; everyone will at some stage. The key is to learn from the incongruencies to keep moving in the right direction.

Kate is head of the legal department at an international fast moving consumer goods firm. An employee survey revealed that everyone, up to and including management, has a problem with the gossip culture at the firm. People are on edge and are keeping to themselves. In a workshop session they agree that they want to put an end to the gossiping. Everyone sees that they have a part to play in achieving this goal.

Kate is relieved; she finds the murmuring between people extremely annoying. Finally people have noticed and are going to deal with the problem. When this agenda item comes up in the following management team meeting, Kate says: “To give you an example, I saw Geoffrey and Diana talking to each other yesterday. I’m sure that they were talking about a heated conversation I had with Juan earlier.”
Luckily someone interrupts Kate immediately and points out that she is now actually gossiping herself. It’s time for Kate to take a long, hard look at herself in the mirror and examine her own role in the gossip culture.

Open learning

A 3.0 change process is one of learning: the development of people within a system, the development of interaction between people, behaviour, responses, etcetera.
As a leader you lead by example. If you were to do everything perfectly from day one,

then the message that 'making mistakes is part of the learning process' will never be transmitted, let alone received. This is not exactly congruent with the goal you want to achieve: people taking more initiative.

If you show people that you are willing to fail openly, then you make it easier for others to do so as well. As a result you lay an important foundation for the desired change to take place.

You give people space to experiment and to learn. You give people a safe environment where they can make mistakes. More than that, you show people that it is not about success or failure. Instead, it is about learning from experiences that may or may not have worked out as hoped.

> *' Life can only be understood backwards; but it must be lived forwards.'*
> *-Søren Kierkegaard*

Spotify: a congruent company

Spotify sees music as the 'lubricant for social contacts'. When the company started out, it wasn't so much about the music, but rather the 'music moments' and sharing of music that create social connections between people.

To mirror this in the organisation, Spotify has taken steps to ensure that it is a social company. This means making sure there is no shaming and blaming, but rather a culture in which people are held accountable for what they achieve while still allowing them space to make mistakes.

For Spotify, transparency and tolerance of differences are essential elements in achieving this culture. These two elements are applied in many, if not all, aspects of the company – even in terms of making its technology easy enough to use for all the various types of people within the company. After all, salespeople and software developers are very different and have different needs when it comes to technology. (Lanting, 2013)

Congruency – the essentials:

- Congruency in a change process means that everything you say and do is in line with the rest; everything you say and do fits with the desired outcome of the change process.
- If you are congruent, you are credible. Being credible makes it easier to get buy-in from others.
- Congruency checks that will help you get the message across:
  o Do you really want it? And does it fit with who you are?

- o What do you need to do yourself to achieve the desired outcome? And is that possible?
  - o It is not just about what you do, but also about how you do it.
  - o Are you doing what you need to do? Be self-critical.
- Be congruent in how you learn: be open about learning from your own mistakes, just as you expect from others.

Congruence in practice

A case study: empowering the team leads of a bank
Max is head of HR at a medium-sized bank. The management team has asked him to ensure that the team leads of the Consumer Banking department are more empowered.

The team leads have been working in the same way for years and this has always been fine but now, due to a change in strategy, the team leads need to adapt – taking more initiative, thinking strategically and showing greater leadership.

The team leads have been briefed about the changes through presentations and some training sessions. So far this has not resulted in a change in how the team leads operate, however, so the management team decided to lend a helping hand and 'empower' them.

Max wanted to discuss his assignment with us. He put together a document explaining the assignment and ended it with: "We would like you to prepare a proposal for an empowerment programme for the team leads."

Max was about to move on with a look that says: ' This is clear enough, right?' But before he can get started, we jumped in: "Hold on a second. The team leads need to be empowered? Empowerment can only come from within, and it sounds a lot like you are trying to arrange it from the outside."

Max hadn' t really thought about it that way. He quickly changed gear: "Then we need to make sure that it feels like their programme, right?". We went a step further: "It would be even better to involve the team leads and let them make it their programme."

We asked Max whether, aside from the presentations, the team leads had been given any other signs that something new is expected of them. We helped Max out by suggesting: "Perhaps in the performance reviews?". Surprisingly the performance reviews for the team leads are all good. "Then why do they need to change? Apparently what they are doing now is good enough," we said.

A first step in making the team leads owners of the programme was to talk to the management team together with some of the team leaders – specifically to discuss how things are going with the strategy changes in mind. We also asked if there was anything else they would like to change, develop or learn, and what they need to be able to do so – both from themselves and from the people around them. We did not use the term 'empowerment' unless the team lead we were talking to brought it up.

We fed back the results of the interviews to Max and all of the team leads. It was clear that the team leads are ready and willing to develop themselves and take on more, and that they need support in order to do this. The support needed is training on the one hand, and a different relationship with the management team on the other. It was an eye-opener for the management team to realise the effect their own behaviour had on the team leads, so that was a good start.

The next step was to organise a workshop where a delegation of team leads picked by the team leads co-designed a programme with us. Max gave responsibility for a significant amount of the budget to the team lead delegation and then took more of a backseat role himself.

The management team were reengaged further along in the process. They knew that the team leads had made a lot of progress, so it was time to take stock: What has happened? Where are the team leads now? What are the next steps? During the session, the management team realised that they themselves need some help – both from the team leads and from us.

The management team have realised that they are still too much in control and are not letting go enough, which makes it hard(er) for the team leads to do more. The management team want more feedback from the team leads on what they can do differently to allow the team leads the space they need.

Reflection

As you can see in this case study, we continually check how congruent the process is with the desired outcome. It starts with the title used initially: empowering the team leads.

We challenged Max on this point with good reason; trying to get people to change their intrinsic way of doing things from the outside is a challenging task. The programme quickly becomes something of and for the team leads. This fits with the goal of empowering the team leads. This is a new approach for them, one with which the management team is not yet comfortable. It assumes that the team leads are capable of owning and designing the programme, and are willing to do so. And

this is exactly why it fits. The programme setup fits with the desired outcome: team leads who are, and feel, empowered to get things done, and managers who trust them to do so.

The next congruency check concerned the role of the management team. By saying that they want to see the team leads act differently yet giving them good performance reviews, the management team are not being clear to the team leads about what they want. “What you are doing is in line with or better than what we expect of you, but you need to change!” is a conflicting message for the team leads.

By asking the management team about their role in achieving the desired change, we allowed them to see that they also had a part to play. This resulted in a request for help to support the team leads. At this stage the whole system engaged in realising the desired outcome. It no longer solely rested on the shoulders of Max and the team leads.

Slowly but surely, steps were taken in the right direction. When reading the case study, you could think that this was a simple, smooth process. However, it actually asked a lot of everyone: Max, the team leads, the management team, and ourselves. It would have been easy to assume control and responsibility for the programme instead of letting the team leads take over, to simply ask us to design and execute a programme based on expert knowledge from outside of the organisation, or to ask the management team to let go and act less like control freaks.

The challenge was for us to be congruent as well. Ultimately we were still trying to empower the team leads. This meant that the team leads needed to take charge and own the programme themselves. We couldn’t simply say: “This is your programme, run it. It’ll be good for you.” We also needed to let the team leads take the lead without merely telling them to do it.

Just do it yourself

FOOD FOR THOUGHT

It is possible to apply all four congruency checks to your own change process.

A. Mirror, mirror on the wall...am I doing what I say?
Have a look at the change process that you are involved in. What is it fundamentally about? And to what extent are you doing that day-to-day? Or do you do something (slightly) different?

Here are a few practical examples we have come across. Which ones do you recognise?

Desire in the organisation for more:	Behaviour shown by management:
Entrepreneurship	Respond with idea killers like “Yes, but…” when presented with new ideas.
Initiative	Make themselves responsible for and/or owner of all new initiatives.
Celebrate successes	Report successes only as an item on the meeting agenda. With each success, also mention what went wrong along the way.
Positive atmosphere	Holding people accountable mostly for results, not on the way these are achieved.
Trust between colleagues & management	Gossip or make small talk about colleagues. “Just between us….” Use examples of someone gossiping (including names) to make your point to others.
A feedback culture	When providing feedback, a focus on the person rather than their behaviour or results.
A clear framework	Use of formal and unnecessarily complex language when trying to explain the framework (“Pertaining to the aforementioned invigoration programme we are of a mind to effect a positive stance in the short, medium and long term with regard to….”).
Clear agreements	Suggesting that: “Everyone should try their best from now on to make as many agreements as ’SMART’ as possible”.
Professional behaviour	Everyone gets four out of five stars during their yearly review, even when they only merit two. “They have always received three or four stars, and the job description hasn’t changed, and we’ve been doing it like this for years…”
[Your own desired change]	[Your own behaviour that may not contribute to the desired change…]

If you recognise a lot of these examples, the odds are that you’re not always as congruent as you could be. But you can be! Acknowledgement is the first step to change. Bear in mind that it is only the first step – you’re not there yet.

> *“The journey of a thousand miles begins with one step”*
> *– Lao Tzu*

JUST DO IT!

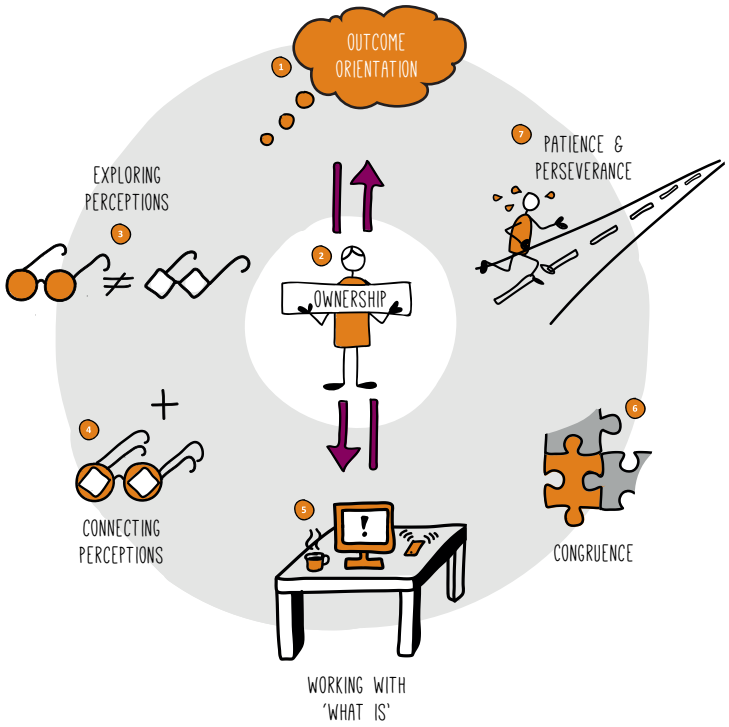
B: Arrange your own mirrors.
You are either congruent or you are not. There is not really any middle ground, and the best of intentions do not count. It is about how you act. But that behaviour is often very subtle and hard to recognise in yourself, so arrange 'mirrors' around you for help.

Take a look at these examples:

- Ask for an extra pair of eyes and ears: people who you trust, who understand what the change is about and are able to be open and honest with you about what you say and do, and what the effect is.
- Film yourself and see how your look from another person's perspective, e.g. in a meeting or during a one-on-one discussion.
- Hire a 'jester': someone who has a free hand to challenge you playfully, to act out what you do and how you do it. Agree beforehand if they should do this live in the moment or privately afterwards.
- Organise a live 360-degree feedback session where those present comment on what they see you say and do in relation to the desired change. To what extent are you living and breathing the change? What's working well/not so well? Which points of feedback do you recognise? And which do you not (yet)? This reduces your blind spots.
- Invite some actors to close a meeting or session in order to act out some of the behavioural patterns of the people within the organisation. Make sure the actors are briefed that it is not just about making people laugh, but above all about showing everyone how outsiders view and experience you. Does that fit with the employees' own views?

C: Create a persona
Make a persona with your team: a fictitious person who has the desired outcome in their DNA. In the case of a 'client focus' persona, for example, what does someone who has a client focus (in the way you want this to be) do or say in a given situation? How do they think? How do they decide whether or not to do something? Bring the persona to life, give them a name, hobbies, etc...and add a visual or a photo. You could even make life-size cut-out of the persona so they can't be overlooked.
Mirror yourself and each other on this persona: what do I do the same as the persona, and what do I do differently?

The 7 essential principles of Change 3.0



In the complete book called Change 3.0 we go into all seven principles in detail, including real-life examples, tips, research and a variety of suggested activities that will help you apply these principles yourself.

As mentioned before, these principles are all interconnected. The other six principles will supply new insights in their own right, but will also add new dimensions to the principle of congruence as addressed in this free ebook – thus also adding more depth to this theme.

The book can be read in stages or 'iterations', just like the change processes themselves. Take one at a time, let it sink in and then add another one to the mix. Even when you've read the whole book, reading the first chapter again will give you more new insights.

Want to know more?

The complete book Change 3.0, containing all seven essential principles for working on organisational change from within, can be purchased as a paperback or ebook from late January 2018 onwards. To pre-order, go to www.change3-0.eu.

The book was originally published in Dutch. This version (Veranderen 3.0) can be purchased at Managementboek.nl.

Are you keen to know what Change 3.0 can do for your organisation?
Contact us to have a chat about how to apply this approach in your situation: contact@change3-0.eu

Details of the book

Title: Change 3.0, Seven essential principles for organisational change from within.
Authors: Wendy Nieuwland & Maaike Nooitgedagt
Publisher: Van Lindonk & De Bres To be released: late January 2018

About the authors

Wendy Nieuwland and Maaike Nooitgedagt are both experienced facilitators of organisational change from the point of view of the principles of Change 3.0. Based on their 30-plus years of combined experience of deep change processes, working with individuals, teams and organisations, they collaborate with a broad group of like-minded, experienced and knowledgeable associates.

Their aim is to help develop sustainable and lasting change. Specifying what kind of change this is, and how this will become visible or tangible in the organisation, is part of the process itself. The change processes are owned by the people involved, rather than by the consultants.

By working alongside and in collaboration with several people in the organisation, the employees learn to work with the principles of Change 3.0 in the process – either explicitly or implicitly – so they can take over themselves as soon as possible and sustain the direction of development.

As a side benefit of the iterative process of combining desired outcomes (principle 1) with 'what is' in the organisation (principle 5) through the axis of ownership (principle 2) – supported by the other principles – organisations learn to become a lot more flexible and 'antifragile'[2]. They learn to get better and stronger under the influence of changes and issues.

How do the authors play a role in these change processes?

[2] Antifragile is a concept described by Nassim Nicholas Taleb in his book of the same title. It describes how systems (like organisations) can learn from 'stressors': how little things going wrong can help the system as a whole to develop and improve.

Wendy and Maaike guide change processes where necessary, helping organisations to make use of what is already there. They support groups of people in exploring and combining different perspectives, in developing shared desired outcomes, translating them into day-to-day actions and re-evaluating them in an iterative process. They use the seven principles of Change 3.0 in how they and develop and work with techniques and methods that will help achieve these desired outcomes.

To do this, they work closely with the internal organisation to keep ownership where it belongs, and to establish sustainable results – from within.