



Make it real!



# TECHNIQUES FOR TRANSFORMATION

Exploring the practicalities of BetaCodex change initiatives

**BetaCodex Network Associates**

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# Underlying assumptions of our recent management model transformation projects

- 1. Organizations are “systems”.** So they have to be transformed as such. Thus, finance people cannot do it alone. (And it's actually much more fun approaching change holistically.)
- 2. A systemic view of the change process:** don't plan too far ahead – follow the energy!
- 3. “It’s all about human nature”.** Apply “Theory Y” rigidly!
- 4. Abolishing budgets is 0,5% of the project** (and not the most difficult bit). Creating an entrepreneurial devolved network is key to the “new” model. Which means changing hundreds or thousands of mindsets.
- 5. People in the organization have to do this themselves!** The role of consultants and change experts: give advice, don't make decisions or start “implementing” for the client.
- 6. Everyone's communication styles and behaviour patterns must change.** Transformation thus requires “people” specialists, coaching and some training.
- 7. “Mature” cases and the model itself are key** to making the vision palpable. But it is equally necessary to apply more “emotional” techniques and metaphors.
- 8. “Community” is a foundation to successful implementation,** because it provides orientation – the BetaCodex Network is the cornerstone of this community

# Using the BBRT online diagnostic early-on



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Table C3 - Symptoms scorecard

Table D3 - Alignment scorecard

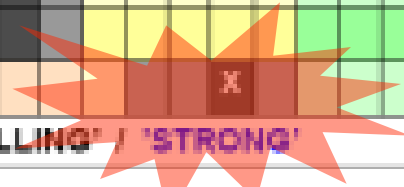
Table E1 - Human nature scorecard

Table H1 - Leadership scorecard

Table I - Processes scorecard

**Table 1 - Summary scorecard**

App. Ref.	Contents of report (Workshop population=20)	Your score %	WYS mean %	Red BAD 0% - 25%			Amber POOR 25% - 50%			Yellow FAIR 50% - 75%			Green GOOD 75% - 100%		
C	Symptoms	17	37			X									
D	Alignment with CSFs	23	39												X
E	Human nature assumptions	20	38												X
	Problems (average C-E)	20	38			X									X
F	Importance of CSFs	100	90												X
G	Vision of alternative model	100	92												X
	Vision (average F-G)	100	91												X
H	Leadership	29	41							X					
I	Processes	23	40											X	
J	Systems	23	40											X	
	Practice (average H-J)	25	40							X					
L	Readiness to change	67	68											X	
M	Case for change			"COMPELLING" / "STRONG"											



# Knowledge TurnTables – reaching consensus within large groups



- The method creates a **playing field** within which a highly intensive exchange among the participants can be achieved – in absence of any kind of hierarchy.
- The participants generate a **joint group knowledge and understanding** of the chosen topics and participate actively to develop new knowledge and concepts for the future.







Thema 1: Erweitert sich Planung über die Lebenszeit hinaus? (intergenerational planning) möglich zu gestalten?

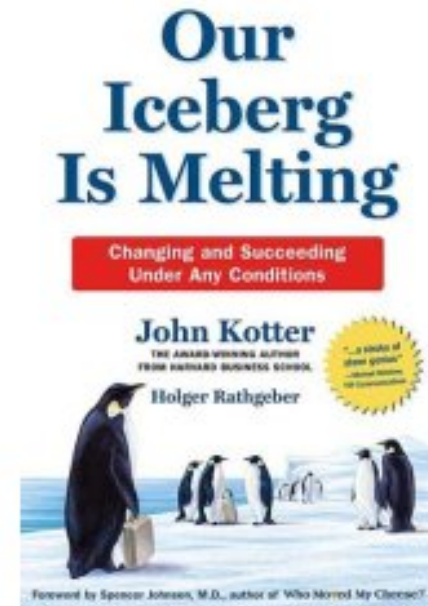
Richardel 2: Durch Planung können wir einen Einfluss auf die Lebenszeitplanung eines Mannes als Berater des Unternehmens ausüben. Planung ist eine klare Entscheidungshilfe für die, was eine schrittweise bewerkstelligt. Entscheidung ist die Lösung der Planung, die in einem ist eine zentrale Rolle.





# Our Iceberg Is Melting book and tools

- Not so much a book... but an organizational change methodology (Kotter's 8-step process) and a powerful metaphor with which everyone in an organization can relate.
- Based on ample research and Kotters other books, such as "Leading change", "A sense of urgency".
- Archetypes and scenes in the story help to deal with risks and resistance, and to create a common language within the guiding coalition.
- Can serve as a basis for internal communication and "initiative branding"
- Related tools help leading the process and allow for "measuring the process temperature"
- ...













This is Alice





And this is Alice, too.





# Choosing a name for your Beyond Budgeting initiative – 2 examples

## Logoplaste, Brazil



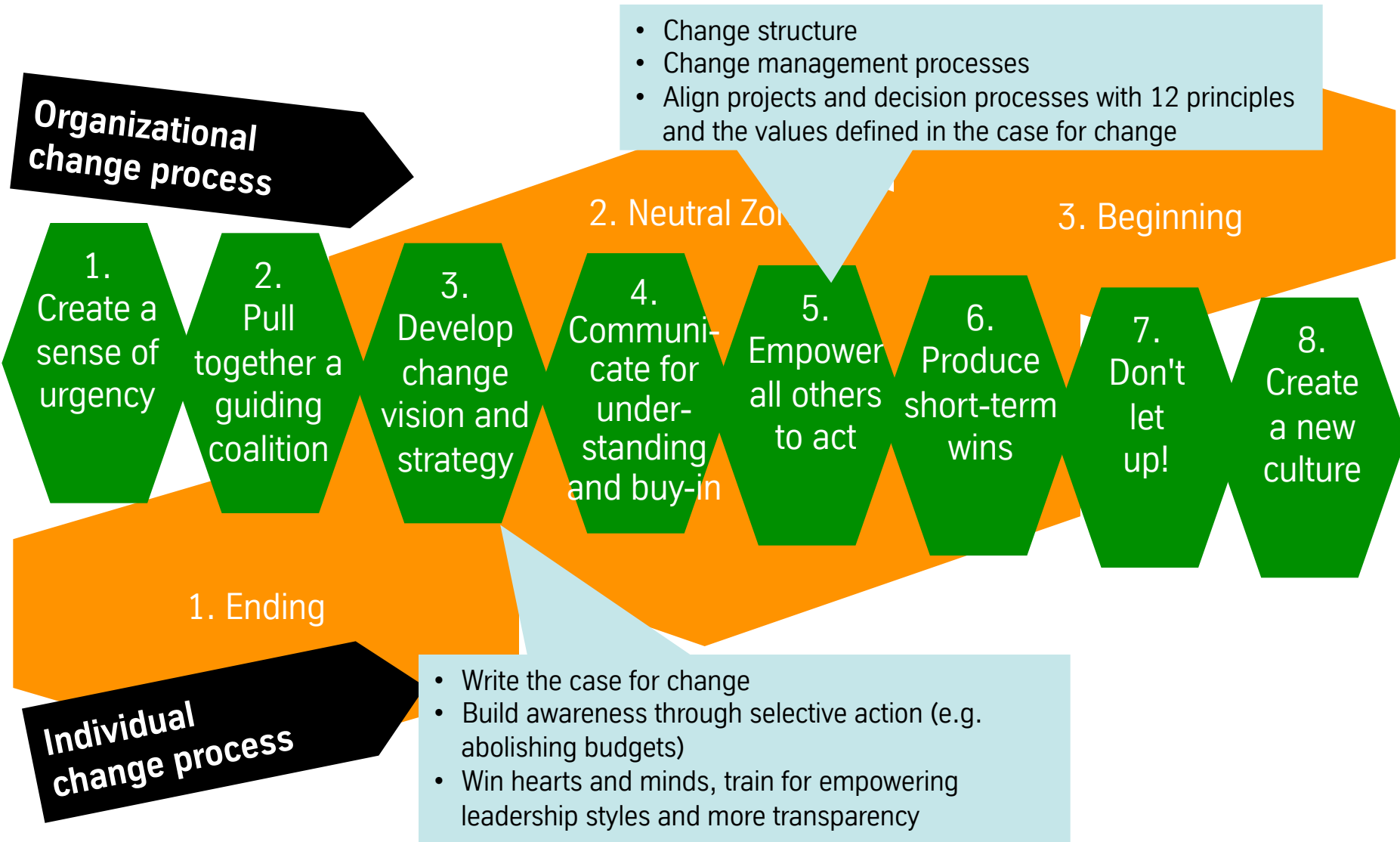
**D**ecentralize – **L**ead - **G**row  
Preparing Logoplaste for growth

## Paradigma group, Germany



**F**lexible - responding adaptively to market demands  
**I**ntegrated - all involving all organization members  
**R**espectful - in dealing with people and environment  
**E**rfolgreich (*successful*) - as an organization and as individuals

# Applying a “Double Helix” change process framework within transformational ”Beyond Budgeting“ change initiatives



This process is systemic and not like “project management“, but it can be guided and “temperature“ can be taken at any time

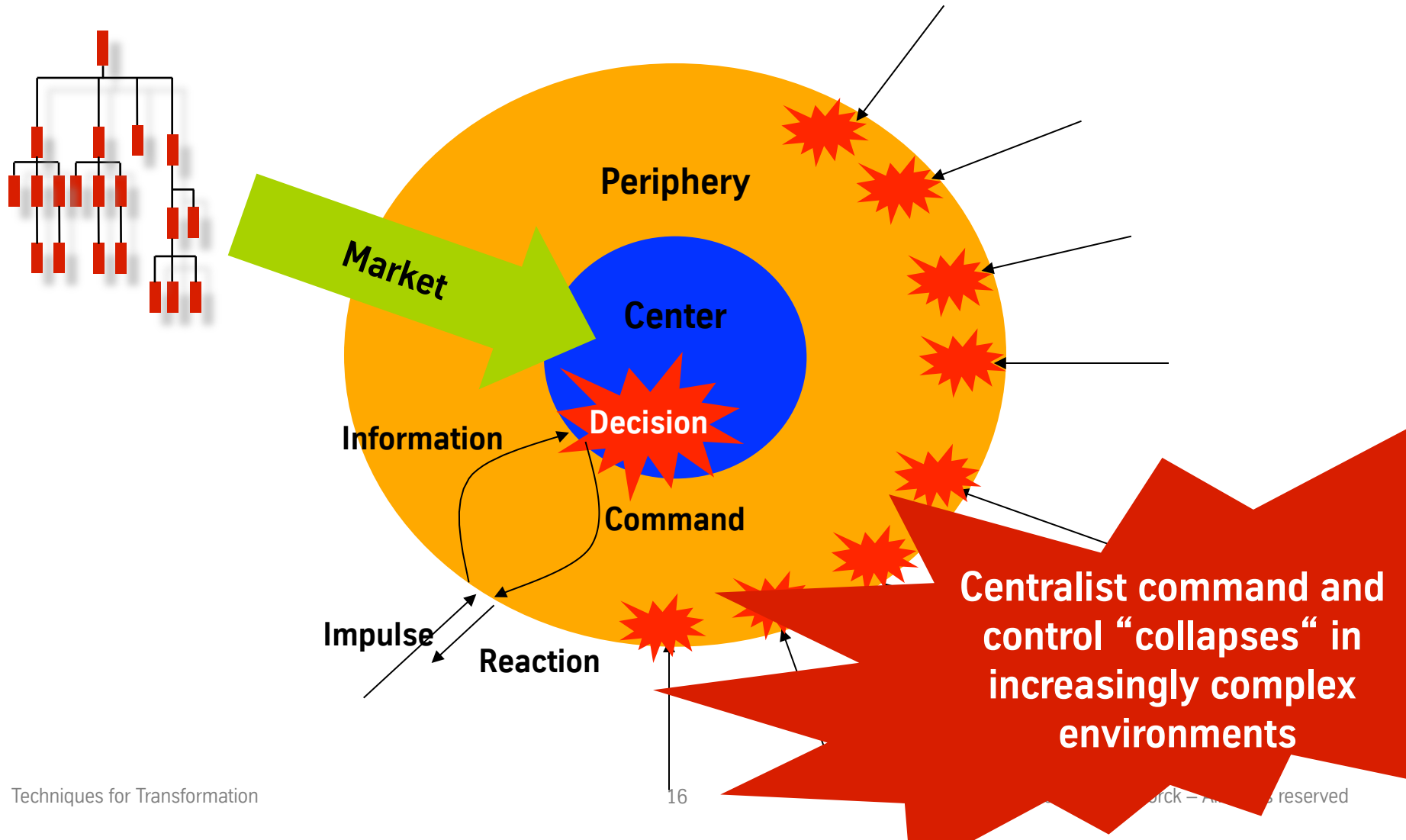
## Status of the project

Phase in %	1. Create a sense of urgency	2. Pull together a guiding coalition	3. Develop change vision and strategy	4. Communicate for understanding and buy-in	5. Empower all others to act	6. Produce short-term wins	7. Don't let up
100							
80							
60							
40							
20							

1. There is a **strong guiding coalition** that sustains the transformation.
2. All over the **organisation**, “profound change“ is considered an issue.
3. Different groups in the organisation (task forces) already work on specific changes.

# Using metaphors and models to challenge thinking

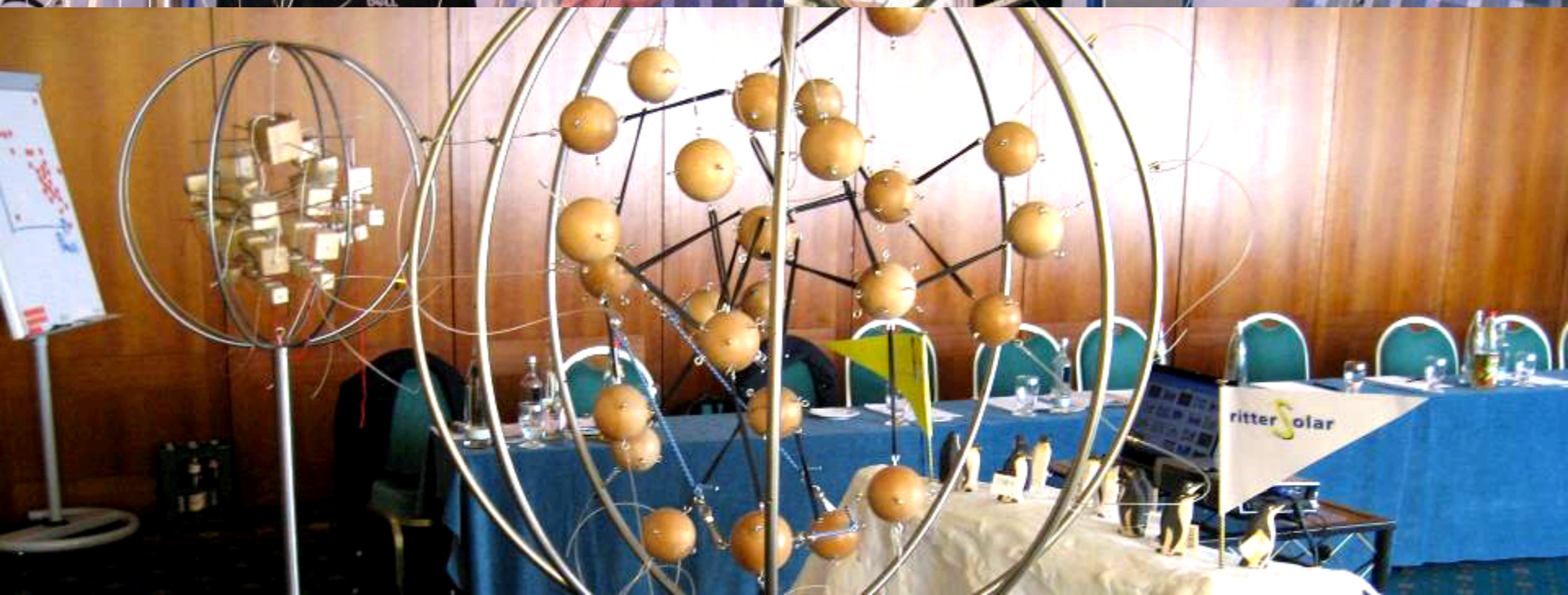
## “The pyramid versus the peach”





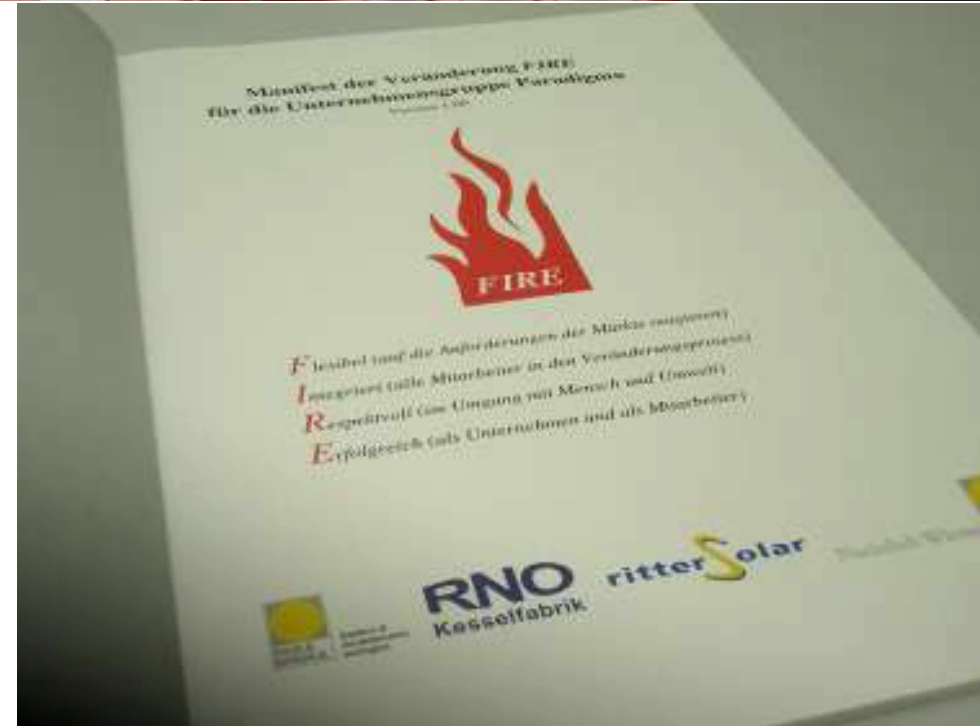






# Committing to a clear case for change

- Writing the “manifesto”
  - Series of 1- or 2-day workshops with a team of 6-10 people (top team is part)
  - Document contains 25-35 pages
  - May take 3-6 months to write
- Approval
  - Top management team and board approve “business model” and “values”
  - Leads to “version 1.00”
- Communication
  - Discussing and revising the draft version with all members of the organization
  - “Twin meetings” + workshops + other communication platforms for discussion
  - Workshops on values
  - ...





# Twin meetings – multi-faceted learning forums

- When empowering all people within the organization to act...
- Let's not do it the usual way, convening everyone, making grand promises, in command and control style!

## **The alternative:**

- Two managers from the guiding coalition (the “twins”) offer a meeting for open discussion, for no more than 12 participants. Participants sign up voluntarily. When the list of 12 is full, then it's full.
- The meeting is limited to 2 hours duration, it is totally open with regards to topics. Anything can be said.
- The 2 moderators are from two different areas from the organization. They should “present” as little as possible
- At the beginning, one of the 2 should always be a director
- An unlimited amount of twin meetings can be held...





# Social networking portals as platforms for discussion, internal networking and “empowered action”

- Examples xing or yammer- online communities for professional networking and networked communication, millions of users world-wide
- Platform offers excellent functionalities for networked communication („Groups“)
- Cheap or even free service of the platform
- Documented and hierarchy-free interaction

The image displays two screenshots of the XING website. The top screenshot shows the main XING homepage with navigation tabs for Start, Mitglieder, Nachrichten, Adressbuch, Gruppen, Termine, Marktplatz, and PremiumWorld. The bottom screenshot shows a specific group page for 'Beyond Budgeting' with a search bar and a list of members.

# There are literally dozens of proven change-enabling tools and techniques that make transformation work...

1. **BBRT Diagnostic, Organize for Complexity book, papers, videos etc.** – in earliest stages
2. **Our Iceberg Is Melting** book and tools
3. **Rapid Business Conference** group method
4. **Double Helix change process framework** based on Kotter/Bridges
5. **Metaphors and 3-D sculptures** of the model
6. **Case for Change** writing
7. **Social networking forums** as communication and work platforms
8. **Twin meetings** – multi-faceted learning forums

## Other concepts:

1. **Change process flow** to achieve top management buy-in (involving board and owners)
2. **Communication tools** and channels
3. **Change tachometer**
4. **Leadership development workshop** series
5. **Knowledge conference** for broad-based kick off
6. ...



the  
betacodex  
network

*since 2008*

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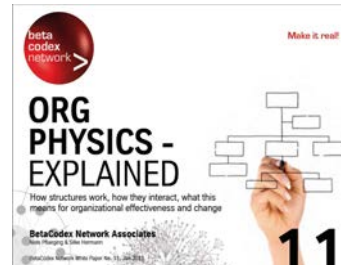
Paper concept & design: Niels Pflaeging

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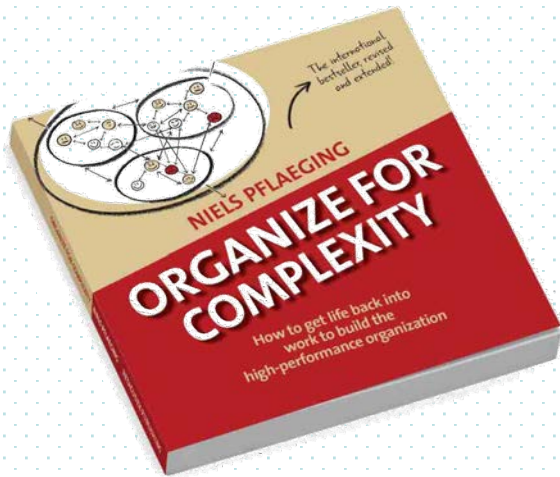


# The BetaCodex Network white papers

Find all our white papers on [betacodex.org/white-papers](http://betacodex.org/white-papers) and on Slideshare.



# Related books from Follett Publishing

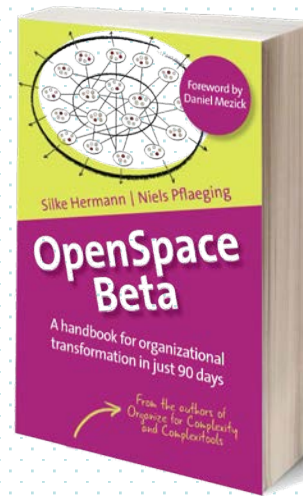


Organize for Complexity. How to get life back into work to build the high-performance organization

Niels Pflaeging

2015, 5<sup>th</sup> edition 2020

*Also available in German, Portuguese, Turkish*

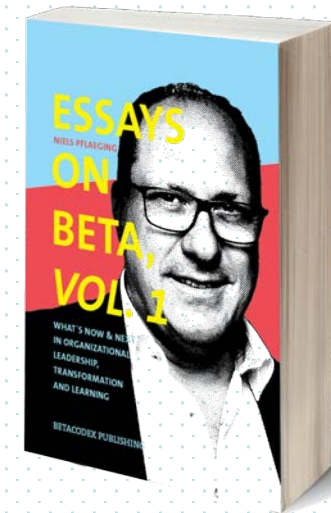


OpenSpace Beta. A handbook for organizational transformation in just 90 days

Silke Hermann | Niels Pflaeging

2018, 2<sup>nd</sup> edition 2020

*Also available in German and Korean*



Essays on Beta, Vol. 1. What's now and new in organizational leadership, transformation and learning

Niels Pflaeging

2020

*Nominated for the UK Business Book Award 2021*