



Make it real!

# THE DOUBLE HELIX TRANSFORMATION FRAMEWORK

for BetaCodex transformation and profound change

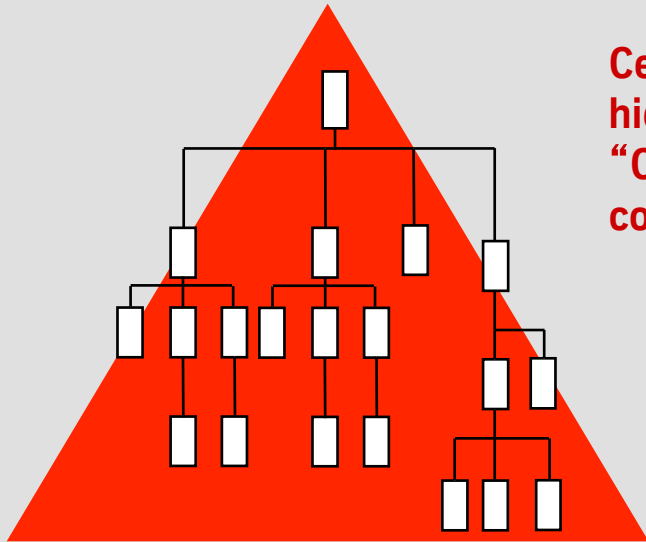
**BetaCodex Network Associates**

Niels Pflaeging & Gebhard Borck

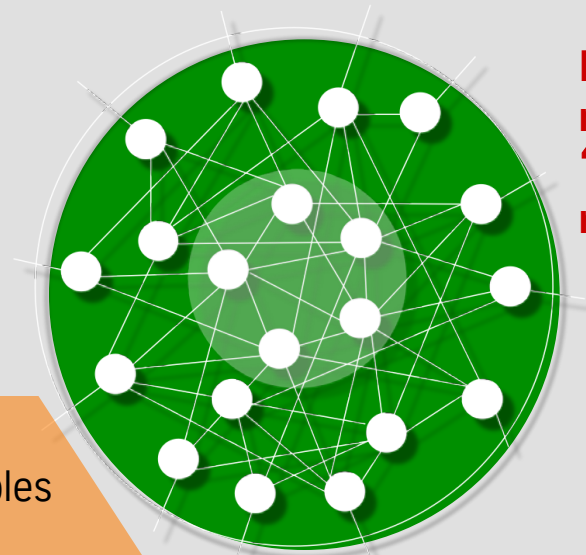
White paper, February 2008, revised December 2011

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# Getting from the now obsolete tayloristic model (“Alpha”) to the emerging “Beta” organization requires **transformation**



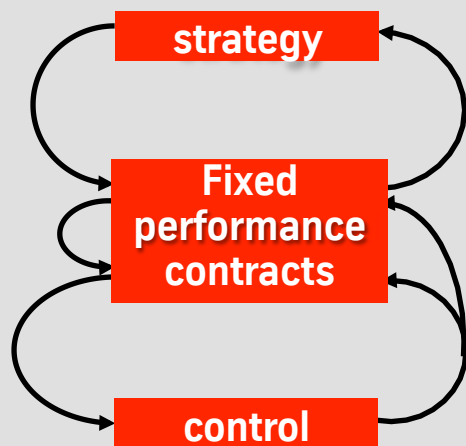
Centralized hierarchy, “Command and control”



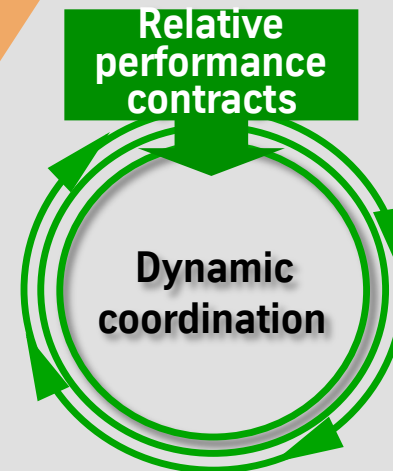
Decentralized network, “Sense and respond”

## Transformation of:

- Leadership principles
- Performance management principles
- Values, systems, culture
- Business models
- ...

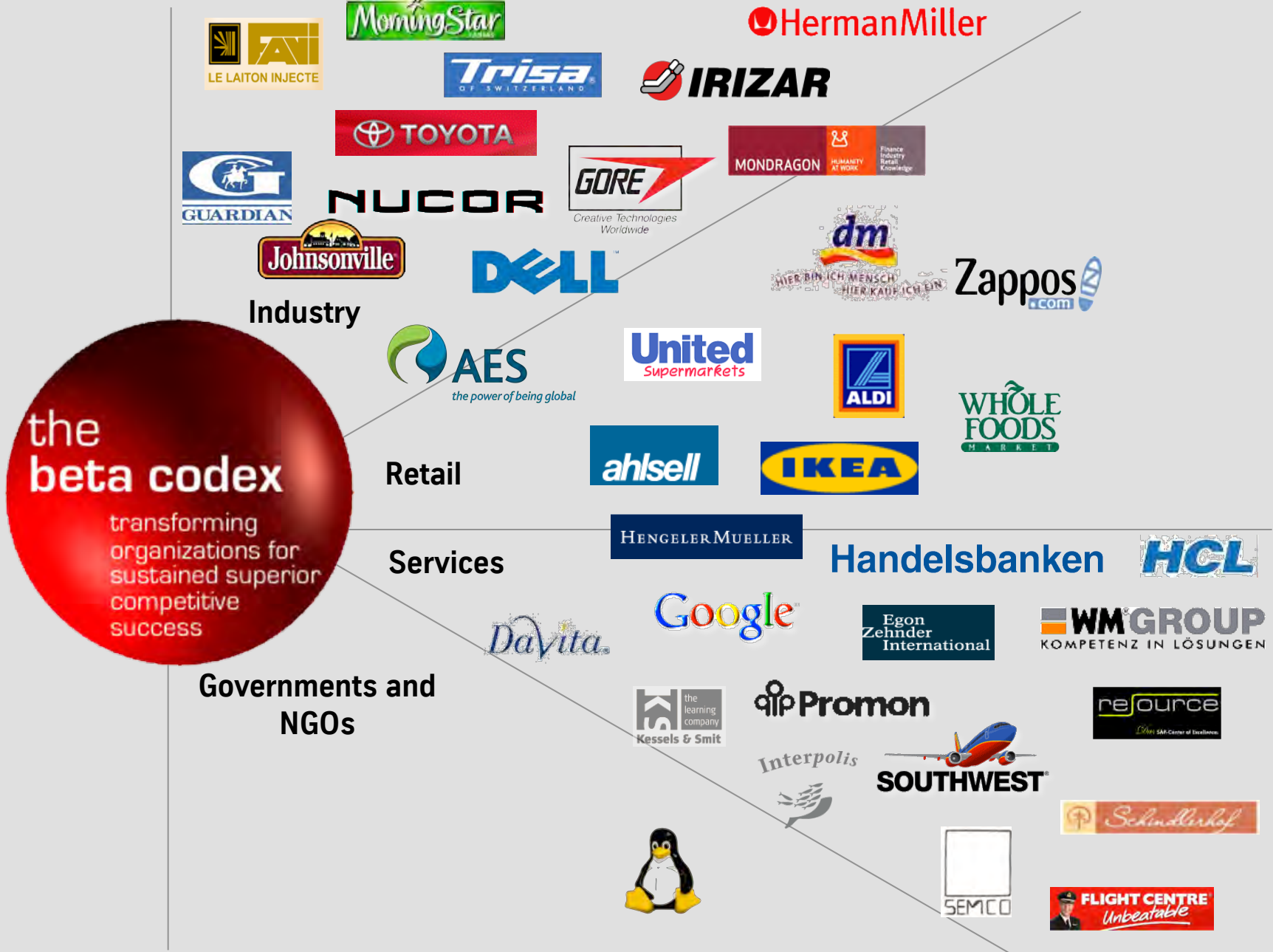


Fixed, annual processes



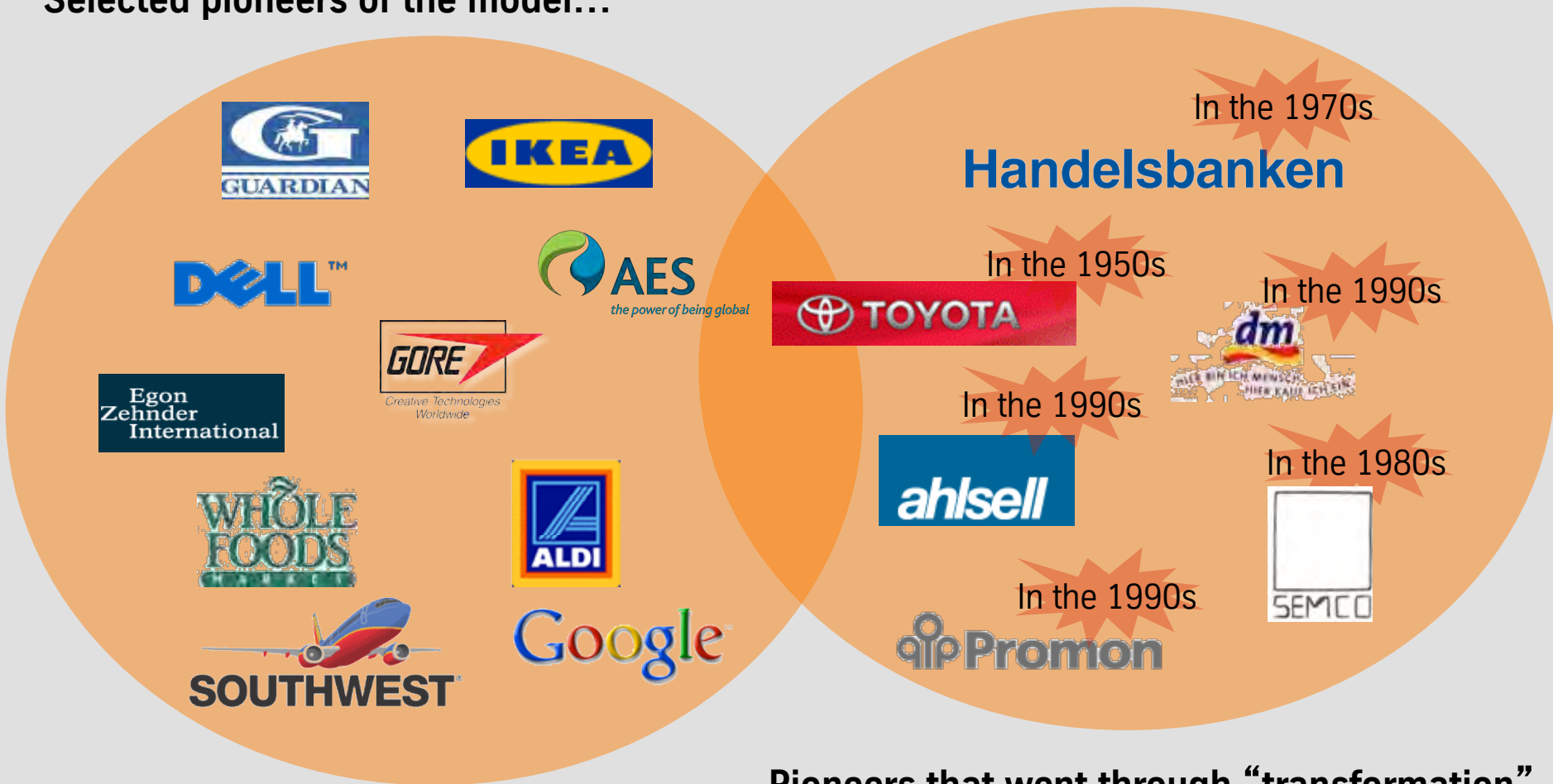
Dynamic, continuous processes

# There are quite a few pioneers of **BetaCodex leadership**...



A few of them have also undergone **full transformation** of their organization models, from the Alpha codex to the Beta codex

Selected pioneers of the model...

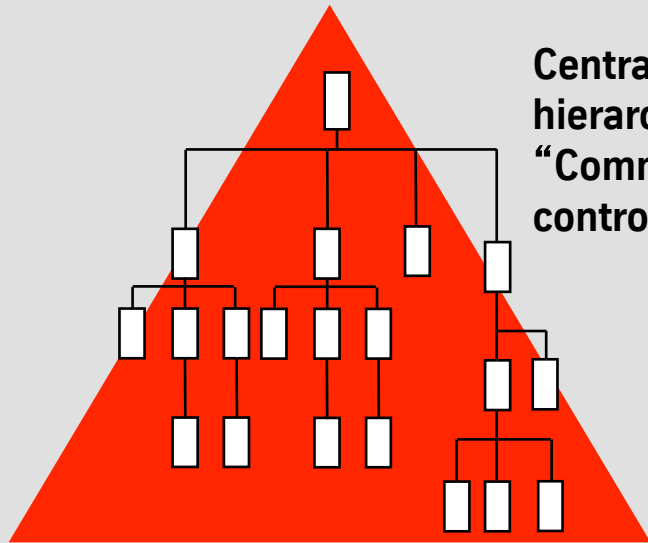


Pioneers that went through “transformation”

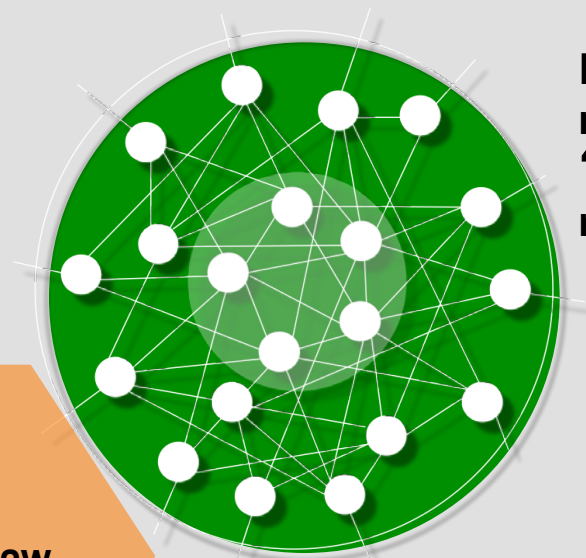
# Principles first: Underlying **assumptions for full transformation**, based on the laws of the BetaCodex

- **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.)
- **A systemic view of the change process:** don't plan too far ahead – follow the energy!
- **“It's all about human nature”**. Apply “Theory Y” rigidly!
- **Abolishing erratic performance management tools (such as budgeting) is just 0,5% of the project** (and not the difficult bit). Creating an entrepreneurial, devolved network is key to the “new” model. Which means changing 100s or 1000s of minds.
- **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.
- **Everyone's communication styles and behavior patterns must change.** Transformation thus requires “people” specialists, coaching and some training.
- **“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.
- **“Community” is a foundation to successful implementation**, because it provides orientation – the BetaCodex Network is the cornerstone of this community

# The change challenge: A “leadership model” transformation requires a fitting change process framework

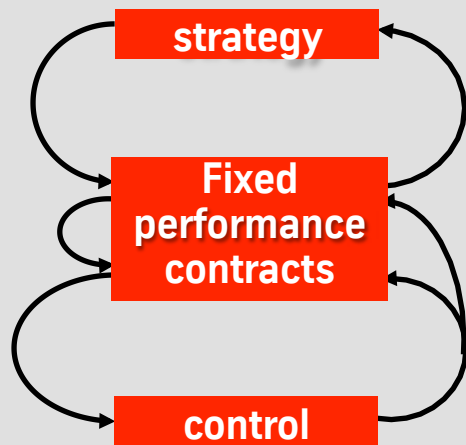


Centralized hierarchy, “Command and control”

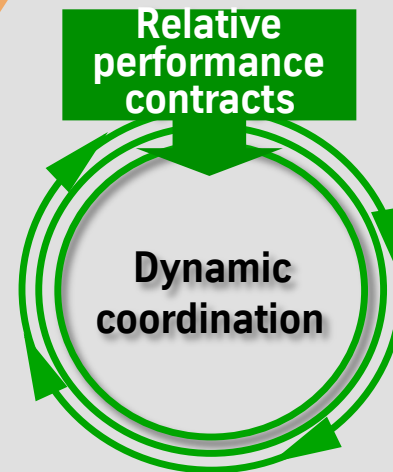


Decentralized network, “Sense and respond”

Only a change philosophy that is coherent with the new model can get you there!



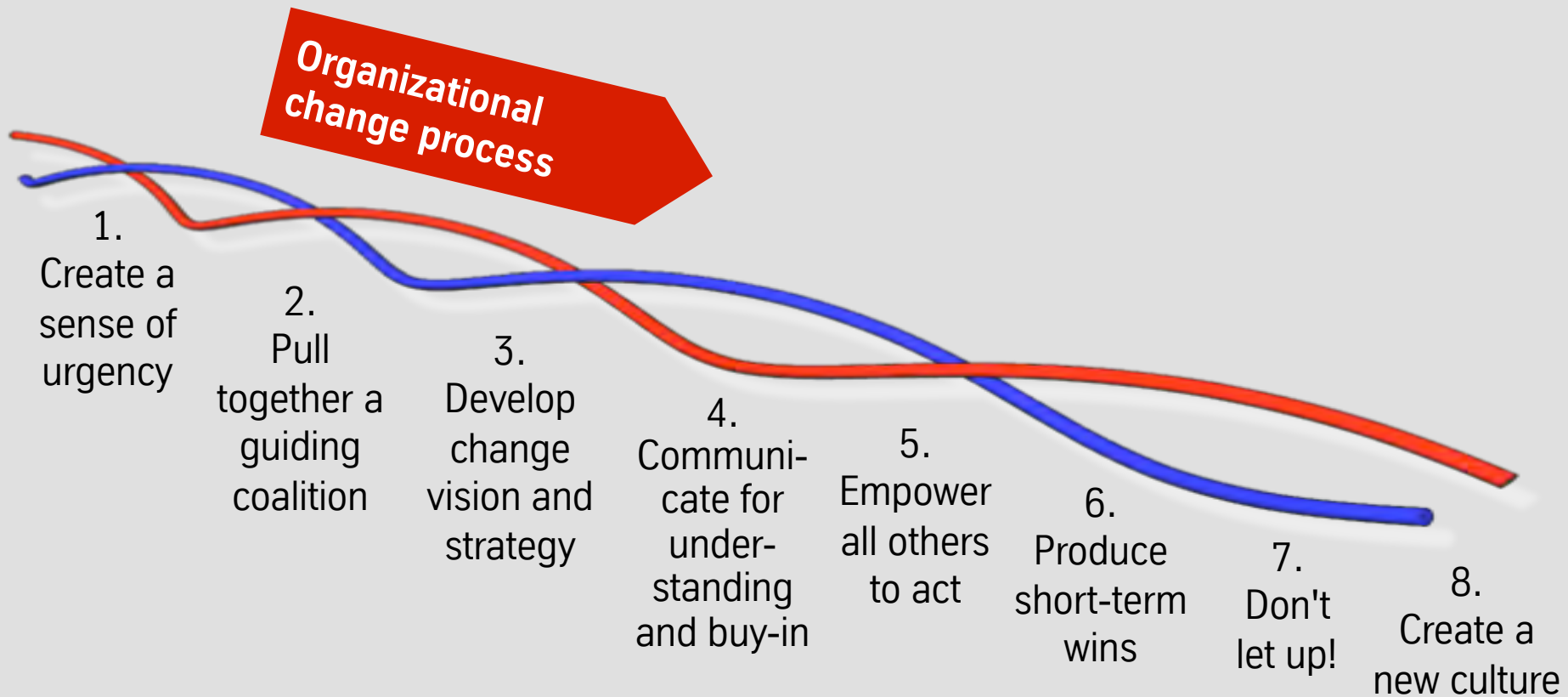
Fixed, annual processes



Dynamic, continuous processes

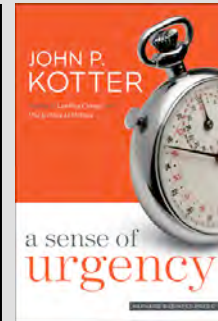
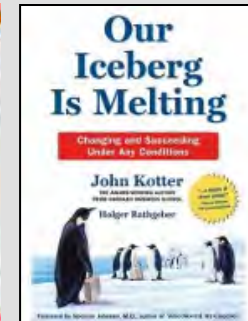
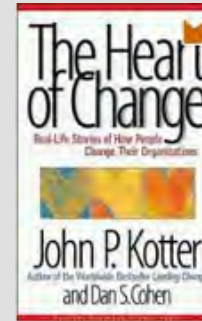
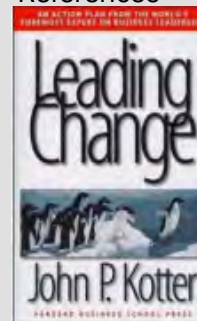


# String No. 1 of the “Double Helix” transformation framework: A process model for **organizational change**



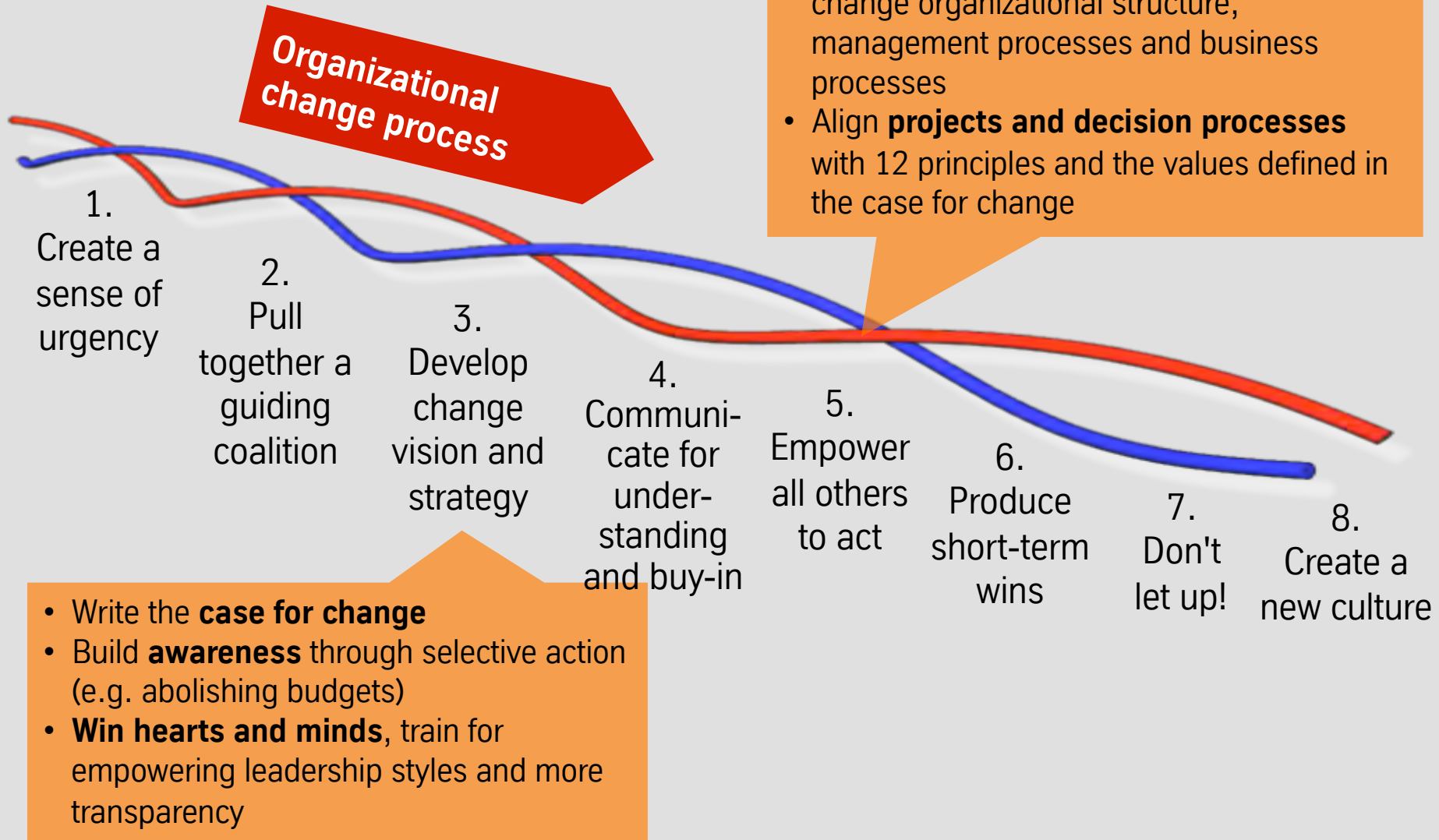
**John Kotter, a former HBS professor,** presented his change management model first in a Harvard Business Review article, in 1994, and then in his groundbreaking book *Leading Change*. Since then, he elaborated on that concept, publishing books on practical cases and tools, and also a fable on change.

## References



# What is being done when in this kind of process?

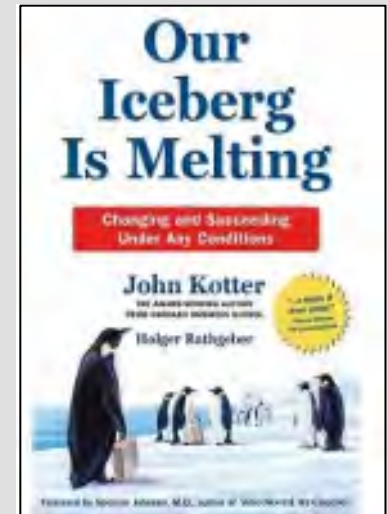
## Two practical examples





# For this dimension of transformation, we use not only Kotter's change concept, but also **Our Iceberg Is Melting** book and tools

- **Not so much a book...** but more of an organizational change methodology (“Kotter’s 8-step process”) and a powerful metaphor with which everyone in an organization can relate.
- **Archetypes, phases, and situations** in the story help to deal with risks and resistance, and to create a common language within the guiding coalition.
- **Tools derived from story and method** can serve as a basis for
  - “initiative branding”
  - process “temperature measurement”
  - initiative/task force management
  - confronting resistance
  - internal communication



Reference



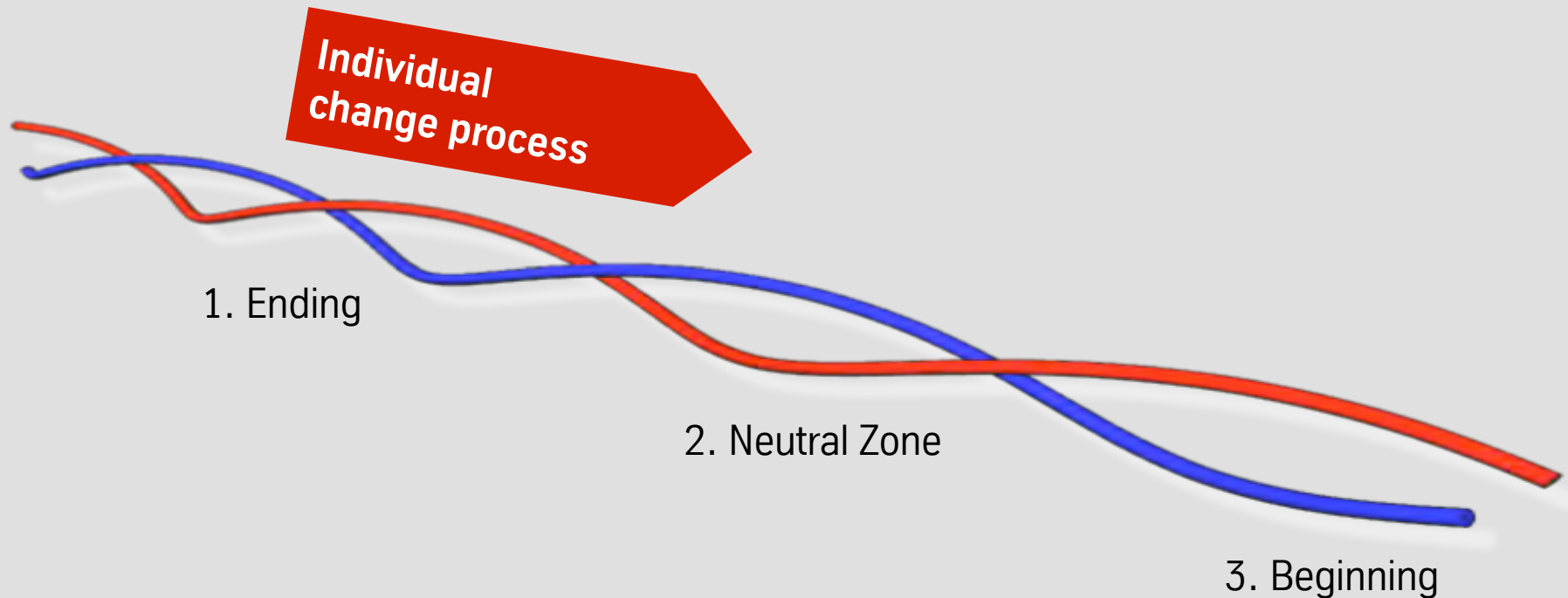




Even though the Kotter process by itself is coherent with transformation, **this approach alone cannot suffice**

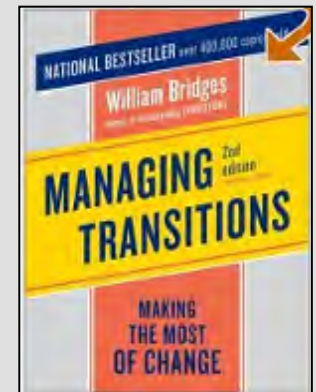
- **The problem:** A process model for changing *teams* or the *organization as a whole* doesn't cope with the full challenge we are facing in transforming from command and control to “beyond budgeting”.
- **There is another dimension to change.** One that is not related to groups or the organization as a social organism, but that has to do with *each individual's* transformation journey.
- **To achieve true organizational transformation**, thus, another dimension, or helix string, has to be added to the framework.

# String No. 2 of the “double helix” transformation framework: a process model for **personal change**

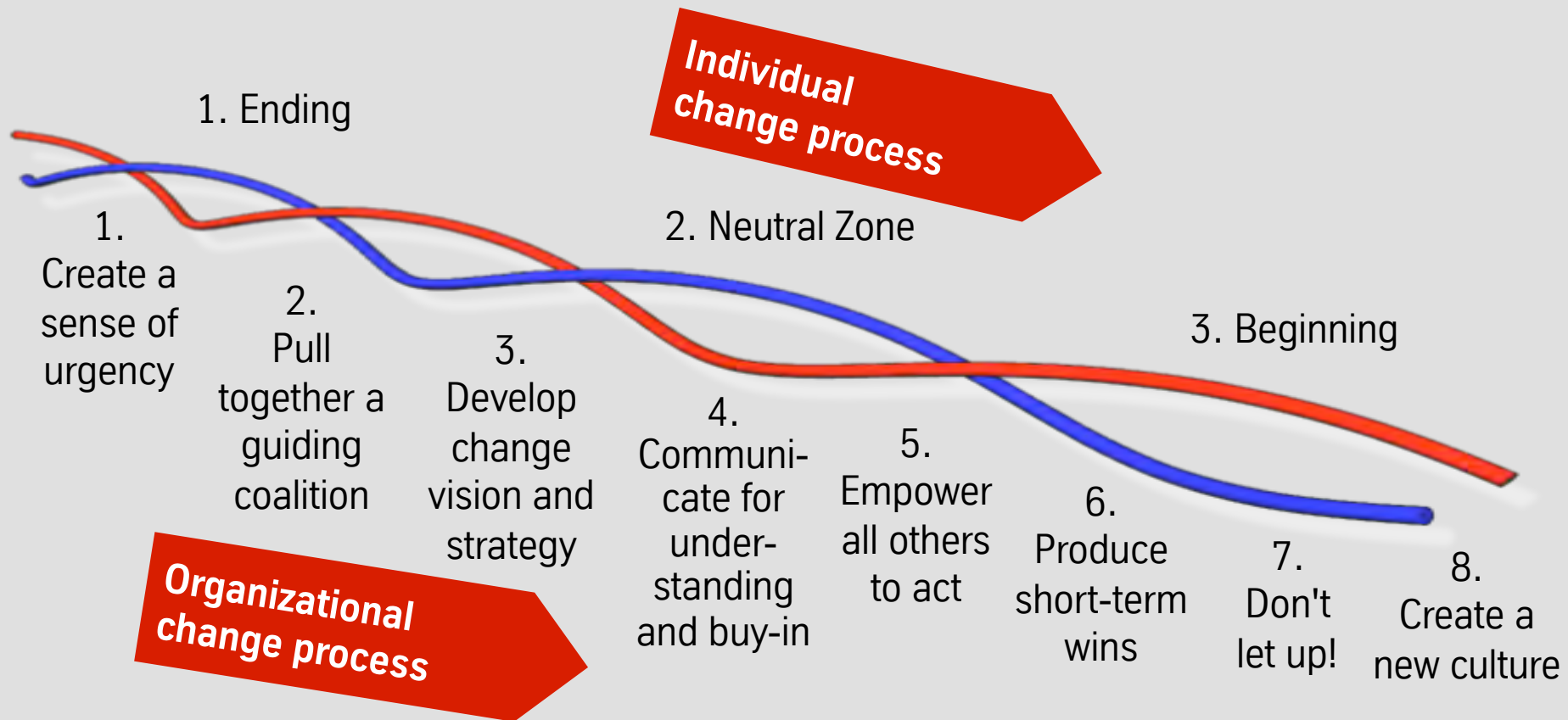


**Consultant William Bridges** published his landmark book *Managing Transitions* back in 1991. His concept is based upon the observation that in order to change as a person or start something new, you have to go first through a stage of “Ending” or “unloading your baggage”, followed by a path through the so-called “Neutral Zone”.

Reference



# Putting the transformation “double helix” approach together



**By combining one concept with the other,** a completely new kind of change initiative framework emerges: One in which the two different dimensions of profound change – organizational and personal – are intertwined and inseparable. The double helix framework allows for a far richer and more “realistic” perception of profound change processes.



# Transformation is “systemic“ by nature and thus different from “project management“. **It can be led and guided, however...**

## Status of the project (“process temperature“)

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							

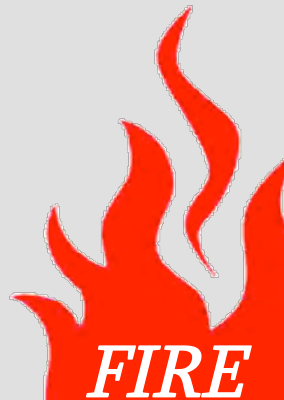
1. There is a **strong guiding coalition** that sustains the transformation.
2. All over the **organisation**, “profound change“ is considered an issue.
3. Different groups in the organisation (task forces) already work on specific changes.

# Three full-fledge beta codex transformations that we guided as advisors – and **how they were branded**

## Logoplaste, Brazil



## Paradigma group, Germany



## Bank Austria Retail, Austria



**Decentralize – Lead - Grow**  
Preparing Logoplaste for growth

**Flexible** - responding adaptively to market demands  
**Integrated** - all involving all organization members  
**Respectful** - in dealing with people and environment  
**Erfolgreich** (*successful*) - as an organization and as individuals

**Vertrieb 2.0**  
("Sales 2.0")



the  
betacodex  
network

*since 2008*

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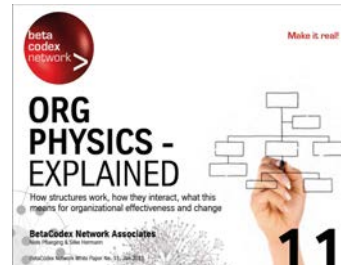
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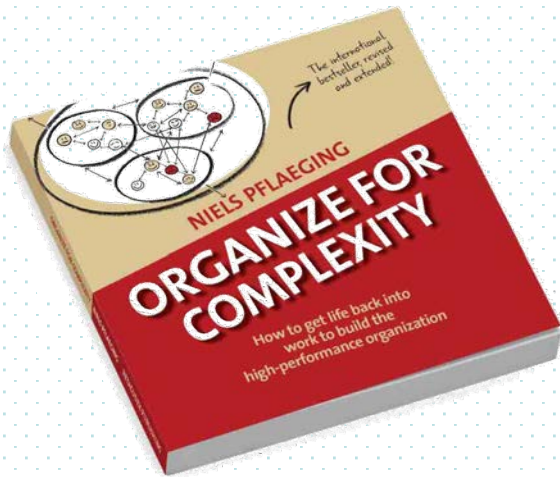
# The BetaCodex Network white papers

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





# Related books from Follett Publishing

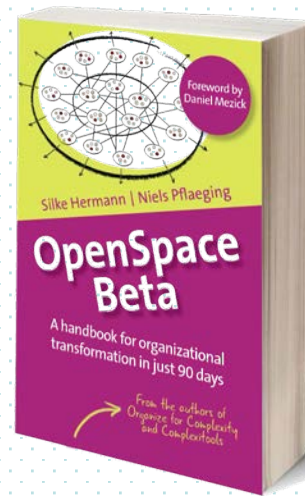


Organize for Complexity. How to get life back into work to build the high-performance organization

Niels Pflaeging

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

*Also available in German, Portuguese, Turkish*

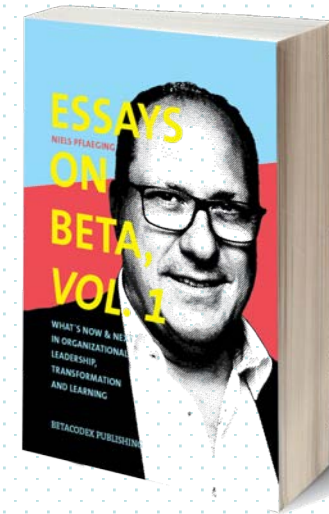


OpenSpace Beta. A handbook for organizational transformation in just 90 days

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*