



**Welcome to A7**

**An Integral Approach to  
Organization Change**

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**6 ILLUSIONS OF CHANGE**

- Fast is good.
- When system changes, results will change.
- Change is to take a close look at the problems and fix them.
- Problems are the reasons for change.
- To reduce resistance, we need to keep them in the dark.
- We'll tell them when decisions are made.

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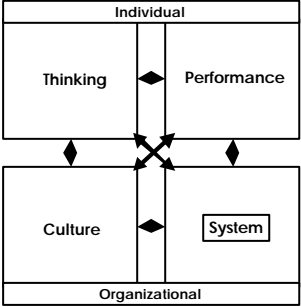
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**INTEGRAL - CHANGE**




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## PERFORMANCE

Performance = thinking + action.

Behaviors do not change until there is a change in thinking, awareness or beliefs.

Positive performance reinforces thinking/beliefs.

Undesirable performance is seen as a problem but not as a systemic misalignment.

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## THINKING & BELIEFS

Change = need for new thinking/beliefs

How to shift?

1. Explore current thinking (values & beliefs) and create AWARENESS
2. Clarify new results needed, identify NEW BELIEFS that can sponsor new results
3. Shift = old belief -> new belief *or*  
Shift = old belief + new belief

e.g. Manager = technical competence *or*  
Manager = people management competence?

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## CULTURE AND VALUES

Culture = collective values and patterns

Priorities, decision-making, authority and delegation, accountability and responsibility, competitiveness, collaboration and cooperation, relationships, communication, problem solving, spoken and unspoken rules...etc.

It is not what is written on the wall, but what can be observed in practices on daily basis.

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## SYSTEM & PROCESSES

The structures and platforms on which the organization is operated.

Policies, procedures and process; controls; performance measurement and appraisal system; reward and penalty system.

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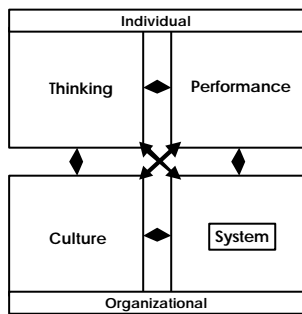
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### Let's Apply Integral:

What are some reasons you have experienced to trigger change?



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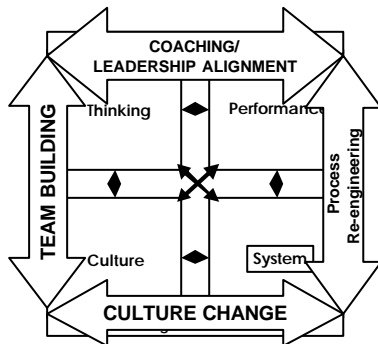
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## LABELS OF INTERVENTION



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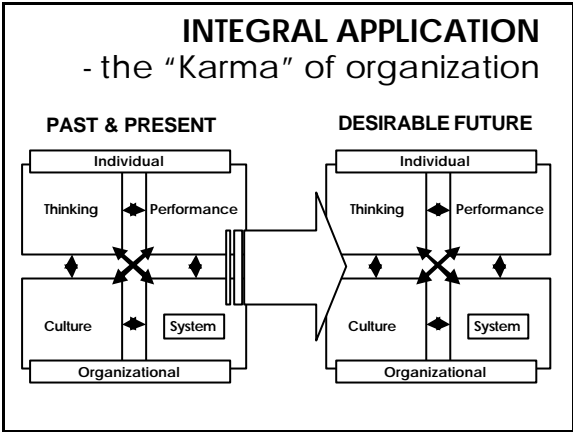
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**What an integral approach means**

- Manage the complex inter-relationship between people, system, culture and processes;
- Identify and address the source of problems rather than just curing the symptoms;
- Put issues in perspective enabling enlightened decision making and design of effective sustainable change process;
- Focus on changing employees through creating an "inner" change of thinking resulting in an outer change of behavior, performance and then culture;

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**What an integral approach means**

- Design a change process that considers unique organization culture, situation and objectives;
- Intervene, not just through "workshops" but also directly at the "workplace" ;
- Identify elements for change thorough research on information on all relevant aspects, whether they are reasons or obstacles;
- Shift focus from problems to achieving vision / goals in support of employees living their fullest potentials.

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## 6 KEYS TO SUCCESSFUL CHANGE

- Wise is better.
- When thinking changes, results change.
- Change is to take a step back to identify & learn from the mistakes.
- A better and compelling future is THE reason to change.
- To reduce resistance, we need to open up their sight and hearing.
- We'll involve them in the decision-making.

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*Thank you for  
Attending!*

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