

# What Works (and Doesn't Work) and Why in Organizational Change Efforts?

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# *Why Do Organizations Want to Change?*

To improve efficiencies

To improve effectiveness

To be more productive and profitable

To attract and retain best talent better

To be more innovative and creative

To reflect its mission and values better

# *Why Do Organizations Want to Change? (2)*

To have employees who are happier, more satisfied, more committed, more engaged

To return more to community and society (CSR)

To create a safer and healthier work environment

To create a more friendly and supportive work environment

# *Why Do Organizations Want to Change? (3)*

To develop employees better

To expand their markets globally

To build a better succession plan or process

To provide a workplace that is more equitable (gender, age, sexual orientation)

# Levels at which Change Can Occur

- Individual
- Team/Small Group
- Large System/Organization-wide
- Multiple Organizations
- Process
- Globally
- Community/Society

# No One Bats 1.000



And  
every hit  
is not  
going to  
be a  
homerun!

# Individual

## What Worked

Executive

Coaching –  
Large  
Consulting  
Firm (Commit-  
ment and  
Consistency)

## What Didn't Work

Executive

Coaching –  
mid-sized  
distribution co.  
(family  
business with  
unresolved  
family issues)

# Team/Small Group

## What Worked

Our family used many HRD principles, e.g., collaboration, “pay for performance,” conflict mgmt, facilitation (early start, shared responsibility)

## What Didn't Work

Conflict management in large, world-class hospital (power distance, autonomy, discrimination)

# Large System

## What Worked

Scenario Planning –  
Large Petroleum  
Co. (Learned  
what the concept  
was and applied it  
creatively)

## What Didn't Work

Scenario Planning –  
Large Petroleum  
Co. (Didn't under-  
stand concept)  
Strategic planning –  
import/export  
business (family  
business,  
“psychic”)

# Multiple Systems

## What Worked

M&As in large medical clinic (involved HR from the beginning, moved slowly, “required” by new medical environment)

## What Didn't Work

M&A in medical education  
NGO (clash in personalities, mismatch in mission, lack of funding)

# Process

## What Worked

TQM – state  
department of  
transportation  
(commitment  
to process  
improvement)

## What Didn't Work

Safety assess-  
ment in KSA  
refinery  
(benchmarking  
for numbers,  
best practices)

# Globally

## What Worked

Culture change & planning – large multi-national in Japan (willingness to take on national culture & socialization assignment in headquarters)

## What Didn't Work

Employee suggestion program – large multi-national tele-communication co. (failed to understand cultural impact in various countries)

# Community/Society

## What Worked

Educational  
Reform in  
Kyrgyzstan

Village Develop-  
ment in  
Thailand

(Collaboration,  
Power Figures)

## What Didn't Work

Villages in North  
Pakistan  
(Initially,  
successful, but  
influence of  
radical groups)

Do you have questions?

Are there other examples that I can give?

Can I clarify anything that I have shared?

This is your time!! Thanks for listening!