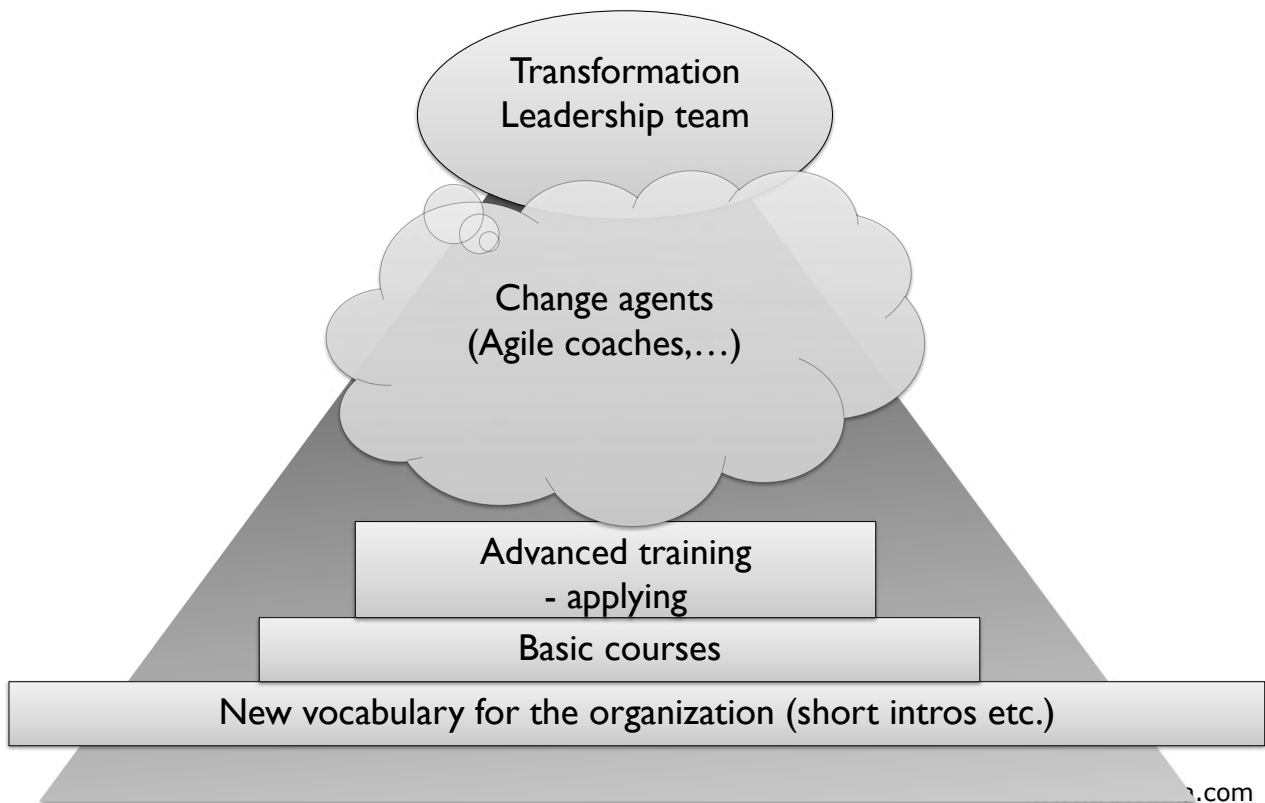


# The Architecture of Change



## Ari Tikka



- MSc in structural mechanics 1986
- SW development 1990
  - Valmet/Metso, embedded systems
  - Nokia Networks, DX200 operating system
- Organizational development 1997
  - Nokia Networks, NSN
- Ari Tikka Consulting Ltd 2008
  - Lean, Agile, Organizational dynamics
- Zen

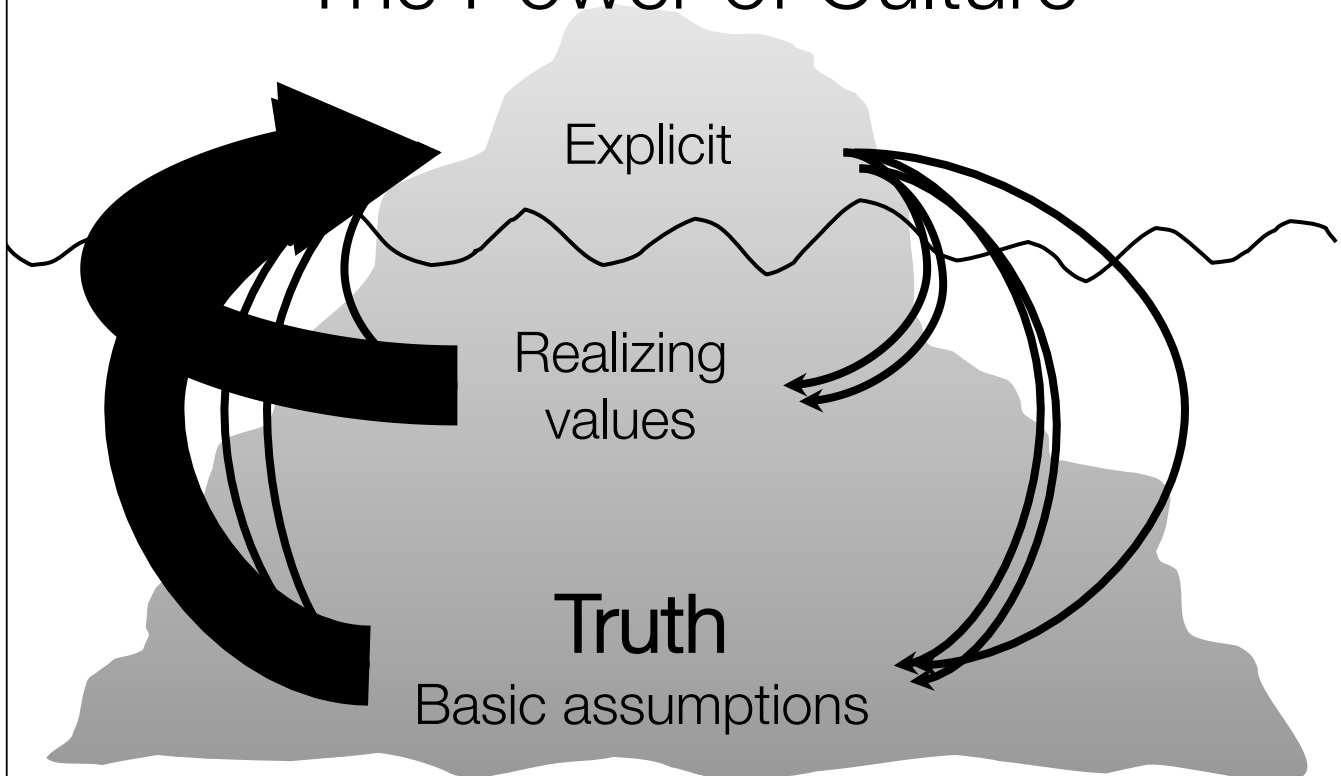
All models are wrong, but some are useful. (GPE Box)

# Learning - individual

- Grand principle: Understanding creates good actions in new situations.
- Basic courses give basic vocabulary
- Advanced learning
  - Learn to apply in my unique situation
  - Build new identity – I am the one who acts (differently)
- Trying to act, but there are constraints...
  - Support from the sponsors, network and coaching
  - Empowerment – Power is the ability to act.

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## The Power of Culture



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# Organizational culture

Organizational culture is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

- E Schein

# Organizational culture

The culture is the stories we tell about ourselves.

- Unknown origin

# Devil lies in the details



# One goal at the time

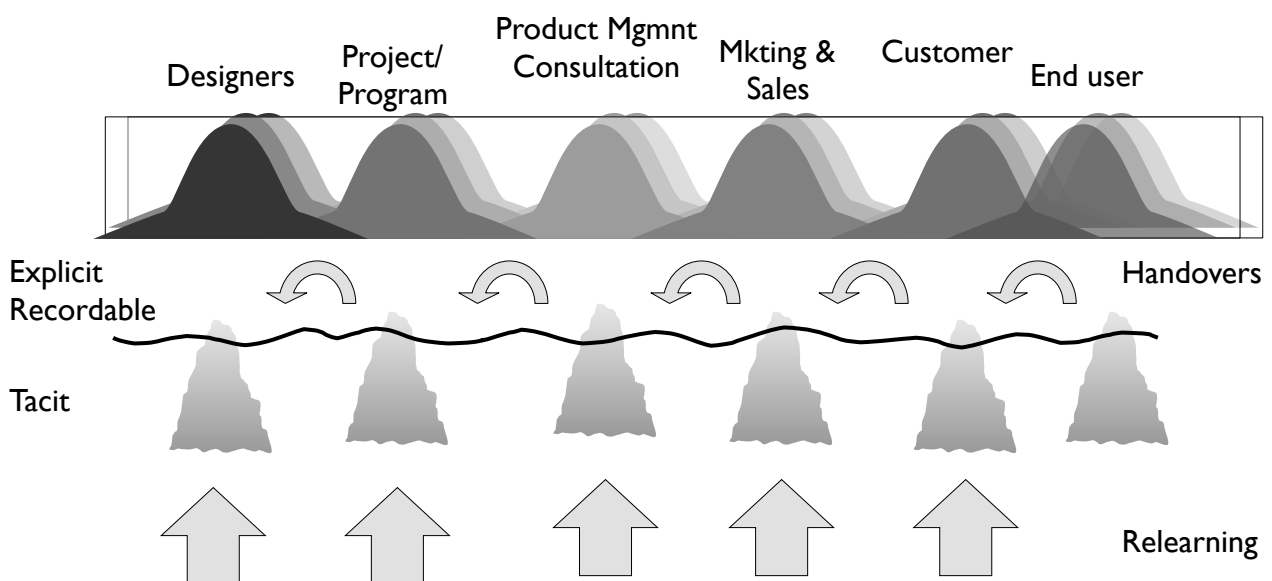


# One pass at the time



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# Create a greater pattern



But... in complex world the tacit knowledge outdates...

The customer gets bad quality and the org drowns in failure demand.

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# Realizing values?



Helen Fischer

# CARE



Ikujiro Nonaka

# LOVE



Edgar Schein

# TRUST

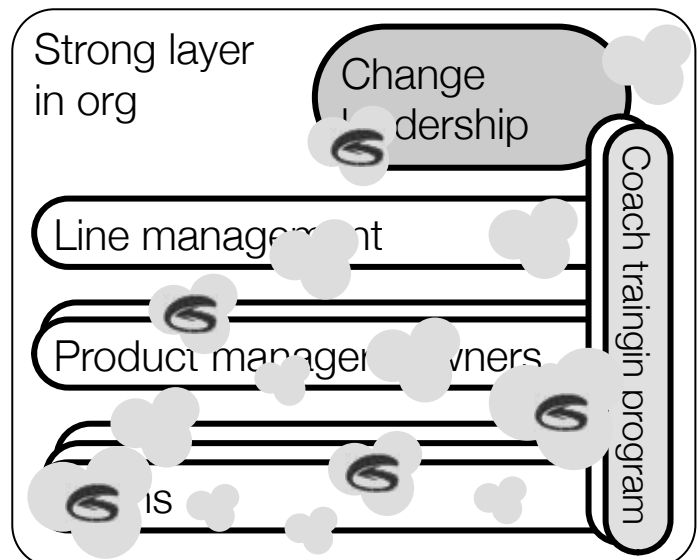
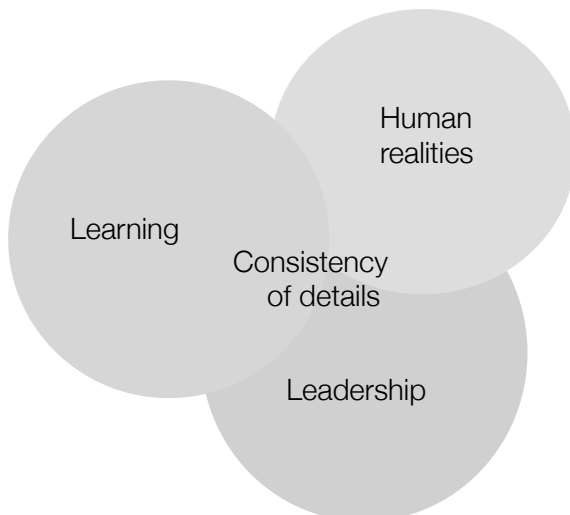


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## Architecture of Change too is

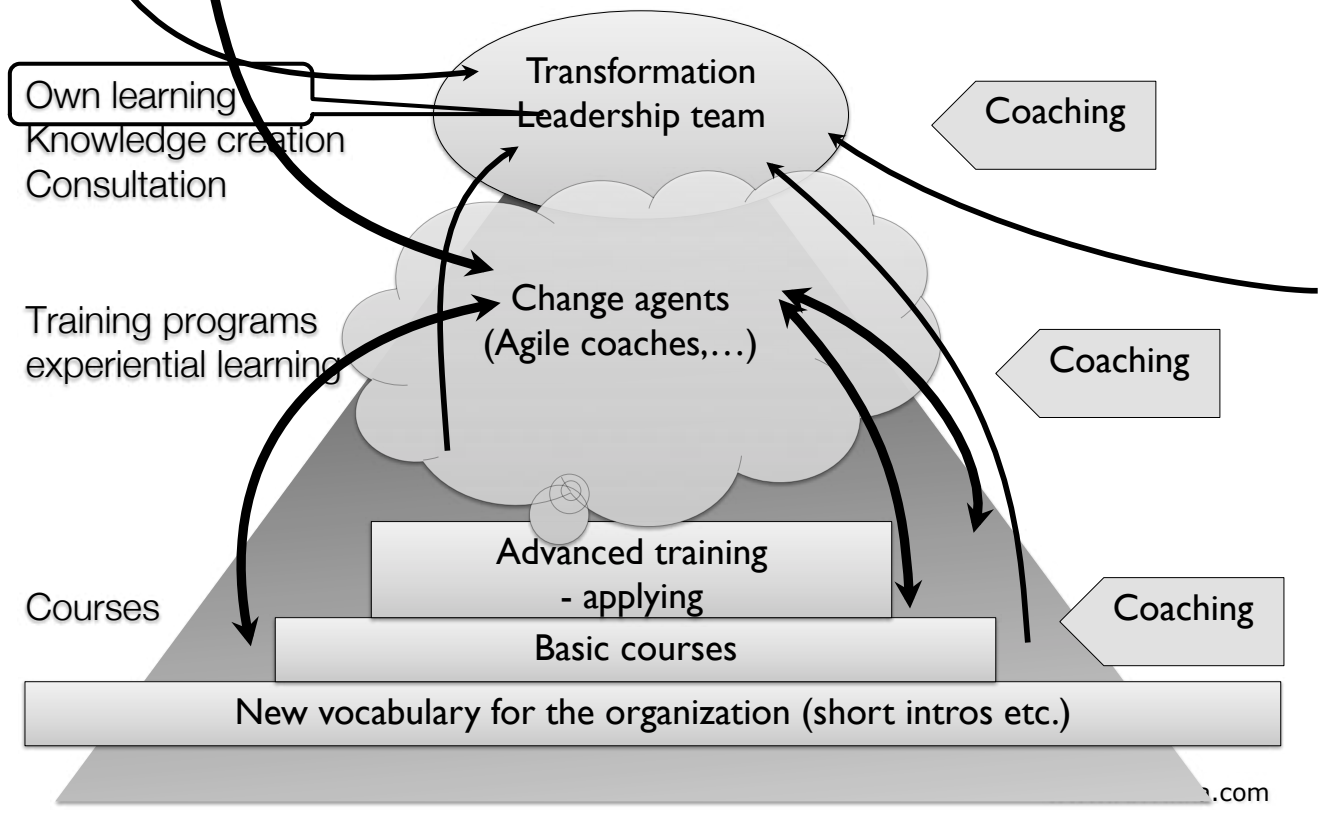
Professionalism  
in details

Big picture

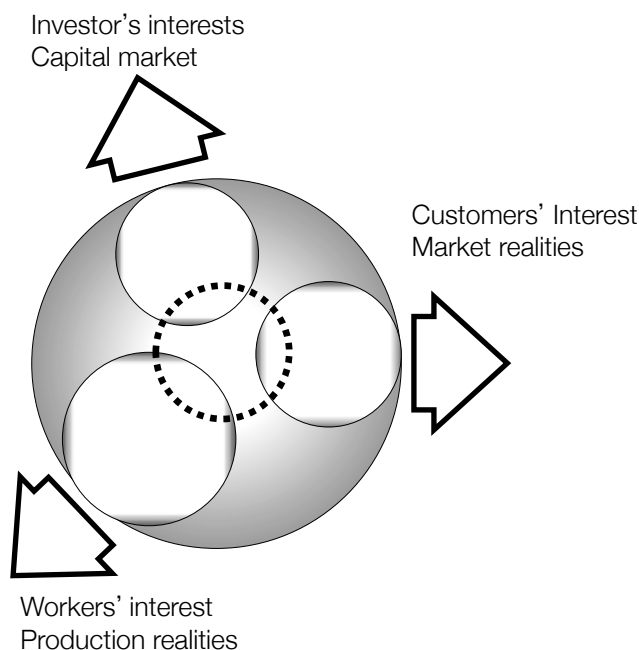


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# The Architecture of Change

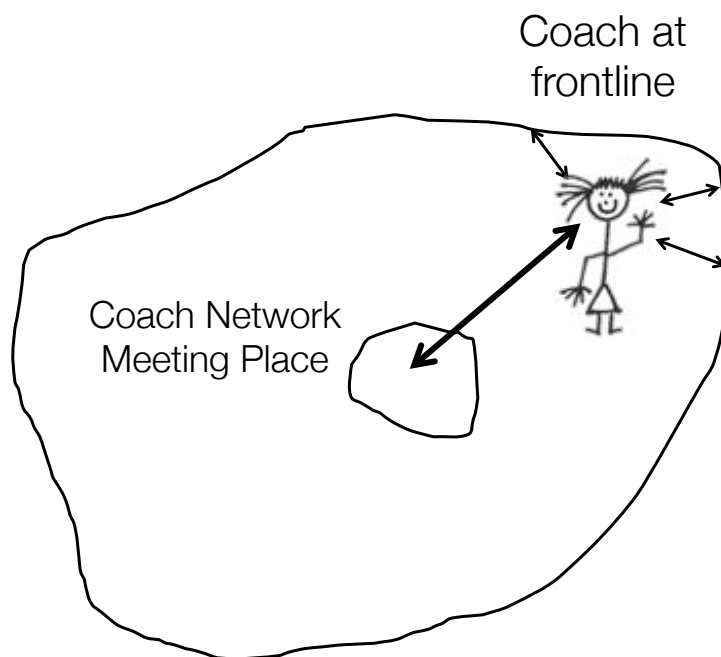


# Sponsors world



- The vacuum in the middle is difficult to cross.
- Challenge and opportunity
- Transformation needs participation from every subculture/interest group
- Transformation leadership team members are change agents too

# The coach network



- Be present at the frontline (be, not do - authenticity)
- See and understand
- Create knowledge together with the coach network
- Knowledge of organizations reality will prove valuable and strengthen the sponsorship

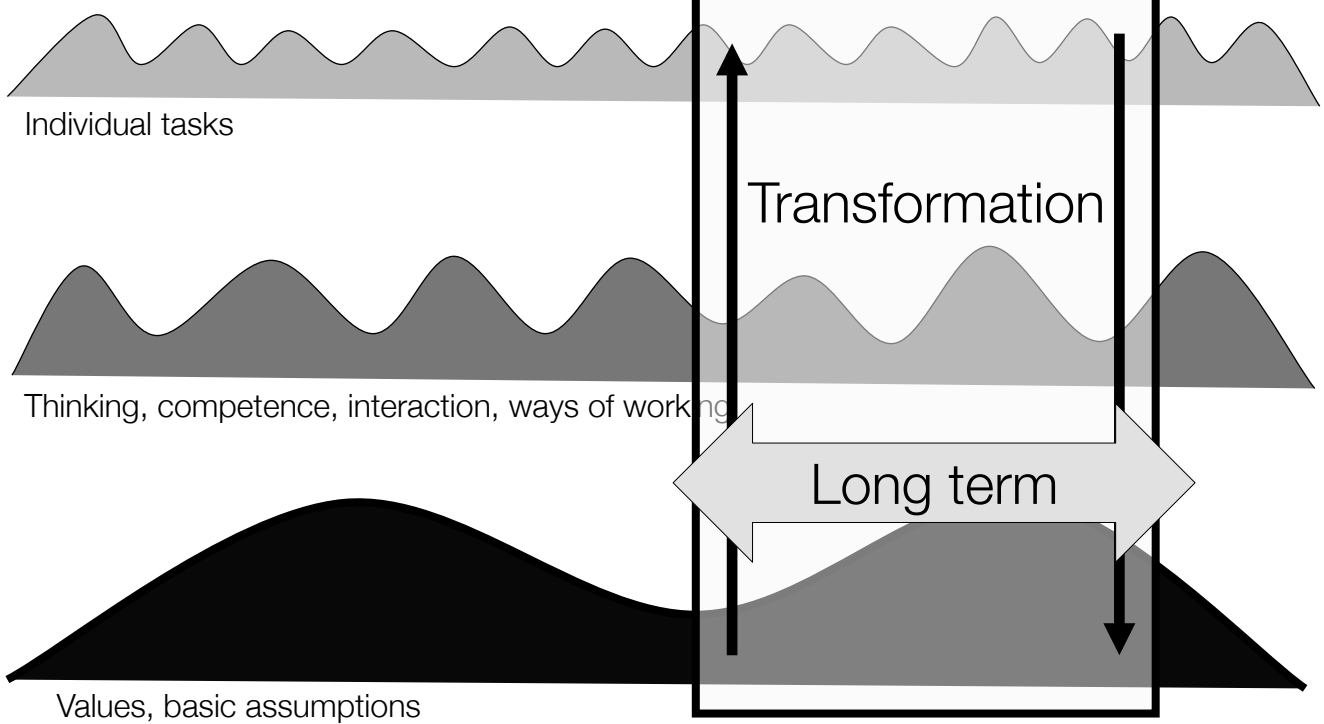
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# Experiential training

- Emerges
  - Planned themes and structure
  - Participants bring the details and create meaning
- Participants learn on many levels
  - Knowledge – Mental models and methods
  - Significance and meaning – Sharing valuable experience
  - Applying - To own working reality
  - Analysis – Making sense of organizational culture and business
  - Reflecting – Learning from the actions of the training group
    - Leadership, facilitation, group dynamics...
- The transformation leadership team learns most
  - Ownership and continuous improvement of the transformation

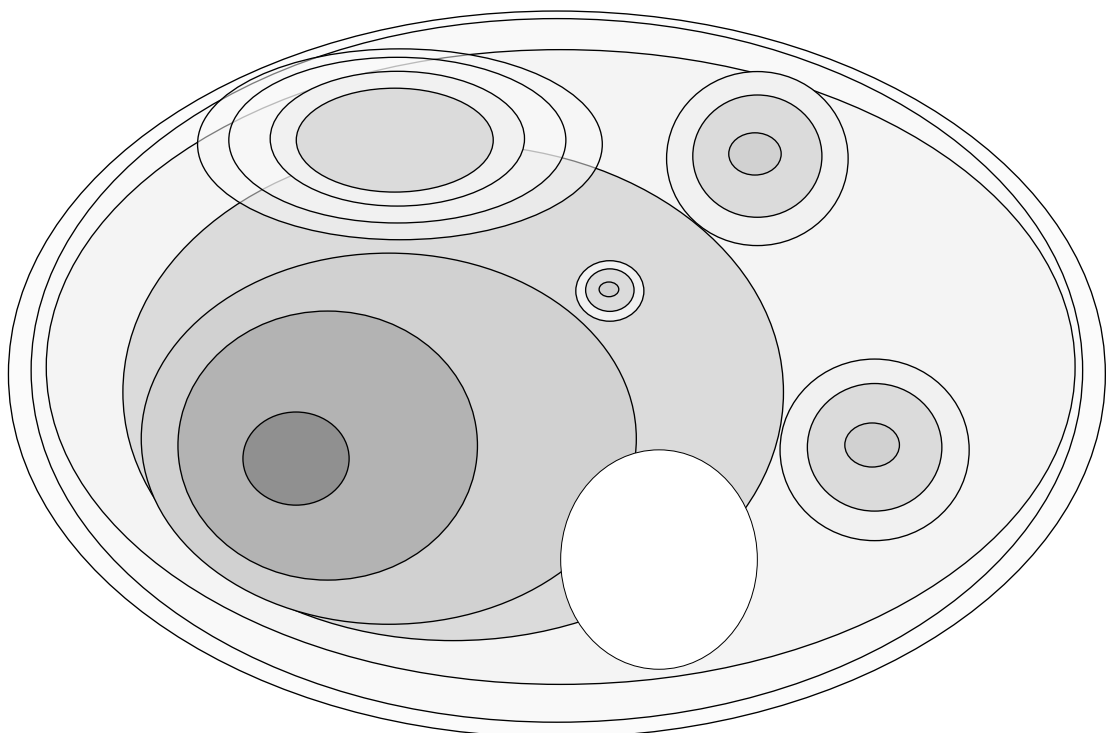
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# Speed of change is slow



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# Coverage



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# Preparing experiential training for the network

- The success is prepared outside of the training room
  - Motivation, sponsorship, assignment, participant selection, interviews, understanding the culture ...
  - Negotiate the dose (days, duration)
  - Select themes
  - Good coaches/trainers
- The task of the network
  - Learn to coach
  - Learn the organization
  - Maintain (prioritize) an impediment backlog together with the change leadership team

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## Examples of themes

- Agile themes according to the needs
  - The technical reality constrains the organization
- Maintain organizations impediment backlog
- Organizational culture
- Practice peer coaching
- Practice reflection
- Change resistance
- Team development and other group dynamics
- Needs, feelings and conflict resolution
- Complexity in organizations

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# An antipattern

# ALIENATION



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## Organizational alienation

- |                          |   |                                 |
|--------------------------|---|---------------------------------|
| 1. Overspecialization    | → | 1. Wide roles & competences     |
| ▪ Coordination spaghetti |   | ▪ Motivation and agility        |
| ▪ Knowledge waste        |   | ▪ Sharing workload and learning |
| 2. Conflict avoidance    | → | 2. Passion to learn             |
| ▪ No dialogue            |   | ▪ Connection to realities       |
| ▪ No learning            |   | ▪ Trust Care and Love           |
| 3. Big batches           | → | 3. Flow (Lean, Agile)           |
| ▪ Fake savings           |   | ▪ Avoid waste                   |
| ▪ Hidden details         |   | ▪ Learn from realities          |

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# Complexity

- **A**tractors
- **B**oundaries
- **I**dentities
- **D**ifferences
- **E**nvironment

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# The Architecture of Change

