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**Q&A**  
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## GERMINATING THE BIG IDEA FOR THE ORGANISATION

**Q** I have been the General Manager of a small medium organisation for the last 8 months already. I got in here to stop the bleeding that this place has been experiencing for quite a while now. This is a tough mission and it explains why I feel pressured by this. What I am doing is, while I keep a 'low profile' to observe the situation, am i at the same time, talking to the people there. I have already got a fairly accurate reading of the situation and now is the time for me to move in but I am uncertain exactly what I should be doing. My biggest concern is how to get the people on my side. What are your thoughts on this? - Change Agent

**A** If you are seeing the 'forest instead of the trees' then it appears that you are focused on bringing in the big results. The more people you can get to see this at the 'forest level', the more it will augur well for the success of your plan.

**The Bottom Line:** Once you have got them on your side, the next step is to work with them on what the 'new organisation' ought to be. Get them involved so that they are a part of the vision. One good way to do this is to get them to brainstorm together, with you acting as the facilitator. Once done, get their commitment and then translate this into key actions and accountabilities that everyone will take. Keep talking and spreading this vision to get embedded into everyone's system until the entire organisation is 'infected' with it so that a momentum is built to move the mission into reality.

**Powerful Questions:** What is a big strong idea you have that you want to share with everyone? How can everyone be part of the building of this new vision? What can you do to champion it so that it inspires everyone? What will make them want to do it for you?

## DECIDING TO TEAM OR NOT TO TEAM



# COACH FACILITATION

**Q** It is an established fact that team work is better than individuals working in their own slots. But in my view, it is just too risky and costly if the only purpose is to have a team-based organisation because there are many pertinent issues such as: whether the organisation needs it, whether the price to pay for it exceeds the benefits, whether people really like their work styles to change and so forth. What is

your advice? - *Team Player*

**A** It is true that a lot of thinking has to go into deciding whether to team or not to team. This is similar to a blood transfusion, which can be fatal to the person as not any kind

of blood is acceptable by the person concerned. Carelessly doing this can bring about serious consequences. In the case of such a restructuring exercise, a lot of studying and planning are needed to ascertain its viability, the readiness of the people and the opportunity cost.

### The Bottom Line:

From a viability standpoint, evaluate whether these conditions are present. Firstly, the final products need to be checked thoroughly by a few departments before final delivery to your customers. Second is the product quality, which is a very important business consideration that calls for all-rounded efforts from people so that different perspectives can be acquired to ensure this goal is achieved. Lastly, consider whether a re-organisation is necessary as jobs may have to be cut or departments may have to be closed down. From a readiness standpoint, evaluate how positive the workplace climate is in terms of harmony and the overall attitude of the people to such a change. Finally, if policies and the reward system are conducive to team-based culture, then its implementation becomes a lot easier.

### Powerful Questions:

Why are you considering having a team? How does it help you to get closer to the vision of your organisation? Why can't you achieve it with your current structure? What more do you want to know so that you can succeed with it?



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