

## **TOPIC: How to help a Community Group manage conflicting goals and priorities – does Systems Thinking maybe have a role?**

**Present:** Wyn, Fiona, Jane

- What about have A and B teams?
- Organise a substitute process
- What about capability assessments/ auditions?
- Clarify capability difference
- Some people get paid and others do not
- Performance standards required for paid performances
- Importance of the funding stream process
- Greenhouse or 'hot house' for growing and developing new musicians
- Revisit objectives 10 years on
- Tiered performance with pieces geared to appropriate level
- Personal agendas V Whole agenda of group
- Feedback of MD to musicians by MD needs to focus on sound/output rather than technique
- Provide feedback to MD
- Process for people to invite others
- Where is the Passion??
- Improvement V having fun playing together
- Visibility of decision making
- PA issues – Roles and Ownership
- Suggest an 'Issues on the table' chat

Flip chart notes typed up by Wyn Llewellyn [www.valueflows.com](http://www.valueflows.com)

## **TOPIC: How a collaborative/consortium approach may work more effectively for SME client organisations than separate individual consultants**

**Present:** Wyn, Malcolm, Jane, Peter, Paul, Fiona, Michael

- Pulling in a range of distinctive capabilities for a bidding process
- Manufacturing Advisory Process is a bit like this
- Set up a company to meet those needs (MAS, Gov)
- Umbrella organisation can get registrations for ISO, IIP, etc.
- 'Supply to Gov' might be able to help
- Check [www.mccrassociates.biz](http://www.mccrassociates.biz)

### ***More effective? – How? – What benefits? What's in it for the client?***

- Greater spread of skills/experience
- A more 'systems' approach
- Personal recommendations
- Working with senior/experienced consultants
- Long term relationships and trust with the Principal

### ***What about SMEs?***

- Will take it if it's free or funded
- A vision needed of what the offer is – a Mission
- Looking for experience and credibility
- Want practical solutions and ideas
- Less focus on strategy

### ***Challenges and blockages***

- Funding agencies will only talk to 'Corporate bodies'
- How to build 'Consortium accounts' to meet £££ criteria
- Maybe use the 'Best Western' business model
- Cost of Winning Business and who pays it
- Conditions of joining the team – standards and £££
- Bureaucracy of schemes and processes
- Difficulty getting funding schemes to work

### ***Advantages of Consortium***

- Spreading risk
- More clients to contact and work with
- Shared overheads
- Build new skills, expertise and experience

***What does the customer want?***

- Who is the customer for us? – NLA, FSB, CIPD, RDA, etc or SME
- Who can influence these bodies?
- Who has contacts there?
- How to engage with Business Link and become a preferred supplier?
- Where do SMEs go now to get help?

***What's in it for Consortium Members?***

- We only do worthwhile quality work
- We are like – minded people with shared values
- We have an agree philosophy and business model
- These are also messages for the client
- See previous points on benefits for members

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## **TOPIC: Should we care so much about transformation that we risk burning ourselves out, or our colleagues?**

**Present:** James, Charlotte, Philip

- Passion for transformation is necessary to get the job done. However, you can take it personally when you fail to achieve results. Note that many organisation cynics started off as passionate, but got jaded a long time ago.
- If you are passionate, you can't just switch it off. But you can decide when to move on to another organisation.
- You need to inspire your colleagues, but they can also suffer disappointment or burn out. Is this just an occupational hazard or is it a risk too far? Is it possible to transform without running this risk? Probably not.
- Transformation isn't easy. It requires confrontation – against the status quo, against vested interests, against power bases, often against individuals etc. It can become a battle of them or you – a fight to the finish, and the status quo has history on its side.
- When transformation becomes a battle, you must be able to withstand the pressure and dirty tricks. But how should you behave in response? Is it more important to win the battle or to behave with integrity? What if you cannot have both?
- Organisations are not always ready for major change – people generally need a major stimulus (a crisis, a merger, a new inspirational leader). Should you wait for an ideal moment when real change may take root? Maybe, but it may take years. What would you do whilst waiting? There is a lot of groundwork to do – e.g. education, continuous improvement, influencing existing programmes, lobbying leaders, collecting data etc. Is it possible to be this patient? Maybe not.
- Covey says that you need to understand what you can influence and what you can't. You need Personal Mastery – decide how much of yourself to put in. Remember you have a life elsewhere too. Make sure you look out for others' emotional health too.
- Warning – Systems Thinking can damage your health. Get a support network and use it. Try NET2!

Flip chart notes typed up by James Crawford [www.touchpointchange.co.uk](http://www.touchpointchange.co.uk)

# TOPIC: Targets are useful

Present: Charlotte, Sally, Paul, Phil, David, Emma, Peter, Malcolm, John, Mike



Flip chart notes turned into a comic by Charlotte Pell

## **TOPIC: Various - Organisation is stretched and failing; middle management blancmange; accountants can't do systems thinking; modern recruitment processes; statistics are lies; financial crisis**

**Present:** Peter, Malcolm, Lesley, Mike, James, Liz

- Turn up the heat – then people make space – making improvement part of the day job
- Can you afford to ignore this if you are stretched and failing? Why wait for a crisis?
- Get to the top management 'table' to get through middle management
- Everyone can do it (You don't need experts)
- Constraints on the middle managers from senior managers and 'shop floor'
- Engage them in purpose; the what before the how
- Stop them throwing money at the issues and "see the process end to end"; having a new perspective – "new eyes"
- Make the customer real to middle managers and understand the customer point of view
- Relevant data about processes
- Middle managers – senior enough to be remote from the work but not senior enough to make a difference
- Emphasis needs to go back to senior managers to show leadership to enable middle management
- How strong is the culture and is their job at risk by doing something different? Do you battle on or back off?
- Do you battle through or back off? Is it worthwhile? Is there capability?
- Do we have 'grow your own' and succession planning to hand over the battle when you have run out of steam?
- Middle management are key to any change
- Cooperation across middle managers and directors is key, not competition

Flip chart notes typed up by David Allen [www.davidallenconsultancy.co.uk](http://www.davidallenconsultancy.co.uk)

## **TOPIC: How do you implement change in a workplace reluctant to do so, when your position has no real clout?**

**Present:** Michael, Lesley, Mark, John, Liz

- Waste – that's my job
- Systems in place to measure
- Little pockets – start small
- Lack of knowledge and purpose across the end to end processes
- Budget process gets in the way
- Lack of honesty & integrity in the public sector
- What's in it for me
- Silo functionality
- Relevant measurements

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