



GO Global Organization
Design Society



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Transformation: An RO Story

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Herb Koplowitz

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Transformation: An RO Story

**By Nick Forrest and
Herb Koplowitz**

Overview:

- How a leadership and training consulting firm has transformed its offerings over the years by incorporating requisite organization concepts...



Overview (continued)

- ...And transformed its understanding of requisite organization concepts by understanding the basis of its offerings over the years



Introduction

- Beginnings: From 1987 to the present – who and where Forrest & Company is now
- Nick's toolkit: Know yourself; tell your story
- Herb's toolkit: Naked RO, by the book



What RO Promises

- Strategy implemented
- Efficiency
- Trust



The Naked RO Approach

- The Naked RO approach to engagement:
 - We want full engagement, responsibility and loyalty on the part of the employee
 - We will build a structure that does not interfere with natural relationships
 - Myth #1: If we build it [the structure] they [engagement, responsibility, loyalty] will come



Managerial Leadership

What Does Trust Require?

- Naked RO contributes to trust:
 - Fit to role
 - A Manager who can and does add value
 - Dialogue
 - Policy requiring respectful behaviour
 - A reasonable search for employment within the organization when the employee does not fit their role
- But this has no heart. What else is needed?



Trust Requirements (continued)

- Plus, for most employees, they want to feel:
 - wanted
 - cared for
 - included
 - heard
 - recognized
 - treated as an individual (style)
- These give heart



What Is Needed

- Managers need to treat the subordinate as a complete person, and not just as an employee
- This includes:
 - Expressions of being wanted and cared for
 - The ability to understand individuals' individuality, knowing how to treat each employee differently.
 - May require personality testing. (Why are explorations of an employee's values intrusive when explorations of their capabilities are not?)



What Is Needed (continued)

- Expressions of gratitude
- Concern expressed
- Demonstration that the Manager likes people
- Self-knowledge
- Provision of a life coach
- Vulnerability



Implementation

Myth #2

- Myth #2: Acting requisitely will build a Requisite Organization. However:
 - We are not just clarifying the employment contract; we are also changing it
 - No one signed up to work with full commitment on all tasks assigned by their manager
 - Managers did not sign up to be accountable for subordinates' outputs
 - HR did not sign up to play its RO role



Myth #2 (continued)

- Every piece of RO can be anacritically threatening when viewed in the context of the current organization



Implementation “Musts”

- Engage executives in depth: one-on-one and in groups
- Explore personal feelings, needs and beliefs
- Encourage
- Focus on outcomes
- Give employees room and time to unlearn
- Change management as sales
- Test employees’ motives and train Managers to use them



Thank you

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The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.

Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources.

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