Working through digital change, collectively.

Superhighway's Autumn Conference
London, 25th November 2024
Work session

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TRUTH & SPECTACLE

A practical work session to help teams get ready for (digital) change collectively and navigate transitions effectively together.

3 models than will help you shift thinking, create enabling language and help with creating shared understanding, shared behaviours and shared practices.

- The Edge Model – to create collective understanding and language about the change qualities within the team

- Relational Roles - to support teams work in relationship through change

- Organisational Ghosts – to unstuck a team and make visible what 'haunts' them

For teams to change together, they **need to create collective awareness** of how they operate in change together.

Tool 1

The Edge Model

A simple model with accessible language that will help people explore their own change behaviour and understand the collective change behaviour
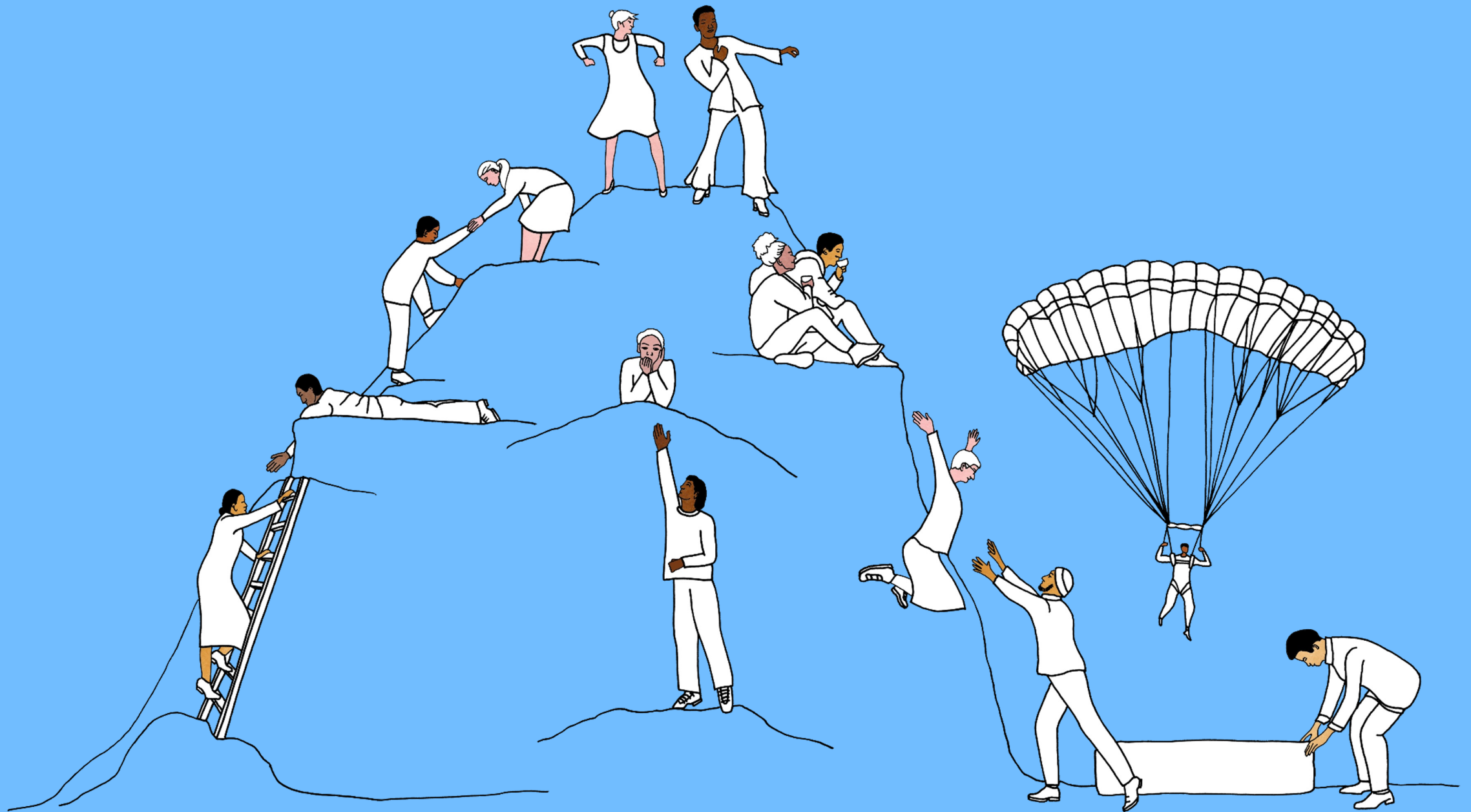
How to use the model (Examples)

- Assess individual 'edge crossing behaviours (e.g. creeping, sneaking, peaking, leaping...) Be creative, tell stories or draw.

- Normalise the concept of 'dancing on the edge' and explore what you/the team need to finally step over the edge.

- Assess collective group behaviour as a team

- Explore what keeps you in the primary – what are you concerned of 'leaving behind' as you cross the edge (e.g. knowledge, expertise, relationships, self confidence)

- Explore what change behaviours would help you and the team to cross the edge

What helps people over the edge?

Information/communication

Shared purpose

Clarity of decision making

Think about a digital project that you have been part of in the past?

- What did the primary look like (what was true before the change) and what did the secondary look like (what was true after the change)?

- What defined you edge behaviour(s)? What allowed you to move over the edge?

- Is there a collective team or even organisational 'change behaviour' that would be helpful to explore before stepping into a digital change programme?

Why is this tool helpful?

- to normalise the conversation about change qualities to help teams understand how they operate and what they need to transition.

- to assess where the team and/or individual members are on their change journey.

- to emphasise the value of diverse change qualities and allow to make space for them

Tool 2

Relational Team Role Mapping

A simple model that introduces the idea that it needs not only functional roles but also relational roles that will help teams perform

Effective roles are critical to the smooth functioning of teams.

Roles ensure that important tasks are carried out efficiently within the team

Roles provide clarity about what needs to be done

2 guiding principles

Roles are not people

People step into roles and hold those roles

Roles belong to the team, not to the individual

Functional Roles	Relational Roles
define the structural role within a team	tend to the relationship within teams
are often visible within job titles	are often invisible
Are defined by 'hard skills'	Are often described as 'soft skills'
Examples: project manager, team leader, designer,	Examples: sense maker, protector, challenger

Examples of relational roles

The mover - they are the ones who initiate action for the team.
The supporter - they take a stand and get behind the idea, opinion, plan, etc
The opposer - they provide a check and balance for the team
The observer - they maintain a higher-level perspective and keep the bigger picture in mind.

The carer - they are taking responsibility for the team health and the health of individuals
The sense maker - they connect, pattern spot and keep the bigger picture in mind
The protector - they protect the team/org, ensure governance and assess risk critically
The challenger - they push the team to think further
The storyteller - they bring experiences to life, create shared stories, make things tangible
The motivator - they are the ones that motivate and cheer lead
The visionary - they have a vision and invite the team to see and understand that vision
The shaper - they take ideas, initiatives, projects and form them to make them actionable

The creator
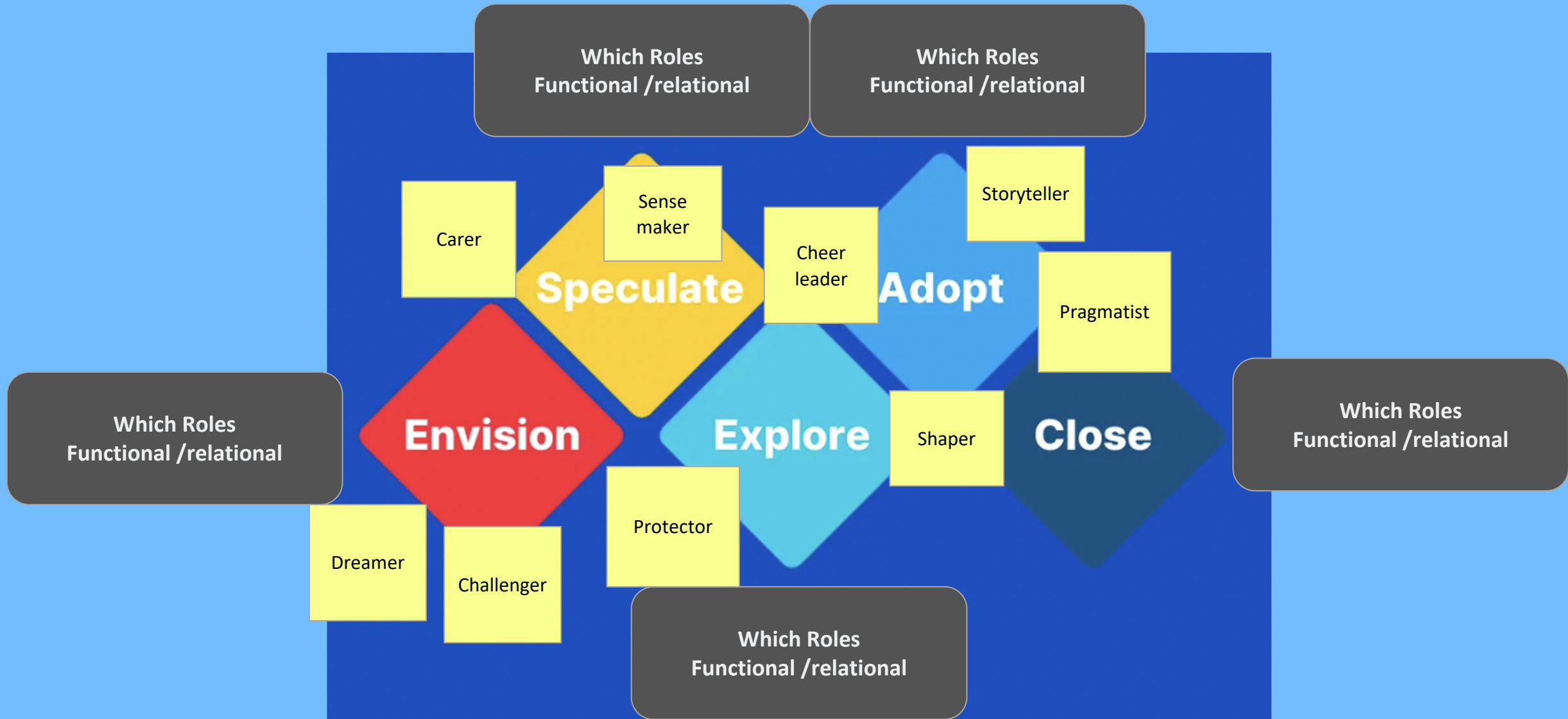**The executor**
The analyser
The finisher
The leader

Step 1

What (new) relational roles do we need when to successfully move through this transition?

Map those across the project.

Step 2

Which roles feel familiar and comfortable?

Which of these roles do we need to '(re)learn'?

How do we enable people to step into those roles?

Which roles might need support from outside of the team?

Reflect, discuss and move with intent.

Helpful Reflections

Everybody in the team can step into any relational role. As humans we feel more comfortable in some roles and less comfortable or skilled in others.
How can the concept of 'relational roles' enable us to develop further in our functional roles?
Which roles am I more comfortable in that others? How can line managers help people to develop the skills and qualities to stretch into new relational roles?

Functional roles are often connected with specific relational roles (e.g. the Finance Director often behaves in the role of the 'protector' or the digital manager role is often connected with the role of the 'Challenger')
Where do we need to explore new connections between functional roles and relational roles?

Roles become problematic when they become rigid or burdensome.
If I, or others, confuse *me* with my *role*, I become locked within a stifling set of expectations.
How can we mitigate against role fatigue?

Think about a digital project that you have been part of in the past

- Applying the model, which relational role(s) might have supported the team in the transition?

- Which relational role(s) did you step into to support the transition?

- Did they feel comfortable and familiar, did they stretch and develop you, did you feel stuck in that role?

Why is this tool helpful?

- Reminds everybody that roles are not people.

- Reminds people that a team is fueled by relationships. And that it needs focus to tend those relationships, especially in times of change.

- Team members can grow by stepping into different relational roles

Tool 3

Organisational Ghosts

A simple model that helps you speak about past events or roles that still 'haunt' the team, influence opinions and decisions, or stop the team to move on.

Who or what is haunting the team/organisation?

Helpful Reflections

Every organization has ghosts: roles who are no longer physically present, events that happened years ago but who nonetheless are still 'haunting' the system,
How could you get teams to share those ghosts and to to make them visible? Could you draw them, give them a personality, a name – so that everybody knows they are there.

Organisational ghosts often keep a team 'stuck' in old patterns or beliefs, dampen innovative thinking and imbue fear into the new
What does the team need to not let the ghosts stop them from moving forward?

Think about a digital project that you have been part of in the past

- What ghosts did you come across?

- How did they influence opinions and/or decision making?

Why is this tool helpful?

- Teams are able to talk about 'what is haunting them' in a productive, open way

- Makes the 'ghost' visible for everybody, so that the team can address the challenge together.

- Enables team to get unstuck and move beyond the ghost(s).

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What could be next?

- Start with one model and experiment –make it your own, experiment with language and have fun with it. Any of these tools will help you not only to change more successfully but also to create stronger relationships as a team.

- Introduce it in a team meeting as a tool to create the right conditions for the team to change. After all, you all will have spent a lot of time to create the right technology or processes conditions.

If you want support

- Drop me a note – I am always happy to chat and give quick pointers where helpful

- Ask me to come in and run a work session

- Ask me to come in and support you and the team as a change coach

BE AMAZING

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