Organizational Radical Boatrocker

Effective Rebel
Change Agent
Edge Walker
Maverick

@tweetvandijk
What is an organizational radical?

- Principal champion for change
- One who resists the status quo when they see there could be a better way
- They do not wait for permission to lead, innovate or strategise
- They name things that others don’t see yet
- Point to new horizons

Source: Lois Kelly, Organizational Radicals, Foghound Study and @petervan
“The people who are crazy enough to think that they can change the world are the ones who do”
Do you find it hard to speak up or suggest radically new ideas and change the status quo?
The Statistical Contradictions

- To improve a corporate culture, involve rebels in findings ways to improve.
- To create a more innovative company, activate the corporate rebels.

Source: Lois Kelly, Organizational Radicals, Foghound Study
Manager Perspective Radicals have value...

Yet... only 33.7% of leaders are very satisfied radicals can provide value in their organizations.

@tweetvandijk

Source: Lois Kelly. Organizational Radicals, Foghound Study
“Nearly half of executive teams fail to receive negative news that is material to performance in a timely manner because employees are afraid...”

The Corporate Executive Board
“Open Door Policy, Closed-Lip Reality
Why the Disconnect?

- Culture: Adaptive?
- Radicals Not Effective?
INSTEAD OF RISKING ANYTHING NEW, LET'S PLAY IT SAFE BY CONTINUING OUR SLOW DECLINE INTO OBSOLESCENCE.
Few organizations reward people for healthy conflict, honest conversations.
Always

Starts on the fringe
(at the edge)
Starts with the activists
Gary Hamel
Adaptive Culture Organizations look like this:

- Experimentation valued!
- New ideas and innovation part of the agenda
- What is sacred and your taboos!
- No shadow system (water cooler talk in the meeting rooms)
- Talking about your latest failures
# Leadership Traits

<table>
<thead>
<tr>
<th>Task</th>
<th>Technical</th>
<th>Adaptive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direction</td>
<td>Provide problem definition &amp; solution</td>
<td>Frame key questions and issues</td>
</tr>
<tr>
<td>Protection</td>
<td>Protect from external threats</td>
<td>Disclose external threats</td>
</tr>
<tr>
<td>Order</td>
<td>• Orient people to current roles</td>
<td>• Disorient roles</td>
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<tr>
<td></td>
<td>• Maintain norms</td>
<td>• Expose conflict or let it emerge</td>
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<td></td>
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<td>• Challenge norms or let them be challenged</td>
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Ron Heifetz– Adaptive Leadership
Obedience to authority is essential to growth and development.
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10 Things A Manager Should Never Say to a Rebel!

1. What gives you the authority to ask that question?
2. That’s the way we’ve always done it
3. Know your place
4. That’s nice
5. Impossible
6. You can’t fight city hall
7. We need to see more best practices
8. Better the devil you know than the devil you don’t know
9. Do what I say and stop asking so many questions
10. If you continue to speak your mind, you’ll ruin your career
What are the risks for a boat rockers?

1. Our experiences of “being different” can be fundamentally disempowering. This can lead us to conform because we see no other choice.

2. Leave the organisation.

3. Stridently challenge the status quo in a manner which is increasingly radical and self-defeating.

Source: adapted from Debra E Meyerson
What do Radicals Want?

- 87% Being asked their opinions more often
- 83% Participating in brainstorm sessions
- 79% Working on special team to solve issues
- 49% Being member of company “rebel alliance” advisory group

Source: Lois Kelly, Organizational Radicals, Foghound Study
Radicals Want...

- Real work
- Work connected to the essential mission/results
- To learn how the organization works and decisions are made
- Relationships with influential people

Source: Lois Kelly, Organizational Radicals, Foghound Study
# Troublemaker Versus Radical

<table>
<thead>
<tr>
<th>&quot;TROUBLE MAKER&quot;</th>
<th>&quot;RADICAL&quot;</th>
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</thead>
<tbody>
<tr>
<td>Break Rules</td>
<td>Change Rules</td>
</tr>
<tr>
<td>Complain</td>
<td>Create</td>
</tr>
<tr>
<td>Assertions</td>
<td>Questions</td>
</tr>
<tr>
<td>Me-Focused</td>
<td>Mission-Focused</td>
</tr>
<tr>
<td>Anger</td>
<td>Passion</td>
</tr>
<tr>
<td>Pessimist</td>
<td>Optimist</td>
</tr>
<tr>
<td>Energy-Sapping</td>
<td>Energy-Generating</td>
</tr>
<tr>
<td>Alienate</td>
<td>Attract</td>
</tr>
<tr>
<td>Problems</td>
<td>Possibilities</td>
</tr>
<tr>
<td>Worry That</td>
<td>Wonder If</td>
</tr>
<tr>
<td>Doubt</td>
<td>Believe</td>
</tr>
<tr>
<td>Social Loner</td>
<td>Social</td>
</tr>
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Source: Lois Kelly, Organizational Radicals, Foghound Study
Reflection

• What are your insights around “rebels” and “troublemakers”?

• What moves people from being “rebel” to “troublemaker”?
ORGANIZATIONS ARE NOT ENTREPRENEURIAL. PEOPLE ARE.
SEED A SENSE OF OWNERSHIP
People who are highly connected have twice as much power to influence change as people with hierarchical power

Leandro Herrero

http://t.co/Du6zCbrDBC
MANAGE DISCOMFORT
“This is really innovative. Unfortunately we can’t consider it as it’s never been done before.”
LEARN TO SPEAK THE LANGUAGE

Christina Costello,
Babson Entrepreneur Experience Lab

@tweetvandijk
Let It Breathe

- Velocity scares people
- If we go to fast, we can mow over people, hurting our chances to affect change
- People often need time to absorb a new way
KNOW HOW TO GET THINGS DONE
TRY.
LEARN.
ADAPT.

@tweetvandijk

Christina Costello,
Babson Entrepreneur Experience Lab
Key #1...
Instead of avoiding Rejection... Increase it.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #2...
Don’t Take it Personally.
It’s not about you.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #3...
Respond Positively.
Don’t react badly.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #4...

See ‘NO’ as an opportunity. Value it.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #5...

Make it a personal PERFORMANCE target.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #6...
Understand that NO does not mean NEVER.

I get this now. No doesn't have to stop me. I will be a go for no woman!

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Research from the sales industry:
How many **NOs** should we be seeking to get?

- **2%** of sales are made on the first contact
- **3%** of sales are made on the second contact
- **5%** of sales are made on the third contact
- **10%** of sales are made on the fourth contact
- **80%** of sales are made on the **fifth to twelfth contact**

Source: [http://www.slideshare.net/bryandaly/go-for-no](http://www.slideshare.net/bryandaly/go-for-no)
Don’t go it alone.
Create a rebel wild pack.
“The source of energy at work is not in control, it is in connection to purpose.”

Don Berwick
<table>
<thead>
<tr>
<th>Compliance</th>
<th>Commitment</th>
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<tbody>
<tr>
<td>A minimum performance standard that everyone must achieve</td>
<td>A collective goal that everyone can aspire to</td>
</tr>
<tr>
<td>Uses hierarchy, systems and standard procedures for coordination and control</td>
<td>Based on shared goals, values, and sense of purpose for coordination and control</td>
</tr>
<tr>
<td>Threat of penalties, sanctions, shame creates momentum for delivery</td>
<td>Commitment to a common purpose creates energy for delivery</td>
</tr>
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Framing

“People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings.”

(John P Kotter (2002), The Heart of Change)
“I have a dream”

“I have some new clinical guidelines for you....”
MAURITIUS IS A SMALL AND INSIGNIFICANT ISLAND IN THE INDIAN OCEAN

MAURITIUS IS THE LARGEST OCEAN STATE IN THE WORLD
ASKING MY DAD FOR MONEY MAKES ME FEEL UNCOMFORTABLE

IT WOULD BE UNFAIR TO WITHHOLD MY DAD THE OPPORTUNITY TO CONTRIBUTE TO MY LIFE
Framing Blind Man Video

https://www.youtube.com/watch?v=CNhYbJbqg-Y
FRAME or Re-Frame the way people see the world

Move people to ACTION

The SWEET SPOT
I’M A RADICAL
(I THINK POSITIVELY)
speak the truth, even if your voice shakes
References

http://www.slideshare.net/Foghound/foghound-20-ways-to-be-effective-rebel

http://www.foghound.com/resources/

http://www.davidrock.net/files/NLJ_SCARFUS.pdf

http://corporaterebelsunited.com/

http://www.changeagentsworldwide.com/
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