Understanding Change and Transformation in History Organizations

Federation of State Humanities Councils

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Focus less on doing everything right, more on doing the right things.

Focus on what people care about, make a real difference in your community.

Inherent worth and professional practices don’t matter if your organization doesn’t matter.
Values and Beliefs That Guide My Work

COMMUNITIES ARE EVERYONE’S BUSINESS—TRANSFORMING OUR VALUES AND ORGANIZATIONAL CULTURE

Engaging communities transforms our work.

Visitor experiences and interpretation must be organizational priorities, embraced by all.

Change our internal culture—empower all staff and volunteers (no more lip service!).
Values and Beliefs That Guide My Work

BECOMING LEARNING ORGANIZATIONS—SHAPING NEW SHARED ROLES AND BUILDING CAPACITY

Walk our talk—if we value learning for visitors, we must value it for stakeholders.

Focus on organizational development—build capacity: people, innovation, systems thinking.

Embrace leadership at all levels, with teams and shared responsibilities.
Participating History Organizations

- Historical Society of Washington DC
- The Henry Ford
- Detroit Historical Museum
- National Museum of American History
- The Strong Museum
- Minnesota Historical Society
- Missouri Historical Society
Researching Organizational Change and Transformation
Grounded Inquiry Qualitative Approach

- Thematic analytical framework emerged
- Review of four organizational literatures
- Multiple perspectives: comparative advocacy
- Data: 77 long interviews
- Patterns across organizations
- Retrospective analysis of two decades
- Key understandings

Diagram:
- Key understandings
- Patterns across organizations
- Retrospective analysis of two decades
- Thematic analytical framework emerged
- Review of four organizational literatures
- Multiple perspectives: comparative advocacy
- Data: 77 long interviews

Researching Organizational Change and Transformation
Grounded Inquiry Qualitative Approach
Understanding Change and Transformation in History Organizations

- complex and difficult
- heart and soul
- inherent paradoxes
- meaningful participation
- change agents
- organizational learning
- transformational leaders
Key Understanding One: Organizational change and transformation are inherently complex and difficult.

**CHAOTIC**
- messy: not an orderly sequence of steps and stages
- multifaceted: decisions, events, role changes, and organizational redefinitions

**EXAMPLES**
- challenging deeply embedded traditions and status quo
  - bucking longstanding inwardly focused traditions and professional standards to serve community
  - changing functional roles was extremely difficult

**TRAUMATIC and STRESSFUL**
- deep anguish over the “terrible toll” that change took on colleagues and stakeholders
Organizational change and transformation are inherently complex and difficult.

**METAPHORS and PARABLES to explain change:**
- Navigating a ship through a storm
- Steering a white river ride
- Riding a wild roller coaster
- Zombies in the night of the living dead
- Parable of the boiled frog

**TOUGH TRANSFORMATIONS FOR HISTORY ORGANIZATIONS:**
- Changing organizational identity (towards becoming more outwardly focused), mirroring field-wide shifts of power and control (from collections towards programs/audiences)
- Presence of crisis, for example, downsizing, or even brute survival
- Helping stakeholders understand why history museums *should* change
Key Understanding Two:
Deep organizational change requires human reflection and interaction at the level of heart and soul.

CHANGING OURSELVES
- examine fundamental assumptions, values, rules
- listen to our inner voices
- develop qualities that help every person become a change leader

QUALITIES OF HEART AND SOUL
- beyond logical and rational: towards feelings, meaning, memory, beauty, divinity, union
- help us understand underlying patterns of human behavior

EXAMPLES:
- very personal, affecting people at all levels
- passion re: doing something that mattered to the community
- commiseration re: staff bearing brunt of change
<table>
<thead>
<tr>
<th>Steps and Models</th>
<th>Initiating/Articulating Change:</th>
<th>Implementing Change:</th>
<th>Solidifying Results of Change:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewin, 1947</td>
<td>unfreezing</td>
<td>changing</td>
<td>refreezing</td>
</tr>
<tr>
<td>Tichy &amp; Devanna 1986, 1990</td>
<td>Act I: awakening-recognizing need for change</td>
<td>Act II: mobilizing-create a new vision</td>
<td>Act III: reinforcing-institutionalizing the changes</td>
</tr>
<tr>
<td>Nadler &amp; Tushman, 1989; Nadler, 1995</td>
<td>envisioning: articulating a compelling vision; setting high expectations; modeling consistent behaviors</td>
<td>energizing: demonstrating personal excitement; expressing personal confidence; seeking, finding and using success</td>
<td>enabling: expressing personal support; empathizing; expressing confidence in people</td>
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<tr>
<td>Judson, 1991</td>
<td>analyzing and planning communicating</td>
<td>gaining acceptance of new behaviors</td>
<td>consolidating and institutionalizing the new state</td>
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<tr>
<td>Kotter, 1995 (eight stage model)</td>
<td>establishing a sense of urgency creating the guiding coalition developing a vision &amp; strategy</td>
<td>communicating the change strategy</td>
<td>consolidating gains and producing more change</td>
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<td></td>
<td></td>
<td>empowering broad-based action generating short-term wins</td>
<td>anchoring new approaches in the culture</td>
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</table>
Deep organizational change requires human reflection and interaction at the level of heart and soul.

**THE HEART OF CHANGE IS IN THE EMOTIONS**


**EMOTIONS THAT UNDERMINE CHANGE:**
- anger
- false pride
- pessimism
- arrogance
- cynicism
- anxiety
- panic
- exhaustion
- insecurity

**EMOTIONS THAT FACILITATE CHANGE:**
- passion
- reality-based pride
- optimism
- enthusiasm
- hope
- excitement
- urgency
- trust
- faith
Key Understanding Three
Change agents in history organizations play important roles in change and transformation processes.

WHAT and WHO
- champion, reinforce and guide the process
- push towards external focus, challenging existing culture
- who? primary advocacy for community, audiences, and overall organization

EXAMPLES of HOW THEY WORKED
- visioning to articulate shared values
  - teams as guiding coalitions
- teams changed roles, work patterns, decision making, power structures, and longstanding relationships
- structural reorganizations
Change agents in history organizations play important roles in change and transformation processes.


<table>
<thead>
<tr>
<th>Change Catalysts: MOVEMENT</th>
<th>Articulating Change: FORM</th>
<th>Implementing Change: ROLES</th>
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<tbody>
<tr>
<td>macroevolutionary movement</td>
<td>identity changes</td>
<td>change strategists</td>
</tr>
<tr>
<td>microevolutionary movement</td>
<td>coordination changes</td>
<td>change implementors</td>
</tr>
<tr>
<td>revolutionary movement</td>
<td>control changes</td>
<td>change recipients</td>
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Change agents in history organizations play important roles in change and transformation processes.

### Seven Key Team Attributes
(Matelic Synopsis of Research)

- Assemble the Richest Resources Available
- Get Agreement on Goals to Maximize Productivity
- Seek Out Meaningful Work—Set Standards of Excellence
- Understand and Use Group Dynamics
- Organize Appropriately for the Task at Hand
- Hold Each Other Accountable for Results
Key Understanding Four:
Leadership matters a lot during change, and transformational leadership is a particularly effective strategy and approach.

CHANGE LEADERSHIP
hard to balance internal and external focus
persistence, perseverance, comfort re: uncertainty, chaos and ambiguity
boards as change agents: model the transformation build capacity

TRANSFORMATIONAL LEADERSHIP
appeal to followers’ higher values to build commitment to an inspirational purpose
empower others to share leadership role
“serving and supporting” rather than “commanding and controlling” actions
takes integrity and courage to do what is right for organization, regardless of personal ambition
Leadership matters a lot during change, and transformational leadership is a particularly effective strategy and approach.

The Essence of Effective Leadership
(Yukl, 2006)

Three Functions focused on TASK:
Create alignment on objectives and strategies
Organize and coordinate activities
Obtain necessary resources and support

Seven Functions focused on PEOPLE:
Help interpret the meaning of events
Build task commitment and optimism
Build mutual trust and cooperation
Strengthen collective identity
Encourage and facilitate collective learning
Develop and empower people
Promote social justice and morality

Leadership Research Overview (after 7500 studies):

Leader as cause: Situation as cause:

Traits  Behaviors  Power/Influence  Leader Substitutes  Contingency
Participative Leadership  Charismatic/Transformational

Results: contradictory, inconclusive, attributed to disparity of approaches, narrow research focus, conceptually weak theories (not integrative) and lack empirical support.
However, there is strong support for transformational leadership.
Leadership matters a lot during change, and transformational leadership is a particularly effective strategy and approach.

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<th>PRACTICES</th>
<th>COMMITMENTS</th>
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<td>MODEL THE WAY</td>
<td>Find your voice (clarifying personal values)</td>
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<td></td>
<td>Set the example (aligning actions/values)</td>
</tr>
<tr>
<td>INSPIRE A SHARED VISION</td>
<td>Envision the future</td>
</tr>
<tr>
<td></td>
<td>Enlist others in common vision</td>
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<tr>
<td>CHALLENGE THE PROCESS</td>
<td>Search for opportunities, innovation</td>
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<tr>
<td></td>
<td>Experiment and take risks (learn)</td>
</tr>
<tr>
<td>ENABLE OTHERS TO ACT</td>
<td>Foster collaboration and trust</td>
</tr>
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<td></td>
<td>Strengthen others, sharing power</td>
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<tr>
<td>ENCOURAGE THE HEART</td>
<td>Recognize individual contributions</td>
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<tr>
<td></td>
<td>Celebrate the values and victories</td>
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Key Understanding Five:
The quality of stakeholders’ participation in change and transformation processes affects the outcome.

**MEANINGFUL PARTICIPATION**
helped people understand reasons, changed attitudes and behaviors, built buy in (reverse was also true)

**LESSON:**
Help people understand change, find and empower informal leaders at all levels, treat people with care

**REACTIONS:** ENTHUSIASTIC COMMITMENT THROUGH OUTWARD RESISTANCE

Supporters: joyful about work

Resisters: fearful about losing control, power, competency, resources, status

Most critical concern: whether people were treated well or poorly (they took care of each other)
The quality of stakeholders’ participation in change and transformation processes affects the outcome.

Culture change is people work:
- to change
  - VISIBLE ELEMENTS
    - behavior, style,
    - writing, language
- you must change
  - INVISIBLE ELEMENTS
    - values, assumptions,
    - paradigms, vision

Leaders change organizational culture through:
- attention (what they attend to)
- reactions to crises
- role modeling (policies, procedures)
- criteria for allocating rewards
- criteria for selection and dismissal
The quality of stakeholders’ participation in change and transformation processes affects the outcome.

Understanding Transitions (William Bridges): organizational change will not work unless transition occurs.

*change*: an external situation with a focus on outcomes

*transition*: the internal process that people experience

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<th>Transition Stage</th>
<th>Action Tools</th>
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<td><strong>Endings</strong>: letting go of something.</td>
<td>Honor the past, acknowledge grief and losses.</td>
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<tr>
<td><strong>Neutral Zone</strong>: chaotic time between the old, comfortable reality and the new uncomfortable beginning.</td>
<td>Explain purpose of change, and the plan for getting there. Envision how change will look and feel. Articulate and support everyone’s new role.</td>
</tr>
<tr>
<td><strong>New Beginnings</strong>: new reality as change is implemented.</td>
<td>Reinforce change purpose, plan, and support for new roles.</td>
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Key Understanding Six:
Organizational learning is a generative strategy that helps to build organizational capacity.

**COMPONENTS**
- valuing human resources
- meaningful stakeholder participation
- systems thinking
- embracing learning as valued organizational outcome

**CHARACTERISTICS**
- beyond status quo
- efficiency to effectiveness
- organizational rather than individual outcomes
- new knowledge must lead to new behaviors or action patterns

**EXAMPLES**
- built capacity by investing in staff and the board
- community engagement changed the way they did business
- embraced teamwork
- changing structure does not alter existing working relationships
- relentless attention and pushing as old systems and habits fought back
Organizational learning is a generative strategy that helps to build organizational capacity.

**DISCIPLINES**
Peter Senge, *The Fifth Discipline*
- personal mastery
- mental models
- shared vision
- team learning
- systems thinking

**ORGANIZATIONAL DEVELOPMENT**
- more than money and new facilities!!
- developing leadership at all levels
- mission-related sustainable products and services
- relationships, collaborations with other community organizations
- new organizational identity
- new operating structures, e.g., teams, matrix, no silo departments

**INVESTING IN PEOPLE**
- cross-functional training
- study travel
- reading groups
- annual all-staff conference
Key Understanding Seven:
Organizational change and transformation are inherently paradoxical, as history organizations balance their uniqueness and connectedness.

COMPETING VALUES
- all organizations are filled with paradox
- balancing internal and external focus
- balancing stability against flexibility and adaptability

EXAMPLES OF PARADOX
- tyranny of tradition, or conservative mindset: constrains new thinking re organizational structures and processes
- seeking higher purpose, yet struggling to survive
- valuing visitors’ learning but not stakeholders and organizational learning
Organizational change and transformation are inherently paradoxical as history organizations balance their uniqueness and connectedness.
Toward Centralization, Integration
Toward Decentralization, Differentiation

Internal Focus
External Focus

Flexibility
Control

Internal Process Model
Human Relations Model
Open Systems Model
Rational Goal Model

- Toward Maintenance of the Sociotechnical System
  - Toward Consolidation, Continuity
  - Toward Human Commitment

- Toward Human Commitment
  - Value of Human Resources, Training
  - Cohesion, Morale

- Toward Consolidation, Continuity
  - Information Management, Communication
  - Stability, Control

- Toward Centralization, Integration
  - Planning, Goal Setting

- Toward Decentralization, Differentiation
  - Adaptability, Readiness
  - Growth, Resource Acquisition, External Support

- Toward Centralization, Integration
  - Productivity, Efficiency
  - Toward Maximization of Output

- Toward Maintenance of the Sociotechnical System
  - Toward Competitive Position of the Overall System
  - Toward Expansion, Adaptation

- Toward Human Commitment
  - Toward Consolidation, Continuity
  - Toward Human Commitment
External Focus

Shorter Time Horizons

Internal Focus

Longer Time Horizons

Control

Flexibility

Producer Role: Task-Oriented, Work-Focused (Initiates Action)

Director Role: Decisive, Directive (Provides Structure)

Coordinator Role: Dependable, Reliable (Maintains Structure)

Group Facilitator Role: Process-Orientated (Facilitates Interaction)

Mentor Role: Caring, Empathetic (Shows Consideration)

Innovator Role: Creative, Clever (Envisions Change)

Broker Role: Resource-Oriented, Politically Astute (Acquires Resources)

Monitor Role: Technically Expert (Collects Information)

Director Role: Decisive, Goal-Oriented Style

Producer Role: Task-Oriented, Work-Focused Style

Broker Role: Resource-Oriented, Politically Astute Style

Innovator Role: Creative, Clever Style

Monitor Role: Technically Expert Style

Coordinator Role: Dependable, Reliable Style

Group Facilitator Role: Process-Orientated Style

Mentor Role: Caring, Empathetic Style

Human Relations Model

Toward a Responsive, Open Style

Toward a Structured, Formal Style

Toward a Cooperative, Team-Oriented Style

Toward a Concerned, Supportive Style

Toward a Conservative, Cautious Style

Internal Process Model

Open Systems Model

Toward Inventive, Risk-Taking Style

Toward a Dynamic, Competitive Style

Rational Goal Model
Understanding Change and Transformation in History Organizations

- inherent paradoxes
- complex and difficult
- heart and soul
- meaningful participation
- organizational learning
- transformational leaders
- change agents
Curriculum re Organizational Change and Transformation

GROUND RULES

resources from multiple academic fields, e.g., organizational change, development, and learning, transformational leadership, nonprofit leadership

understanding of history and context for change - field and individual organizations

look at multiple perspectives, roles, and advocacies

TRANSFORMATION TOOLS

Getting to the heart of change - key understandings, new scholarship

Competing values in organizational effectiveness and leadership

Aspiring to transformational leadership

Engaging community - collaborations, partnerships, towards sustainability

Effective teams and group dynamics

Using everyday creativity and innovation

Organizational development and learning
Teaching about Transformation

INHERENT CHALLENGES

complexity of subjects:
one cannot learn about it in a short conference session or workshop

theory vs reality:
need to compare research, integrate findings from multiple domains, and apply it to real organizations

we need company: better to learn in teams or in groups of colleagues (field or organization)

INITIAL IDEAS FOR APPROACHES

group immersion + individual reflection

annual institute, with pre and post assignments, application, reflection

immersion course for teams of colleagues with pre/follow up reading, online dialogue, follow up application with organizations, individual/group reflection, and mentoring

reading and discussion groups

multi-year course, with a combination of immersion sessions (theory, reflection, assessment) and individual application
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heart and soul

inherent paradoxes

complex and difficult

meaningful participation

organizational learning

transformational leaders

change agents