



Tribute to missing friends

In his welcome address, Alastair Mitchell-Baker opened the evening by recalling two key founders in the life of VISTA and Tricordant.

Martin Raff CBE had been a Regional Director for the Employment Service and worked closely with Julie before they established VISTA with colleagues in 1995. Martin's profound wisdom and drive had helped create and shape VISTA.

Irwin Bidgood met Alastair and Simon Thane at Work Structuring Limited, working with the inspiring Christian Schumacher. Together they had set up Tricordant in 2005. Irwin combined the infectious interest of a five-year-old and the wisdom of a fifty-five-year-old.

Sadly, both Martin and Irwin died unexpectedly in the early years of both consultancies. Alastair reflected that the celebration of each consultancy was a fitting memorial and part of their legacies. We were privileged to be joined by Dr Rosalie Bidgood, Irwin's widow, and still a Tricordant Advisory Council member.



The Future of Organisation

Mee-Yan Cheung-Judge is an inspirational and eminent academic-practitioner in Organisation Development, having received the highest award in the international field of OD – the Lifetime Achievement Award by the Organisation Development Network in recognition of her long service. She is the author of multiple articles and books on OD and has featured regularly in HR Magazine as one of the top 25 most influential thinkers in the UK. We count it a privilege that she is a great friend of Tricordant.

Mee-Yan spent the first part of 2015 researching the Future of Organisation and we were honoured that she shared her emerging findings at our anniversary event. Her short talk was in four parts, delivered with her unflagging energy and humour.



Introduction

In 2015, we celebrated our 10th birthday as Tricordant and started the year with a bang as Julie Beedon joined us and incorporated VISTA into the company. Indeed, VISTA was also celebrating its 20th birthday, so we had plenty of reason to invite friends to the spectacular setting of the Robens Suite in the Guy's Hospital tower for our birthday bash on 8th June.

In this edition we feature the thought provoking contributions of our eminent guest speakers, with Dr Mee-Yan Cheung-Judge giving an inspirational forward look into the Future of Organisation, and clients Clare Morris, Gifford Tanser and Gordon Showell-Rogers sharing diverse perspectives from the coal-face of Commercial, Public Sector and Third Sector leadership.

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We welcome your comments!



Part I – what is real?

We were invited to imagine a mind-map of all things facing our organisations and Mee-Yan showed us with an example the scale and breadth of the complexity facing most of us.

Quite apart from our specific markets, we also have to add to the complexity the extent to which many Eurozone countries are deeply in debt, the impact of technological change, the democratisation of knowledge, growing customer awareness and population movement. The complexity of the open system in which we operate is mind-blowing! There is a lot going on in the world around us and it will be important to share that with all the members of our organisations.

Part II – what does the future of organisation look like?

We were given a wonderful map of how organisations are evolving to meet the changing world around them with the growth of new forms of organising like wirearchies, holocracies, networks, virtual

organisations, teal and other emerging forms. This was condensed by Mee-Yan with her classic wisdom onto a single page picture outlining the leadership, attitudes to customers, mission, skills, policies, structures and observable patterns we might see and need in our future organisations.

We will be creating social capital and value through co-creation with our customers, working with leaders who build institutions which energise people and are skilled at systems thinking and partnering. We will be working together in flat, dynamic structures, exhibiting entrepreneurial connectivity and enabling self-organisation.

This section ended by concluding that organisations will need partners who can be existentialists, rationalists and pragmatists and can combine strong knowledge of groups with systems strategy and engineering – we were pleased and proud to say we at Tricordant do that.



Part III – so what will get us there?

Using the metaphor of large sailing ships tacking and weaving in the wind (without an engine) she looked at the enablers of social movements, new approaches to change, being serious about engagement, seeing and influencing patterns and paying attention to system alignment. The pervading theme running through these was about tapping into voluntarism through change processes which invite choice and build commitment. Thinking differently about the link between personal and organisational change, building trust and enabling the system to constantly see itself were also discussed.

Part IV – ending remarks

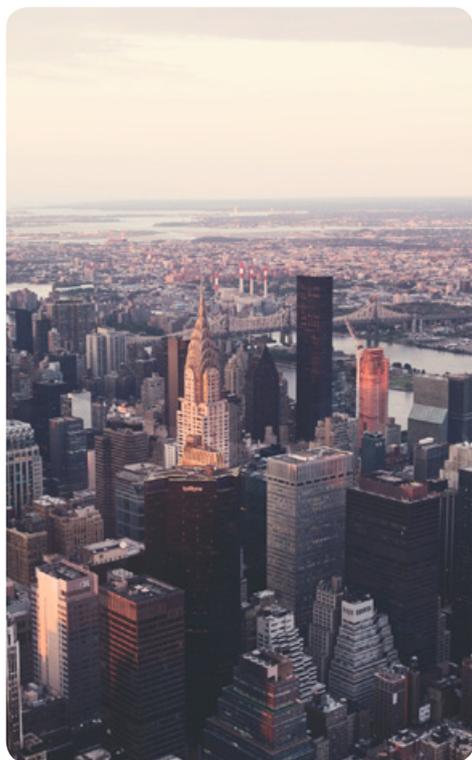
In talking about the dual goals in OD of creating both high performing and effective organisations, we looked at the organisations of the future as being full of meaning (macro and micro) where discretionary effort and trust act as the energy which fuels community and coherence.

We ended this stimulating session by thinking of the characteristics necessary for the future as being self-organising, relational with transformational learning, using patterns and rules, and working with polarities.

If you would like to learn more, please contact Julie Beedon, julie@tricordant.com



Structured Networks for Global Impact



The nature of Gordon Showell-Rogers' work as Associate General Secretary of the World Evangelical Alliance (WEA) means he spends a huge amount of his time in airport terminals and on planes. So it was a real privilege that he was able to take time out from his travels to share with our guests the WEA's experience of working with us.

Gordon gave a brief history of how the WEA was established in 1846, and re-constituted in 1951. After 1951 the European Evangelical Alliance was formed autonomously to become the first regional alliance. The WEA has since facilitated the establishment of autonomous Regional Evangelical Alliances in other regions of the world and now there are seven REAs, across nearly every continent, and 129 county-based National Evangelical Alliances. In addition, it has a multitude of international commissions and relationships with international organisations.

As a global organisation the WEA has a threefold purpose in uniting,

representing and serving its members.

From its base in New York, it is ideally placed to influence world bodies such as the United Nations. The "big questions" presenting themselves for Gordon and colleagues, however, were how the WEA and the multiple REAs should relate to one another and what kind of organisational model and structure should the WEA family have as a whole to fulfil its mission?

Gordon commissioned Tricordant to work with him and the Regional General Secretaries (RGS), through a range of interviews and video conferences, to explore how best to co-create and organise their relationship in a way that maximised their voice at both global and regional levels, while being attuned to the culture and maturity of each "family member".

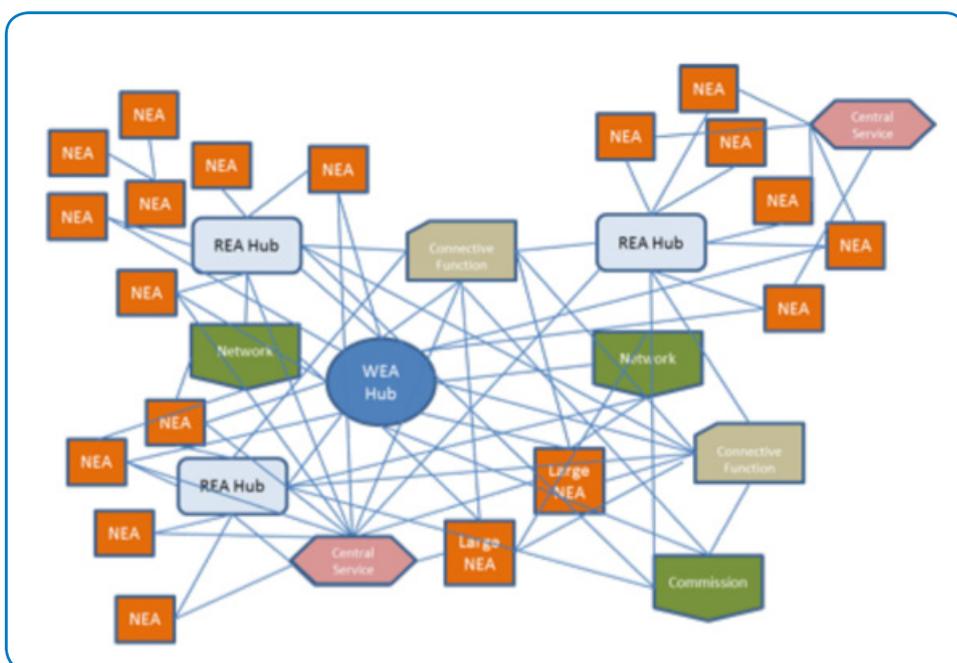
The consultations with all the Regional General Secretaries, and the WEA Executive Team, brought clarity that, across the global WEA community, there were mutually contradictory understandings of how to solve the problem – some appealing for a top-down (hierarchical) solution, and some for a bottom-up (service) solution.

Gordon spoke of the "light-bulb moment" when we introduced the language of a third model (Structured Networks) to help find fresh ways of seeing the issues.

The big insight for the WEA and REAs was the ability to shift away from traditional top-down or bottom-up models and offer a more flexible Structured Network approach where the arrangements can vary according to the issue, the regional culture or the maturity of the regional/national organisations. It's a model which recognises that what works for Europe may not work for Asia or Africa. It's a network of equals requiring "adult to adult" relationships, where each voice, and the rich cultural diversity they bring, is highly valued.

Together the WEA and REAs recognised they are one "alliance", one "family" and are indeed a Structured Network. They have coalesced around purpose and are now in the process of working through the rules for relating to one another, so they can "walk the talk" of their collective mission.

Interested in learning more? Then please contact: Simon Thane, simon@tricordant.com





Organisation Design and Development in the Commercial World

Gifford Tanser is Head of Global Organisation Development for Boehringer Ingelheim (BI), an international family-owned pharmaceutical business employing over 47,000 people with sales of over £10 billion. Tricordant have been working with BI for a number of years and are members of their global OD pool.

At the anniversary celebration, Gifford shared BI's story of demonstrating quantifiable and qualitative evidence of success from OD support, based on a number of metrics gathering a range of data from client sponsors and the business.

Despite the demonstrable value, Gifford described the "organisational headwind" which made it such a challenge for some leaders to take small, risk-free steps. Faced with complex change, the like of which the pharmaceutical industry has generally never experienced before, leaders still resort to the same approaches they feel have served them well in the past, because the risk of trying something different can feel overwhelming. Gifford urged us to "feel compassion" for such leaders who are caught in a

no man's land where it is dangerous to go back to their old ways of working, but they perceive the OD lifeline as full of its own risks and horrors. In no man's land, the role of OD practitioners is to help leaders put one safe foot in front of the other, step by step.

Gifford concluded that although he was addressing Organisation Design and Development (OD&D) from the perspective of a commercial organisation, his conversations with OD colleagues in other sectors illustrated that we all operate in a complex, inter-connected world, where we are dealing with financial constraints and an insatiable desire for quick results. Knowing what's important to the business or organisation at the engagement and commissioning stage is vital. What are the results they want, how do we help them to get there safely, and whilst we do that, how do we do it in a way that builds their organisational health? Metrics often come last in projects, but as OD&D practitioners we know before we start what we need to pay attention to.

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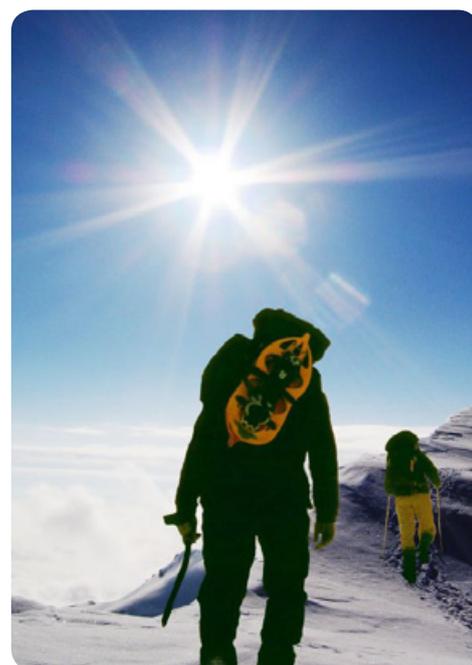
System Leadership

Public sector leaders within the UK have been presented with an unprecedented opportunity. The new Conservative government faces the massive challenge of delivering more for less, whilst devolving power within an increasingly complex political landscape amid continued economic and social volatility. Before the election, the bold announcement of "Devo Manc" promised unprecedented local powers to councils and the NHS within the Greater Manchester area allowing them to work together to deliver deeply ambitious plans. Now, after the election, the same permissive autonomy is being offered to other areas.

Our third guest speaker was long-standing client Clare Morris, Chief Officer of West Essex Clinical Commissioning Group, speaking on the challenges of system leadership, and creating the leadership conditions for the kind of public service collaboration foreseen by government.

Clare is one of the rare breed of leaders whose family and career are all rooted in Essex. That means she has real skin in the game.

She has survived multiple "system changes" (our words not hers!) and



has worked with a wide variety of organisational leaders in both health and local government.

Clare talked about the importance of building and maintaining relationships across the health and care economy to enable joint working, as well as the need to overcome organisational risk aversion to make joint working really take root. It's the kind of work that takes years and cannot simply be mandated!

The challenge of leading internally within an organisation is very different from the external requirements of system leadership. System leadership requires

very challenging skills around engaging, influencing, aligning and co-working with others. Leaders require new and very different skills and approaches to those that brought them to the top of their organisations. As Clare said, above all it requires the kind of perseverance often demonstrated by those who feel a strong natural attachment to their local patch – “their place” – because they or their children were born there and they now live there.

The unprecedented challenge of system leadership in an increasingly devolved political system is that it requires a new leadership and OD approach to be

consistently developed and embedded. How can we identify, nurture and develop leaders with the right attributes to be great system leaders? How can we develop collective leadership across our varied public sector organisations with their sometimes conflicting goals in a world of increasing austerity? We have no choice. But are we up to it?

If you want to read more on this subject, please have a look at Alastair's blog: <http://www.tricordant.com/2015/08/>

The Three Signs of a Miserable Job:

A Fable for Managers (and Their Employees) by Patrick Lencioni

Tom Rath, one of the Gallup team involved with the human strengths study that led to the Clifton StrengthsFinder assessment, states that:

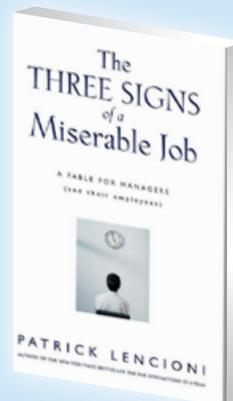
- Employees who have the opportunity (and management encouragement) to focus on their strengths every day are six times as likely to be engaged in their jobs and more than three times as likely to report having an excellent quality of life in general.
- In contrast, employees whose manager ignores them and focuses on their weaknesses are likely to actively disengage from their jobs.

In his own unique style, Patrick Lencioni takes on a most human topic: misery at work. He tells the story of Brian Bailey, an abruptly retired executive searching for meaning in his life and career. Through a series of twists and turns that take him from a CEO to a pizzeria manager, Lencioni reveals the three elements that make work miserable – irrelevance, immeasurability, and anonymity – and gives managers and their employees the keys to making any job more fulfilling.

Lencioni's book is a great read for any business owners, leaders or managers who want to pursue the best for their employees and create competitive advantage for their business or organisation.

We like Lencioni because Tricordant's own Organisational Design and Development approach and experience lays the groundwork for healthy organisations in a way that is consistent with the insights in Lencioni's fable.

If you would like more information about what we do, please contact Graham Bates at graham@tricordant.com



Projects Update

United Kingdom

Here is a quick summary:

- Forest Peoples Programme – management review
- BAE – Transformational Leadership event
- Edinburgh Institute – Human Resources Planning Masterclass
- News UK – Commercial Team development
- Commission for Patient Safety/ Health Education England – priority development workshop
- Greater Manchester Sexual Health Network – launch workshop
- NFU Mutual – Organisation Design support
- Jablite and Styropack – Leadership Programme 2015
- Cocoon Projects (ADEO) – Future of Work
- Pennine Care NHS Foundation Trust – OD support to transformation
- Association of Chartered Certified Accountants (ACCA) – Organisational Design course
- Oxfam UK – OD partner for transformation
- London CCG OD partner
- Several corporate and individual coaching clients