

How Sustained Change mis-happens

Or... “The Vain in the Brain inevitably makes for Pain”



Dr Kevin J Fleming
President/CEO



Former neuropsychologist-turned-corporate change agent

Expert cited in New York Times, Christian Science Monitor, CNN, Fox News

Mission is to identify the "**thinking underneath thinking**" that informs more authentically why human beings do what they do.

ROI maker by **matching the world of the brain to the world of "words"**



Daragh O'Brien
Taoiseach (CEO)



Part Business guy, part techie, 100% Information Management Thought Leader.

Regular conference presenter, author and blogger on Information Quality/Information Asset issues.

Founded Castlebridge Associates with a simple mission:

To help organisations manage their Information Assets as well as they manage other mission critical resources.

Three areas for thought

- Getting Buy In
 - How to get C-Level support for an Information Quality strategy
 - The “Rational” Model promises vs
 - The “Rational” Model tends to deliver
- Sustaining the Buy-In
 - How to keep C-Level execs engaged in your Information Quality initiative
 - The “Shiny Bauble” problem
- The Trouble with Trinkets
 - The problems with rewards and punishment for behaviour modification (and tools to counter that)

C-Level buy in

- **Subject of much discussion on IAIDQ LinkedIn Group**
 - “Almost every GM or VP or C-level exec cares about ensuring they're knocking off the biggest problems, pains, risks and issues... . . . we've done a great job of distancing ourselves from their ranks and talking in terms they understand. We've done a great job of convincing them that we don't get it. We have NOT done a good job in quickly helping execs draw a clear line between the problems that keep them up at night, and data quality as an enabler. “

More Quotes

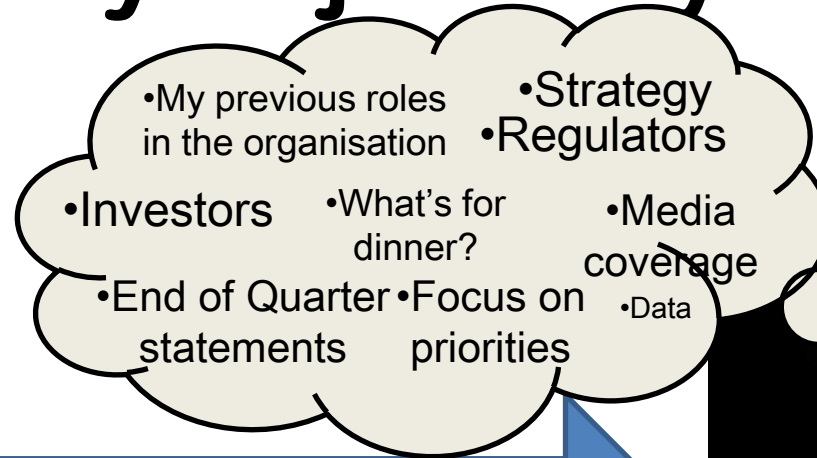
- One executive I talked to about data quality process improvements told me it was like solving world hunger. I've only had the dirty data discussion with a few C-level folks but my experience is that they all understand that their data is problematic, but for them to commit to action they need to see a series of low risk, high return steps that they can take.
- What is required is a risk based approach that allows the exec to invest in solving some but not all dq problems. Allowing them to make the call between improvements for a better business in the long run and bottom line now type initiatives.

More Quotes

- It's attitude. Just as C level execs know that bad diet is not fuelling the body properly. Eating too much - with too little exercise - makes you fat and smoking kills, there are still plenty of fat executives who smoke. I believe Data Quality shares the same problem. Denial! Denial or perhaps blissful ignorance that there is an issue, denial of ownership, denial that there needs to be a culture shift and a recognition, like dieting or quitting smoking, that is hard, that they may have to go backwards before going forwards. Until someone in the business – preferably a “C” level executive - owns the problem, then generates momentum through a band of followers who willingly also own the problem, we'll continue to fight fires and correct defects that should have been right first time. If we can change their beliefs, we'll change their behaviours.

The subjectivity/objectivity error

Manager



CEO



Power Point Presentation

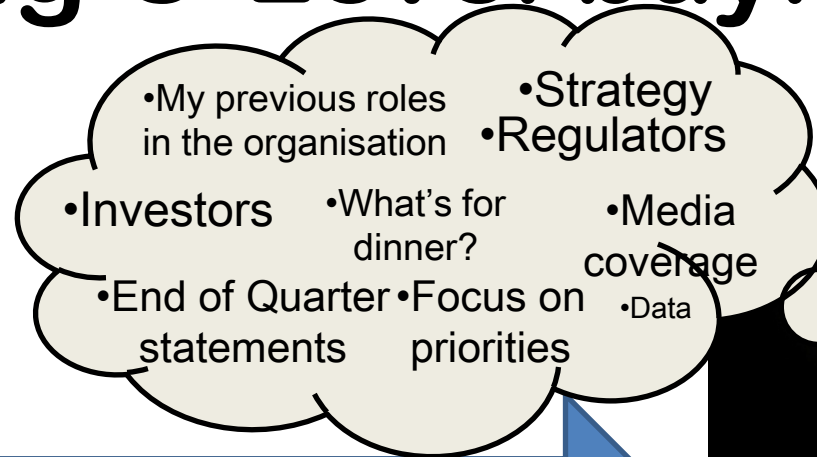
My analysis shows we have a big problem with quality in System X, and I have a rough costing of the impact of \$Z

This is a big problem and I can prove it objectively

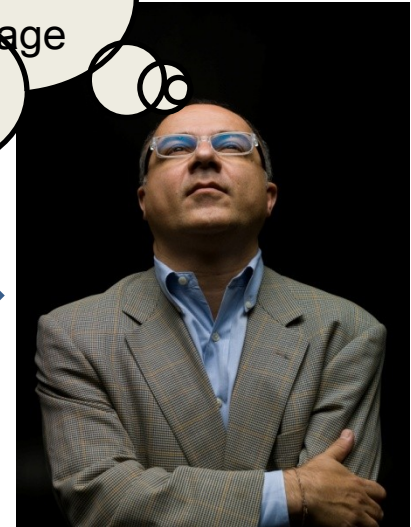
The System X issue. What was that again? Surely we can't have a problem that big because it would be impacting in other areas...
...Time for my call with that TV business news show.

Sustaining C-Level buyin

Manager



CEO



Power Point Presentation

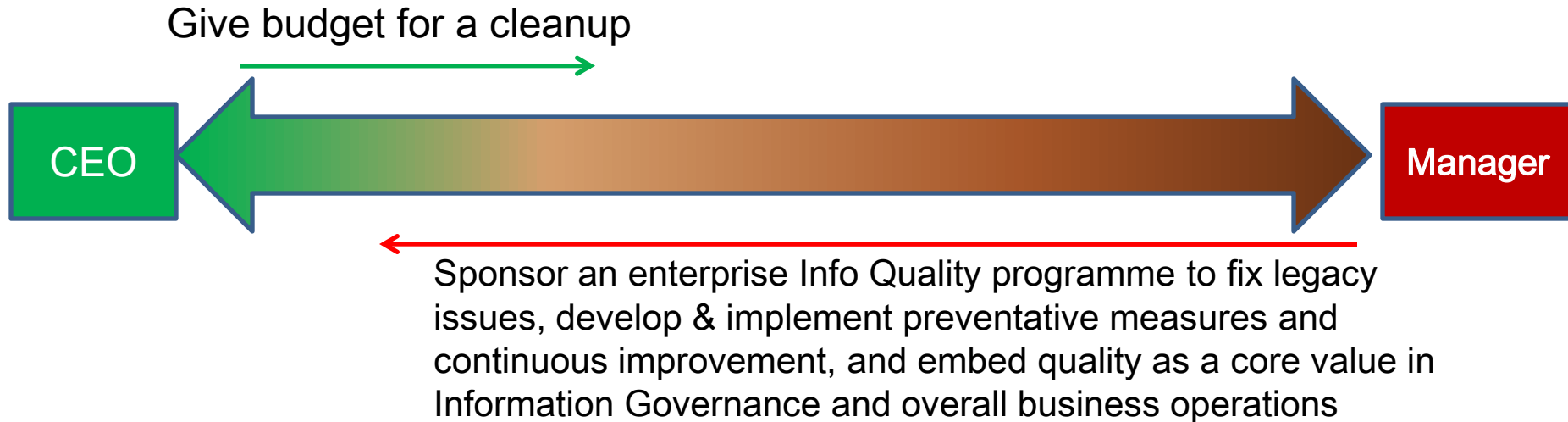
We solved the problem in System X with a clean up, but we need to change some things in the business to prevent it happening again....

Here is an objective and rational plan...

The System X issue is fixed. I was right to sponsor that clean up.

NEXT ITEM PLEASE...

The subjectivity/objectivity error

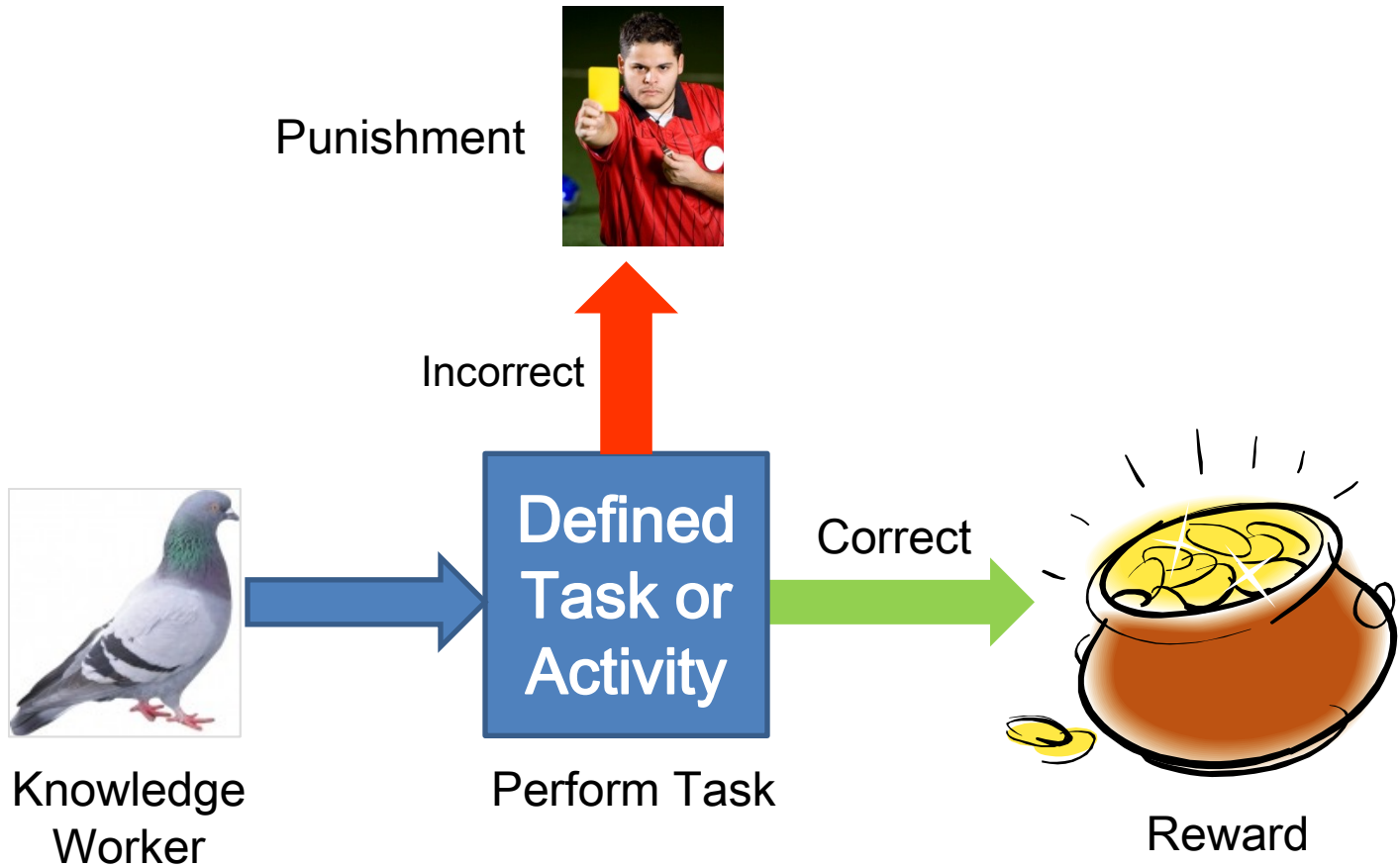


- People can never be objective.
- There are just varying degrees of subjectivity
- Challenge is to move people along the subjectivity spectrum to a point where they are willing to start taking action that aligns with what you want to have done (your subjective view)
- This spectrum can also be looked at the other way...
 - CEO pushing for greater change, Management & staff resisting

The Shiny Bauble Problem

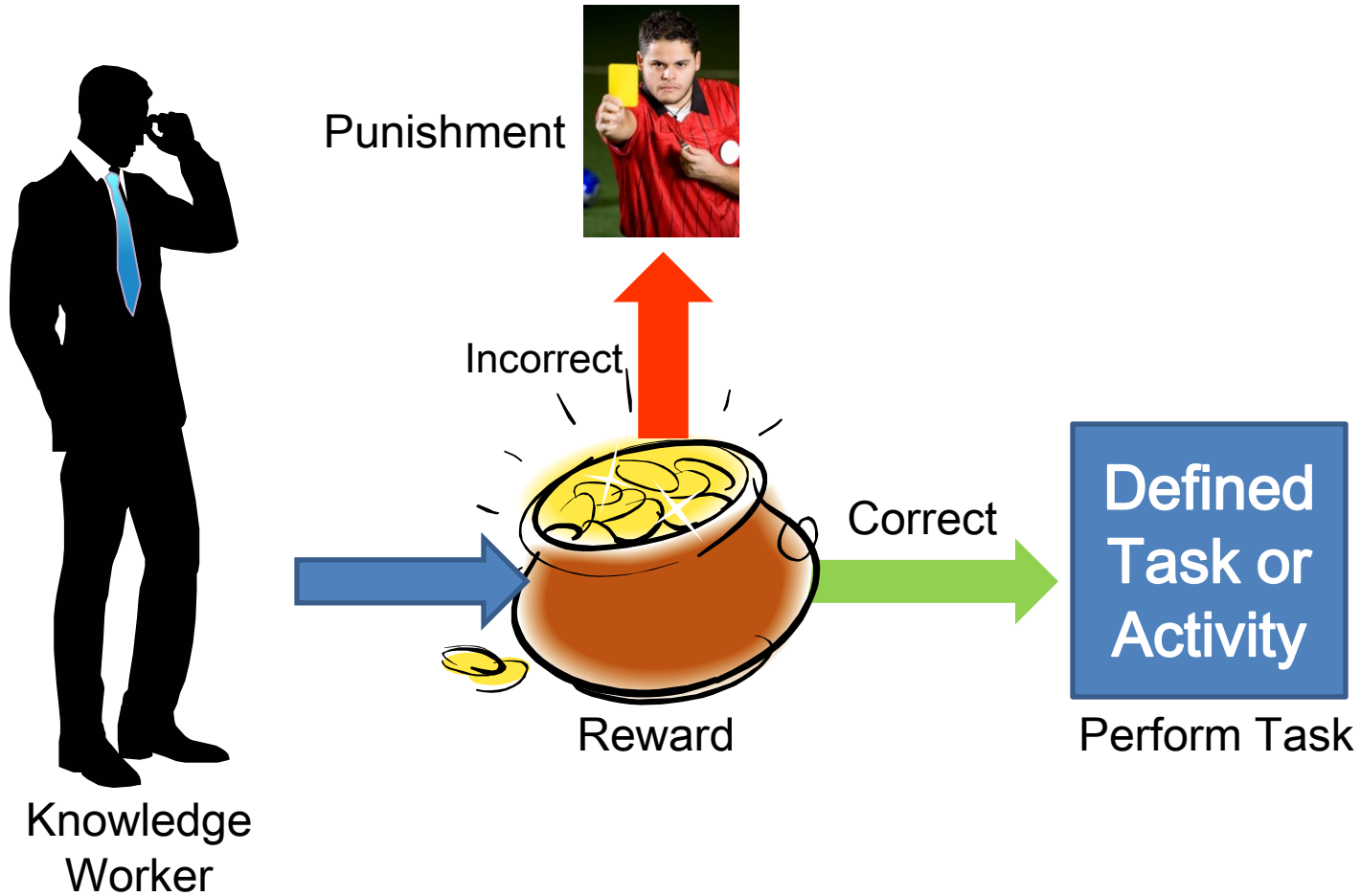
- Attention Span
- Distraction
- Short-term relationship between cause and effect
 - Fire burns, so don't put your hand on the fire.
 - Building our house next to a volcano is good because real-estate is cheap and the views are great.
 - Fire gods get angry, demand human sacrifice to quiet volcano.
- If we feel the fix we forget the problem.

The Trouble with Trinkets



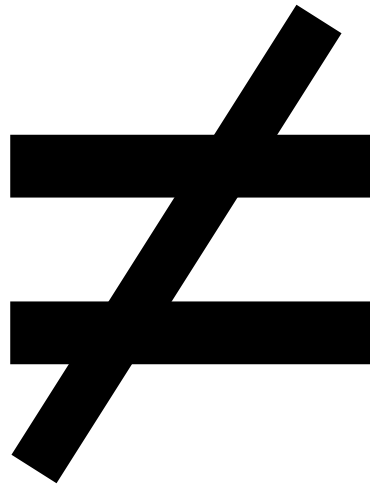
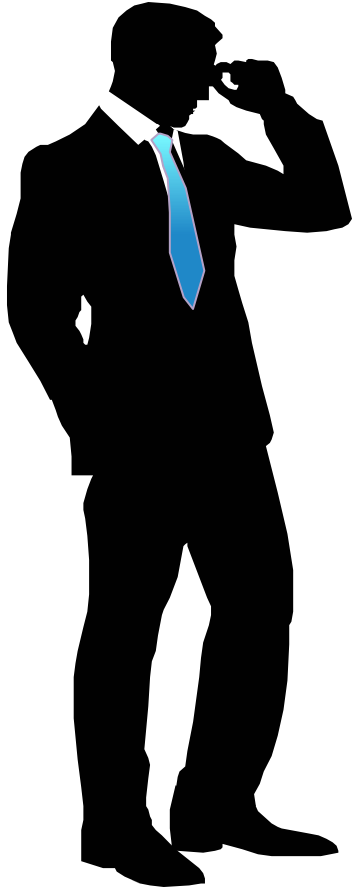
The Behaviourist View

The Trouble With Trinkets



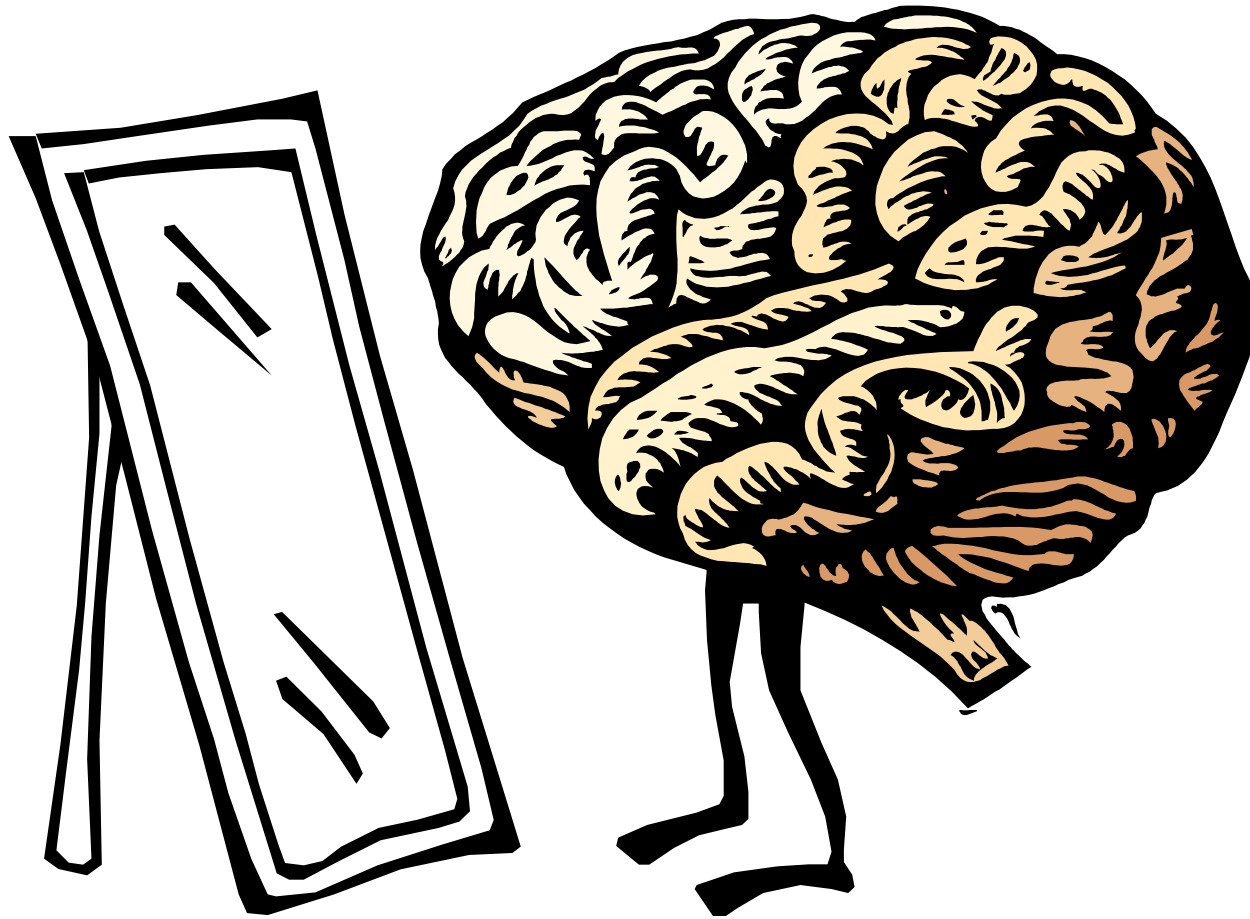
The Awkward Truth

To put it mathematically....



The Rational Model

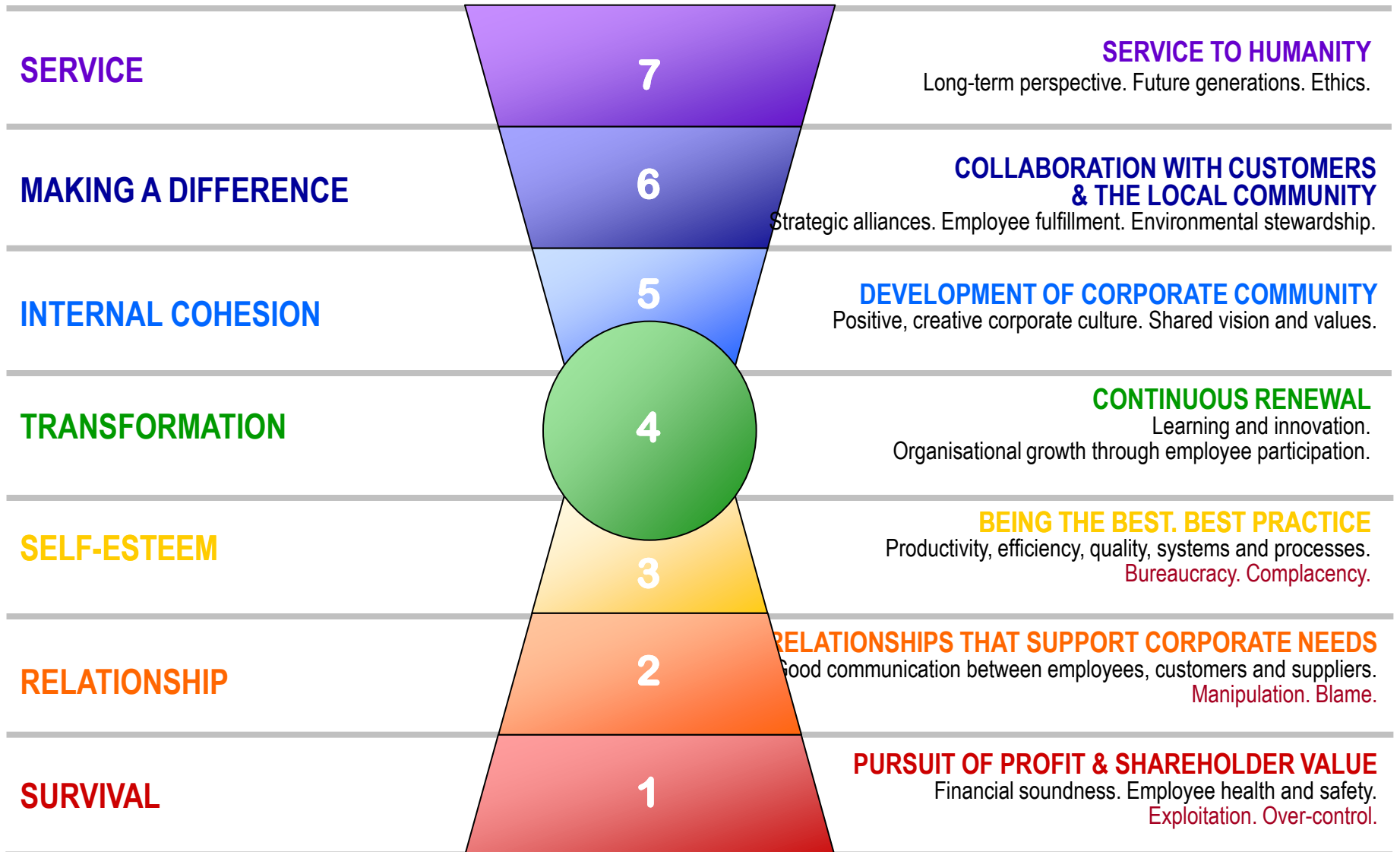
- Rational Model promises:
 - Produce a business case with evidence and measures and present it to your stakeholders.
 - As rational people they will recognise the merits and priority of your case and provide resources you require.
 - Rationality is, after all, a fundamental economic concept that everyone understands.
- Rational Model (quite often) delivers:
 - Compelling business case gets 10 minutes maximum to present
 - Requires execs to recognise that there are some sacred cows they need to be willing to sacrifice to fix the problem
 - Execs instinctively reject the rational case (for various reasons) but then proceed to rationalise the reasons for their rejection
 - New systems coming on stream in X months will fix it
 - Other factors need to be included in analysis
 - Resources are not available
 - Problem can't be that big surely...



The Brain is Vain

The Seven Levels of Organizational Consciousness

Positive Focus / Excessive Focus



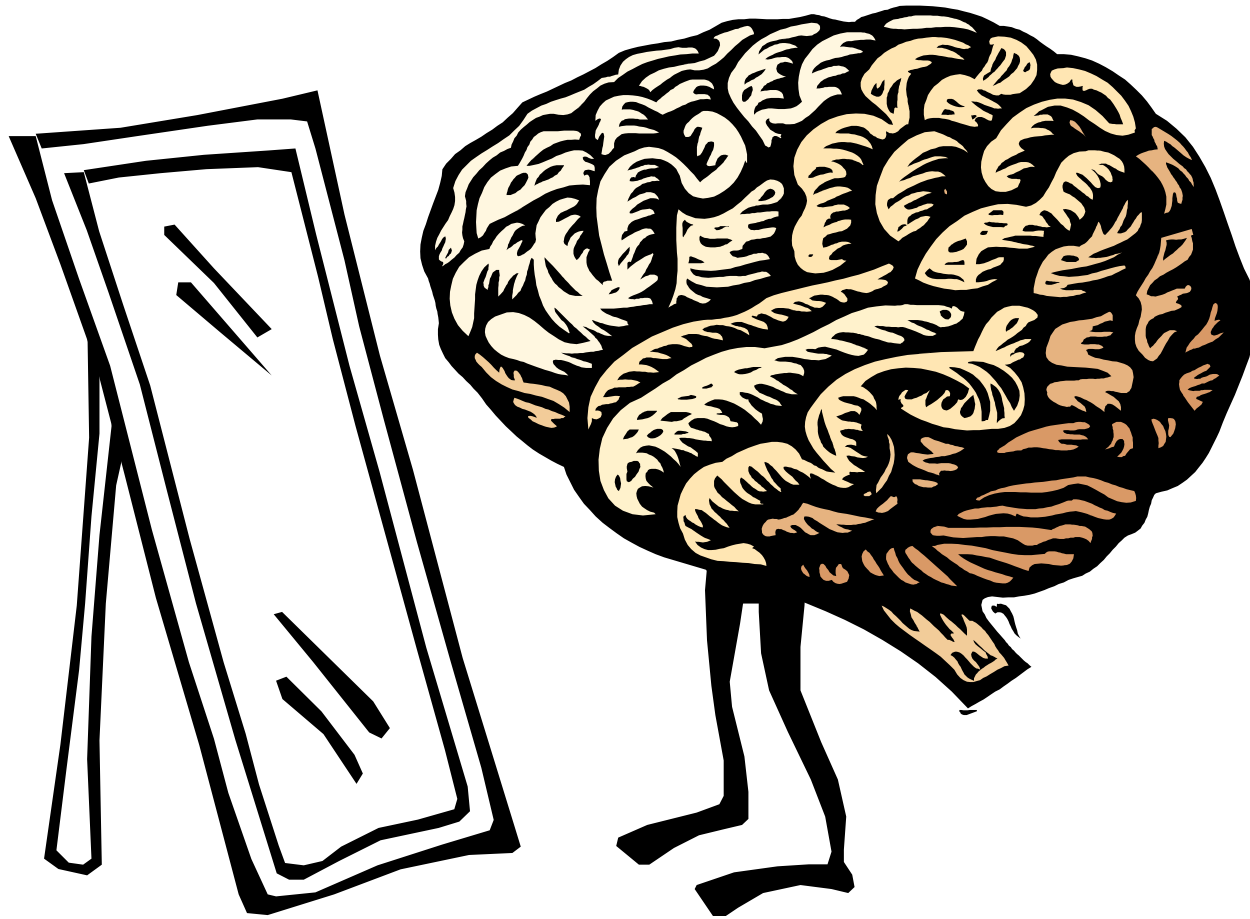
We took a few slides out here for the archive download version of the slides due to copyright issues.

If you'd like to discuss with Dr. Kevin J.Fleming about the content of the slides as they are discussed on the recording, please contact him via his website...

<http://www.effectiveexecutivecoaching.com/>

Strategies & Tools

- Strategies for managing subjectivity
 - Human Nature before Human Performance
 - Set the Stage right
 - Teach Neuroleadership thinking
 - Focus on meta-level assessment vs content oriented assessments
 - We must acknowledge fear and image and make it safe to discuss.
- No one is wrong, just incomplete



The Brain is Vain

Learn More

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