

'We will succeed in changing this world only if we can think and work together in new ways. We don't have to let go of what we believe, but we do need to be curious about what someone else believes.'

Margaret J Wheatley



It's Staring You Right in the Face

People were truly amazed by the visual illusion we shared during our **Sell Your Cleverness and Buy Bewilderment** session at the CIPD's HRD exhibition this April. It provided a great demonstration of how we can be very certain and very wrong at the same time.

For the session, around 100 people joined us to consider how cleverness and bewilderment might assist organisational change capability.

They said that in organisations they knew:

- Cleverness usually gets the vote over bewilderment because having the answers is preferred to the experience of not knowing them. And knowing the answers gets rewarded.
- Bewilderment is valued in some areas because it is associated with creativity and emerging new ideas.
- Some people need certainty during change, and the security of 'clever' leaders, in order to function. But, in changing times, it's also necessary to deal with uncertainty. So a 50-50 vote.

We value both cleverness and bewilderment. So we provide a robust 'clever' change framework and toolkit *and* work with the psychology of transition in complex environments, where bewilderment thrives.

To try out the illusion of certainty and read more about our systemic view of organisational change visit www.irvingallan.com/case_studies.

Psychology is Changing the World

We made the most of our time in London during HRD by going to an evening talk by the famous psychologist, Professor Albert Bandura, ***On Reducing Urgent Global Problems by Psychosocial Means***. Bandura is probably best known for his seminal work on self efficacy, which is associated with enhanced performance and wellbeing.

Bandura states, "Failure to address the psychosocial determinants of human behaviour is often the weakest link in social policy initiatives. Simply providing ready access to resources does not mean that people will take advantage of them." And we believe this principle applies equally in organisational settings.

As psychologists who enable successful change we work actively with context, foster efficacy, help people develop resilience and enable leaders as positive role models.

As a result of such truly systemic approaches, sustained, value-adding change becomes possible, for organisations and their people.

For more on the complex social change issues being addressed by Bandura's work see www.populationmedia.org/what/

Want to Make a Difference?

So do we. **If you are responsible for an organisational change project with sustainability and responsibility** at its core, and would like to work with us to ensure full benefit is gained from your good idea, **email Kirstin@irvingallan.com or Julie@irvingallan.com**

25% Discount! Managed Change™ Workshop 1 & 2 July 2009, Central London

There has rarely been a better time to ensure your expertise in working with change. This workshop is suitable for anyone responsible for designing, planning or implementing organisational change, including project managers, implementation teams, sponsors/leaders and coaches and consultants working in a support capacity.

What will you gain?

- A practical introduction to Managed Change™ - a simple, proven and robust approach to managing change, with and through people
- Full implementation guide with key tools provided electronically on a datastick
- Significant progress with your current change challenges
- New perspectives, greater clarity and renewed energy

Details: www.irvingallan.com/learning_events

Previous participants say . . .

'The workshop helped me order the chaos . . . It was an amazing opportunity to make specific change management plans'

'Very professional course - high quality and valuable, practical content'

The 25% discount brings the usual ex-VAT price of £960 down to £720. Discount applies to bookings confirmed by 17 June.

ChangeWorks 8 July, 1 'til 4.30pm, Central London

If you're already working with Managed Change™ and looking for cost-effective, focused input to help with your current change challenges, join one of our *ChangeWorks* events.

Each half day session gives you the chance to work with others to make progress with your change agenda, deepen your understanding of the Managed Change™ approach and hone your change agency skills.

Details: www.irvingallan.com/learning_events

To learn more or to book your place at one of our events contact us:

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