

Under Construction

An Introduction to Models

Purpose of this document

I have three purposes for assembling this short sampling of models:

I often want to talk with a client about how we might approach a project using a model. Now I can suggest he or she review this document and we can talk.

I'm in the process of integrating my favorite theories into a consistent whole. This way I don't have to lug a wagon of books with me.

It provides a "teaser". I hope you'll tell me about models you love that I've missed.

What's a Model?

In this document, a model is a tool for thinking - for making sense of something. It might be a theory, a process, or a graphic depiction of interactions.

All of the models depicted are taken from publicly available literature. If a given model interests you, I suggest that you look at the source. Here I've just introduced the concepts.

Contents

One of the toughest challenges in categorization. Where to put a given model? What kinds of models to include? I expect to update this section but for now, here's the category list.

- Self Development Models

- Learning Models

- Change Models

- Leadership Models

- Organization Development Models

Caveat

This document to be "rough" for the time being. I've squeezed models onto the page and did not worry about the overall aesthetics. If you like a model, you'll want to look it up in the primary source. If you're a client, we'll have time to talk about it much more depth.

Enjoy!



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Self Development Models

Emotional Intelligence

Goleman & Boyatzis, *Primal Leadership*

Self-Awareness	Social Awareness
Self-Management	Social Skills

PERSONAL COMPETENCE

Self-Awareness

- Emotional Self Awareness
- Accurate Self Assessment
- Self-Confidence

Self Management

- Self control
- Trustworthiness
- Conscientiousness
- Adaptability
- Achievement Orientation
- Initiative

SOCIAL COMPETENCE

Social Awareness

- Empathy
- Organizational Awareness
- Service Orientation

Social Skills

- Developing others
- Leadership
- Influence
- Communication
- Change Catalyst
- Conflict Management
- Building Bonds
- Teamwork & Collaboration

What I like about this model

The skills noted in this model aren't new but the framework presented by Goleman & Boyatzis is easy to understand and actionable. In my experience, "emotional intelligence" is the foundation for everything else. The skills translate across virtually everything we do as humans. No matter what the challenge, if a person is aware of, and can manage his/her internal experience, he/she can usually think of something to do. Good skills in the area of working with others exponentially increases the resource base because "others" can be enlisted to help solve any problem.

Books

Goleman & Boyatzis: Emotional Intelligence, Working with Emotional Intelligence, Primal Leadership, plus... Amazon www.amazon.com search for "emotional intelligence". Check the lists.

Research

The Consortium for Research on Emotional Intelligence in Organizations
www.eiconsortium.org

Assessments

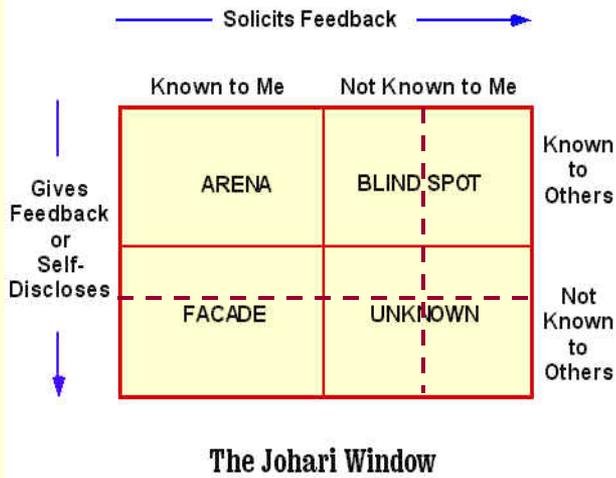
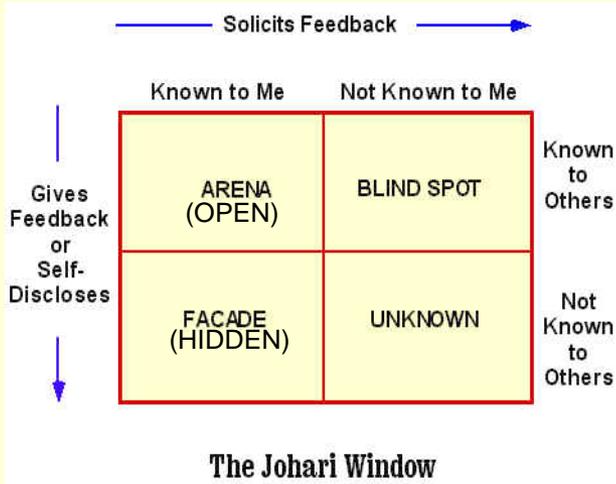
Talent Smart
www.talentsmart.com/products/ei.php
The Hay Group
<http://ei.haygroup.com/default.asp>
MHS for the BarOn EQ assessments
www.mhs.com
EQ-in-Action
www.learninginaction.com



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Self Development Models

Johari Window
Joseph Luft & Harry Ingram



What I like about this model

This model has been around for a long time and I still like it for describing the concepts of disclosure and feedback. Luft and Ingram first used in an information at the Western Training Laboratory for Group Development in 1955. It's nicely linked to emotional intelligence in that disclosure and feedback are powerful tools for increasing emotional intelligence.

In general, increasing the size of the Arena or Open space, that area known to you and others, is a goal in that it offers maximum opportunity for interaction and collaboration.

Resources

White Paper and Self-Test

http://cbae.nmsu.edu/~dboje/503/johari_window.htm

Learning Models

Adult Learning Principles Knowles, *Adult Learning*

1. **Learner's Need to Know**
why, what, how
2. **Self-Concept of the Learner**
autonomous, self-directing
3. **Prior Experience of the Learner**
resource, mental models
4. **Readiness to Learn**
life related, developmental task
5. **Orientation to Learning**
problem centered, contextual
6. **Motivation to Learn**
intrinsic value, personal payoff

Adult Learning Agenda Hudson & McLean, *LifeLaunch*

- What new technical skills do I need?
- How can I stay anchored in my values?
- Where are my best learning environments.
- Who are my teachers?
- What do I need to unlearn?
- What new information do I need?
- How do I increase my personal competence?

What I like about this model

Knowles work provides a foundation for a lot of other material on adult development. I like it because it honors the different needs, desires and capabilities that adults bring to the learning process. Adults are hungry to learn what they want to learn. In my experience, they can be quite disinterested in leaning something that holds no value for them. It's a good reminder to set the context/purpose for the learning and make sure that the planned training / consulting / coaching is offering something that is of value to the client.

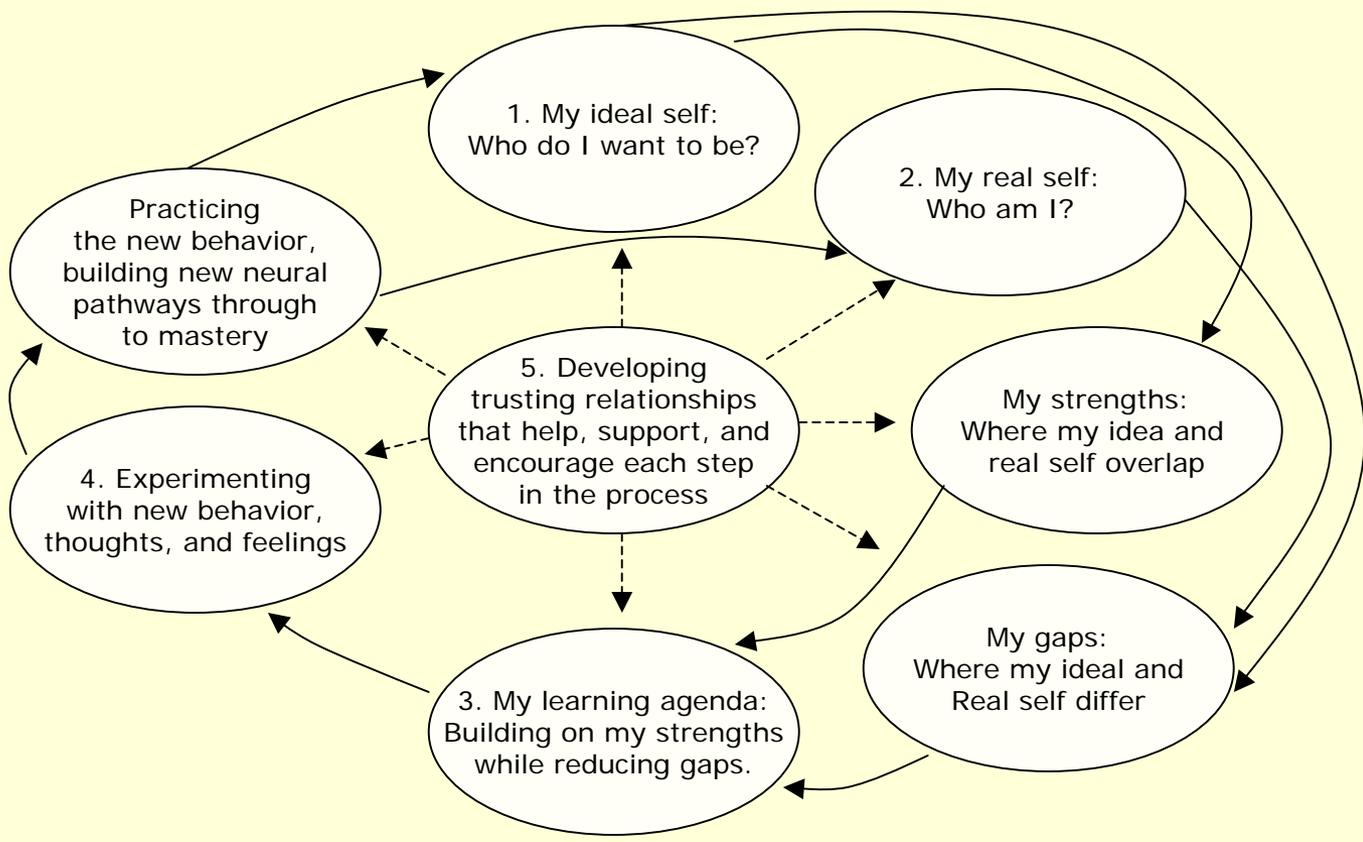
What I like about this model

Hudson & McLean of the Hudson Institute of Santa Barbara have created a series of "maps" for the journey of adult life. What I like about this one is it sets the expectation that we all need to adopt a continuous learning agenda - for a lifetime. It signals that, with the changing nature of our world, we will each need to retrain, re-tool and reinvent ourselves. The question set is a beginning. Other questions emerge from the basic premises. For example...
What can I learn from this challenging experience that will serve me to be stronger and more resilient in the future?

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Learning Models

Theory of Self-Directed Learning
Boyatzis, Primal Leadership



What I like about this model

This is actually a simple and intuitive model but several elements of it work for me: it acknowledges our need to find our "ideal" self. It builds on strengths, fosters experimenting and sets the need for practice to develop mastery. The center box notes the critical need for establishing a support system to guide our change process. The whole model lends itself to a crisp little self-development project.

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Change and Transition Models

Key Change Elements

Conner, *Managing at the Speed of Change*

Patterns & Principles

1. Nature of change
2. Process of change
3. Roles played during change
4. Resistance to change
5. Commitment to change
6. How change affects culture
7. Synergism
8. Nature of resilience

8 Stage Major Change Process

Kotter, *Leading Change*

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture

What I like about this model

Conner has spent his life studying and trying to understand change and the theories he developed are grounded in observation of actual change initiatives. His premise is that people have capacity to absorb a certain amount of change and there are ways to increase that capacity - their resilience. His explanation of the roles in the change process emphasize the need for a sponsor who has the authorize the effort.

What I like about this model

This model presents a process to effect large scale organizational change. Establishing a sense of urgency sounds easy but leaders are often reluctant to share significant problems. Creating a guiding coalition acknowledges that a leader can't make change alone. We all know creating a vision for the future state is critical. Kotter reminds that the vision must be linked with strategy. The book content is strong enough for leaders and practitioners to use it as a roadmap for making change.



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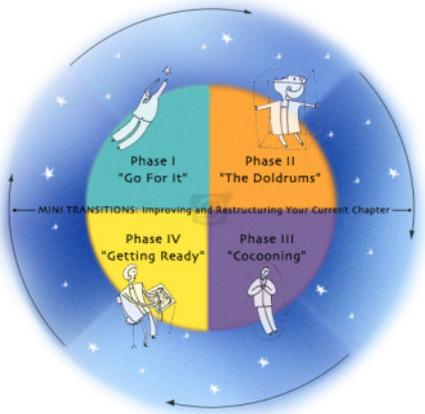
Change and Transition Models

Cycle of Renewal

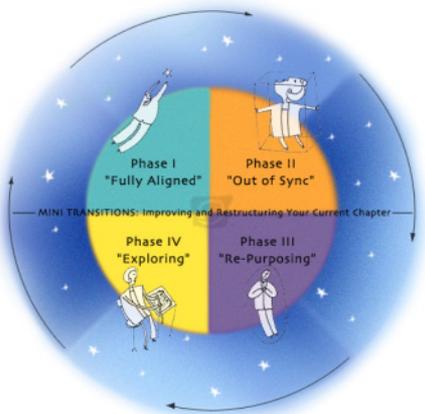
Hudson & McLean, *The Hudson Institute of Santa Barbara*

Hudson & McLean, *LifeLaunch (for individuals)*

Cycle for Individuals



Cycle in Organizations



What I like about this model

The model is based on the concept that there is a normal, predictable cycle of change that people and organizations experience. Understanding the cycle allows us to take effective action based on where we are in the cycle of renewal.

The Life Launch book addresses the Renewal Cycle for the individual. It presents a logical process for finding what matters most, setting a goals, and taking action to create your ideal life.

The Hudson Institute (www.hudsoninstitute.com) has created workshops for organizations based on a cycle of renewal. The workshops help people understand the change cycle and take effective action as individuals and in groups.



Leadership Models

Leadership Challenge Kouzes & Posner

- Inspiring a Shared Vision
- Challenging the Process
- Encouraging the Heart
- Enabling Others to Act
- Modeling the Way

What I like about this model

It breaks down the "task" of leadership into components. A leader can assess his/her competence and take developmental action to increase competency in a given area. Kouzes and Posner have developed an assessment tool based on their list of leadership competencies.

Leadership from the Inside Out Cashman



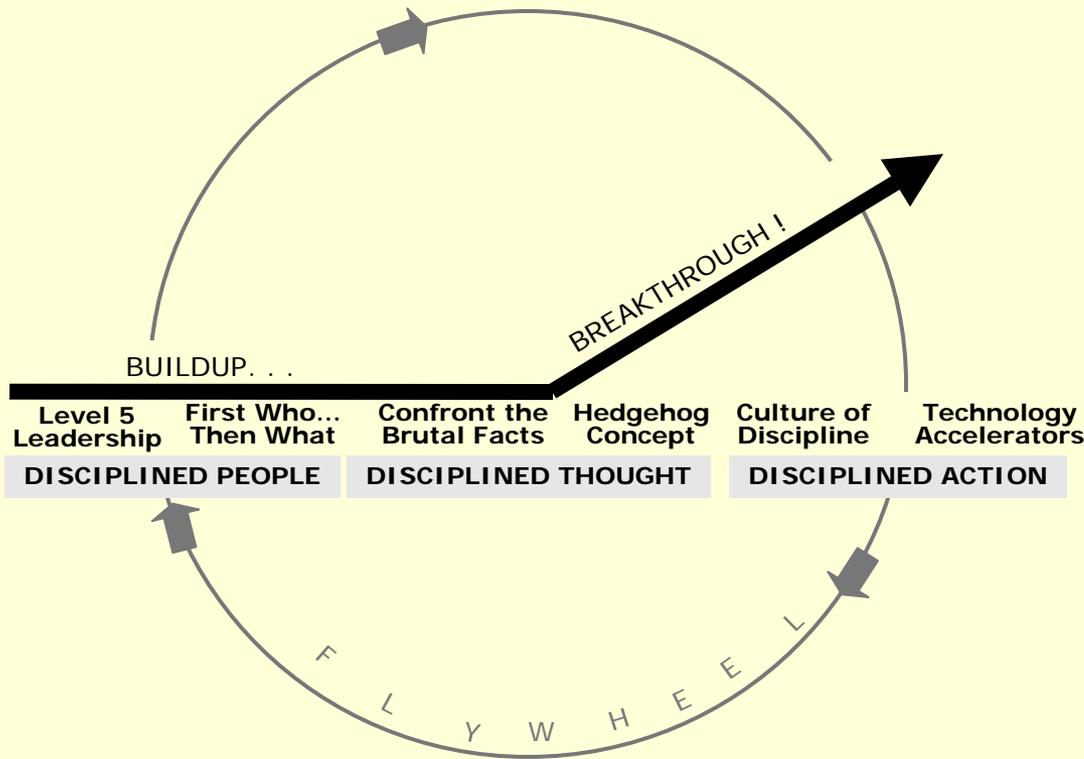
What I like about this model

I like the basic premise of this model - that leadership begins inside. The model considers both "being" areas (being, purpose, personal) and "doing" considerations (interpersonal, change, action, balance). The book is a workbook style with self-assessment and development plan guidance.

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Organization Models

Organization Transformation
Collins, Good to Great



What I like about this model

The model is based on research of companies who moved from successful to truly great. Their analysis identified the common denominators of the success stories. Sometimes their findings were in opposition to common wisdom.

Observations:

- Strong, effective leaders may not be loud.
- Choose good people, then find right positions.
- Careful, thoughtful, disciplined action isn't anal, it works.

I really like Collins' earlier book, *Built to Last* that describes how to build a company from the beginning. *Good to Great* presents the research on how companies moved from a strong position to the top of the pile.

Organization Models

Balanced Scorecard

Coordinates

- Objectives
- Strategies
- Initiatives



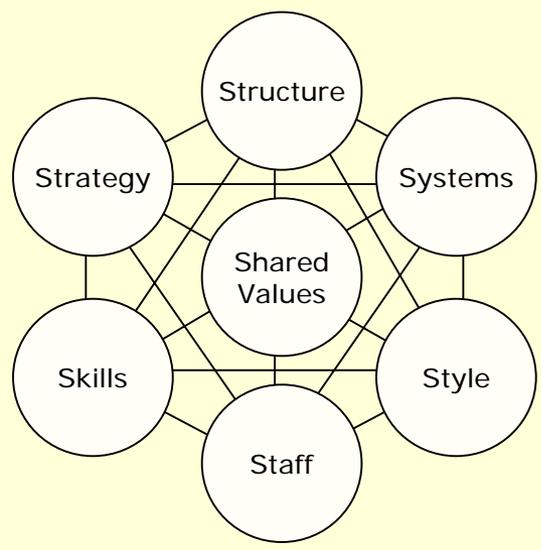
What I like about this model

The Balanced Scorecard is a tool to "translate strategy into action". It offers techniques to coordinate and align the functions within the business.

They have a ton of templates that make it easy to set the goals and measure progress against the goals. Therefore, the tools are good for achieving cross organization communication and alignment.

Under Construction Organization Models

McKinsey 7-S Model



What I like about this model

This model developed by McKinsey Consulting Corporation provides a framework for analyzing and aligning all aspects of a business as defined by the seven "S"s.

Identifying requirements in each area is the first step to being explicit about what the organization needs. Next, we can assess current situation to develop the "gap" between what is and what we need. That's the work to be done.