



Knowledge to lead

## Conducting a RTSC

### Summary of the Six Principles of Real-Time Strategic Change (RTSC)

1. **Real-Time:** Simultaneous discovery, planning and implementation of individual, group and organizational changes.
2. **Engagement:** Involves the entire organization in ways that lead to commitment and alignment with a shared strategy and future direction.
3. **Preferred Future:** A collective image of "potential" for the future which energizes people to make it real.
4. **Reality is a Key Driver:** Look outside your organization to gain perspective and focus inside to gain insight.
5. **Build Understanding:** Share strategic issues that need to be common throughout the entire organization and at all levels.
6. **Create Community:** Ensure people feel committed both to their respective and to the entire part of the organization. When these dual alliances exist people collaborate as part of something larger that they have contributed to create and believe in it.

### Before the Event

- Nominate a "Design Group" who effectively represents a cross-section of the whole system in terms of level, function, gender, personality, ethnicity and perspective. The "Design Group" will hold the role of facilitator.
- Design appropriate and funny activities, plan the logistics and the invitations, and conduct ongoing research to gather feedback and information in the run up to the event.



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## During the Event

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- Assign to circular tables participants that represent a maximum mix of organizational viewpoints.
- Present the issues that have to be discussed and give a certain amount of time to the group-tables to work on it.
- Share in public and at frequent intervals feedbacks. Mechanisms like voting can be used to gain consensus on problematic subjects.
- Switch frequently from small group work to whole room work. Voting and individual flipchart presentations ensure people attention and give a sense of participation.
- Envisage spaces where tea and coffee are always available so that individuals can organize their time in the best way.
- Close the event with a consensus and agreement over the most significant issues. Some decisions, actions and plans have to be completed during the event.

## Results after the Event

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- Change takes place at a fast pace and simultaneously within the whole organization.
- Commitment to and ownership make people feel responsible for the success of the organization's change efforts.
- Change is seen as an integral component of people's "real business".
- Substantial changes are made across an entire organization.



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