



nexxworks



Catalyst Empowerment Summit

Boundaries and Change: The Interdependence Between the Group and Individual

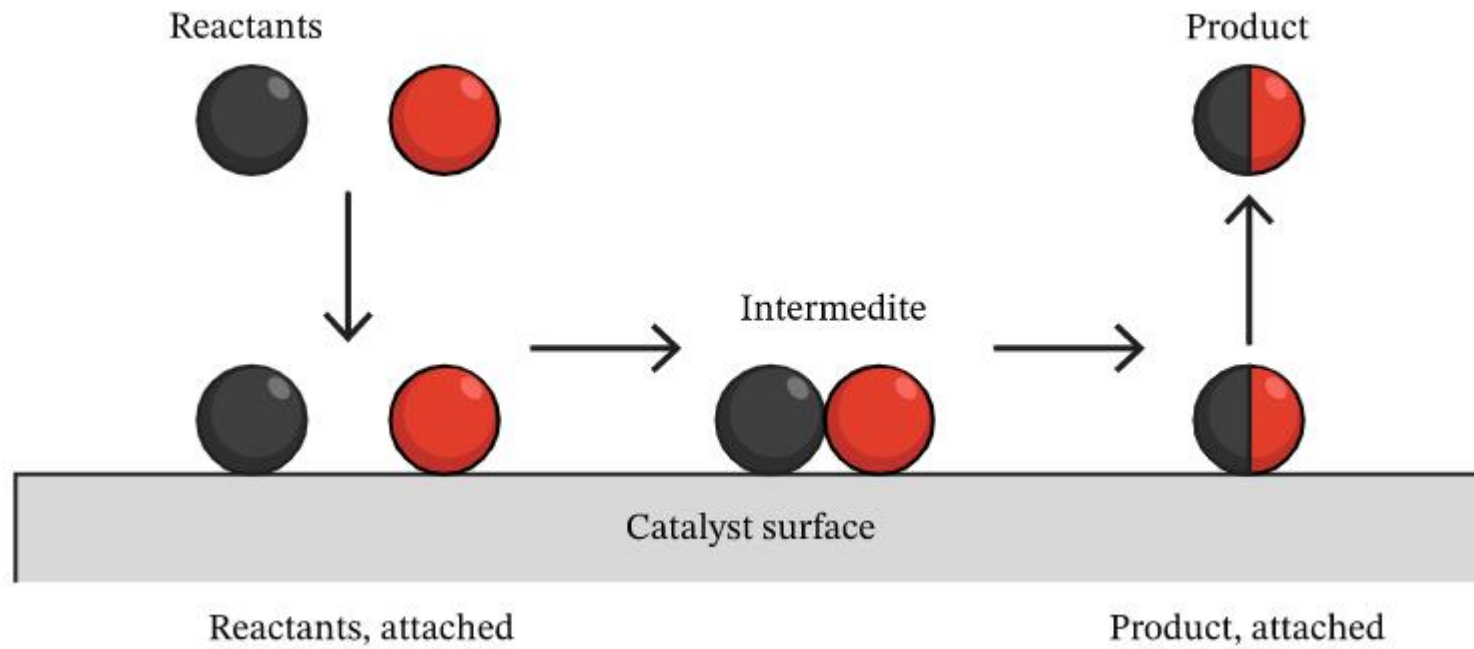
Tyrome Smith, Director of Strategic Partnerships at
Common Mission Project

June 8, 2022 | 9:10AM pacific | 1810 CET

Definition: Catalyst

A catalyst is a substance that increases the rate of a reaction without undergoing a permanent chemical change.

<https://www.nagwa.com/en/explainers/576190657252/>



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Positive Catalyst

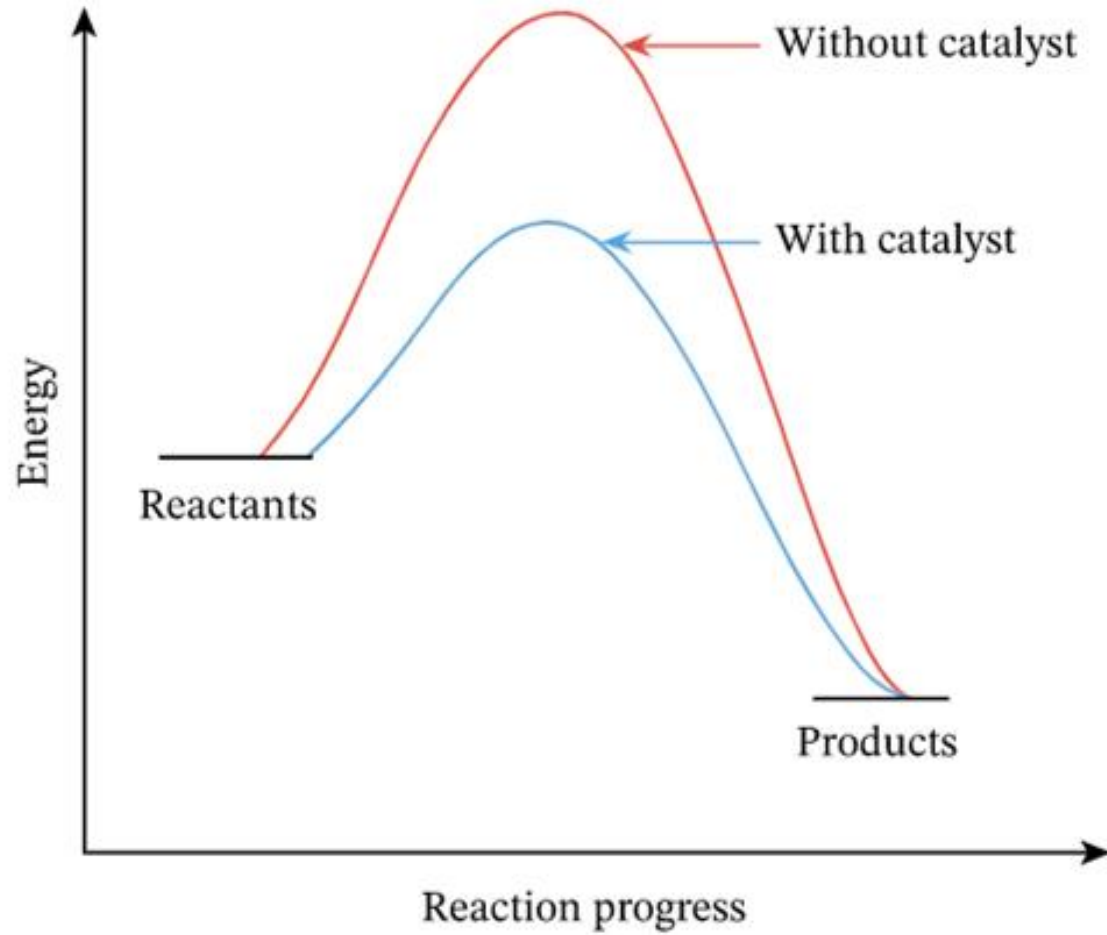
... substances that **speed up** the rate of reaction

Negative Catalyst

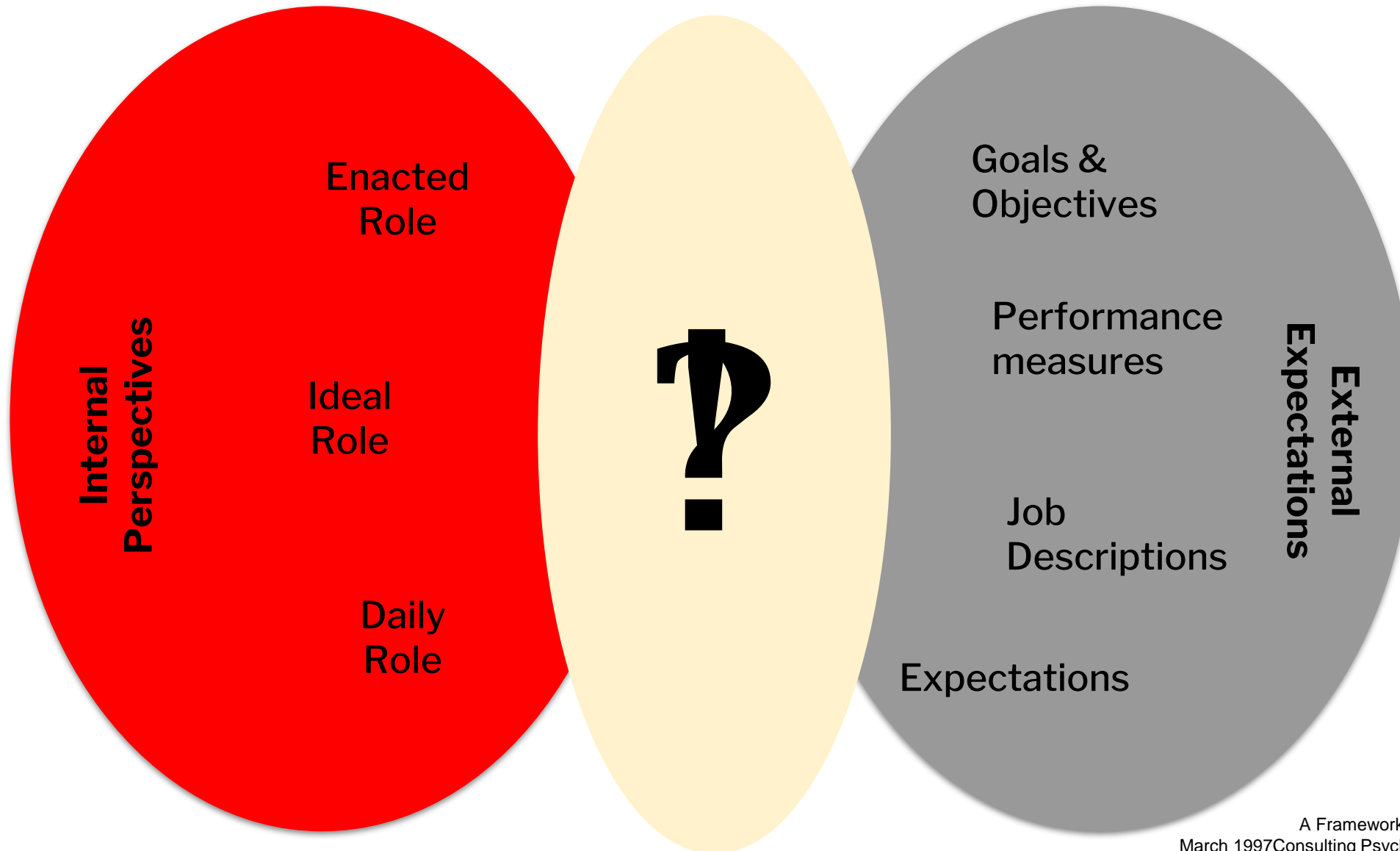
... substances that **slow down** the rate of reaction

<https://www.nagwa.com/en/explainers/576190657252/>





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BART

Organizational Analysis

B—Boundary
A—Authority
R—Role
T—Task

The BART System of Group and Organizational Analysis
Boundary, Authority, Role and Task
Zachary Gabriel Green and René J. Molenkamp (2005)

B - the space and means in which work happens

A - the right to do work

R - (in)formal activities and action taken up by a person

T - the primary mechanism/reason for creating value

BOUNDARY
AUTHORITY
ROLE
TASK



BOUNDARY
AUTHORITY
ROLE
TASK



BOUNDARY

CONTAINER FOR THE WORK

- TIME
- TASK
- TERRITORY

- ROLES
- RESPONSIBILITIES
- RESOURCES

BOUNDARY
AUTHORITY
ROLE
TASK



AUTHORITY

*CONFERRED POWER
TO DO WORK*

- FORMAL
- INFORMAL
- PERSONAL
- COMMUNITY

- AGENCY
- DECISION-RIGHTS
- ACCOUNTABILITY

BOUNDARY
AUTHORITY
ROLE
TASK



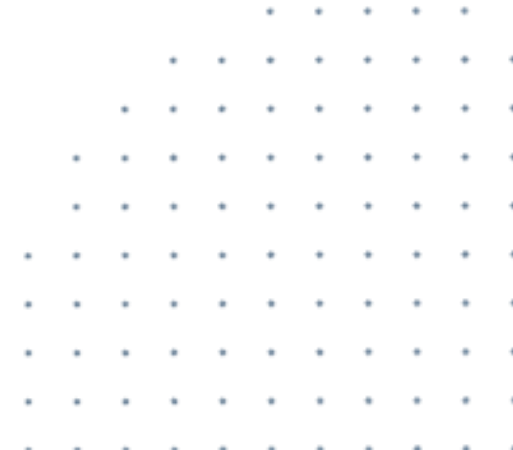
ROLE

*PERSON-IN-ROLE
IN SERVICE OF TASK*

- FINDING
- TAKING
- MAKING

- VALENCE
- ASCRIBED
- ACHIEVED

BOUNDARY
AUTHORITY
ROLE
TASK



TASK

THE WORK OF THE GROUP

- “SURVIVAL”
- EXPLICIT
- IMPLICIT

- AVOIDANCE
- “AS IF”/COLLUSION
 - *Abilene Paradox-
Groupthink*
- ENACTMENT
- SENTIENCE

What if these are missing?



Boundary
T³/R³

Authority
Delegated

Role
(In)Formal

Task
Primary

Meaningful Work



A

R

T

Wasted Work

B



R

T

Insecurity

B

A



T

Loss

B

A

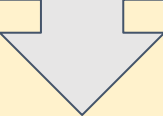
R



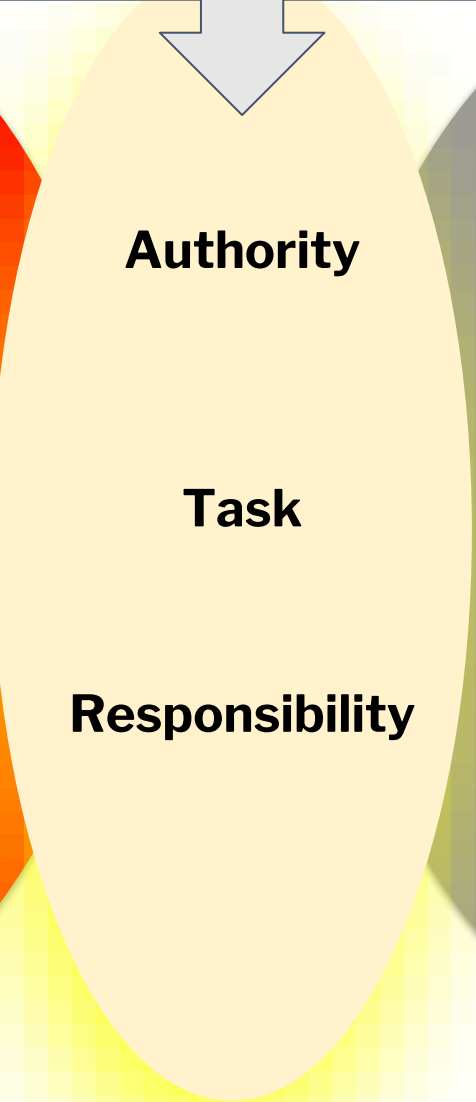
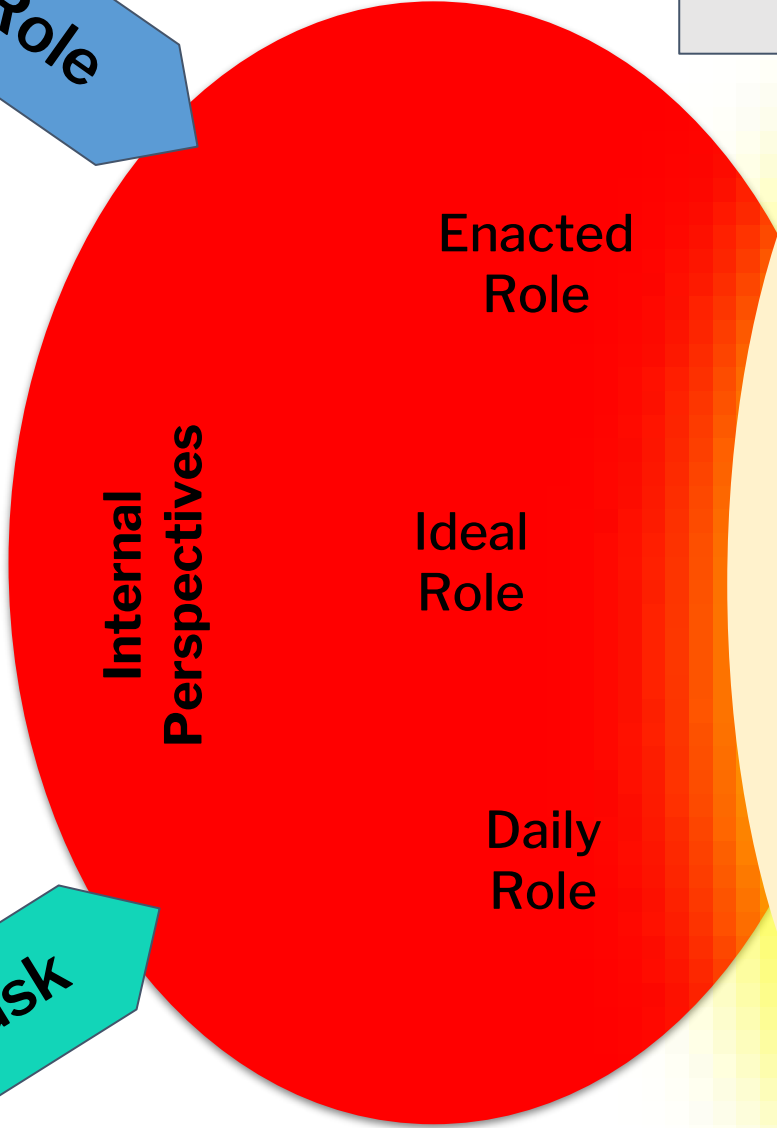
Potential



Catalytic Space



Role



Boundary

Authority

*... when you get an organization to cohere on these dynamics, it can **CATALYZE** all kinds of insight about how to manage psychological safety, the capacity to learn, task clarity, etc.*

TOOLS TO DRIVE CATALYTIC CHANGE



- Investment in the **BOUNDARIES** to “contain” the Catalytic event
- Realistic assessment of the **TIME** required to effect Catalytic change.
- Appreciation how much **AUTHORITY** is must be given and the impact of this re-direction of energy on productivity.
- Respectful recognition of the **ANXIETY** evoked by major change efforts and use that to catalyze action.
- Find opportunities for people to acknowledge their **COMPLEX FEELINGS** about such change efforts to keep them from become paralyzed

Krantz, J. and Maltz, M. (1997) "A Framework for Consulting to Organizational Role," Consulting Psychology Journal, Vol. 49, No. 2, 137-151.

TOOLS TO DRIVE CATALYTIC CHANGE



- Tolerate **LEARNING** from inevitable **MISTAKES** and a catalyze mid-course adjustments..
- Articulate a **COMPELLING** picture of the **FUTURE** that is commonly shared and understood.
- Provide **CLARITY** about how the **CHANGE** honors the future is linked to the past.
- Carefully **PLANNED** and thoughtfully **EXECUTED** catalytic opportunities with an appreciation of the real factors **PRODUCE** or **DERAIL** successful outcomes.

Krantz, J. and Maltz, M. (1997) "A Framework for Consulting to Organizational Role," Consulting Psychology Journal, Vol. 49, No. 2, 137-151.

~~Plan A~~

~~Plan B~~

Plan C