

Dr. Stephan Meyer's

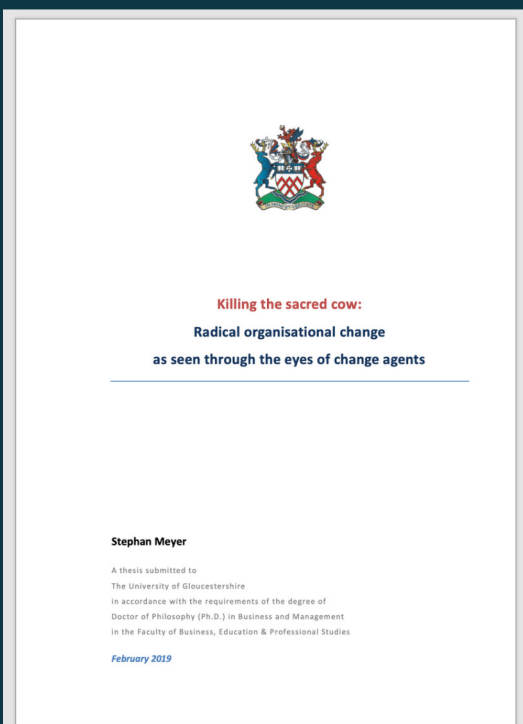
Sacred Cow Framework

for radical organisational change



Dr. Stephan Meyer

Creator of the
Sacred Cow Framework



Introduction


Dr. Stephan Meyer received his PhD degree for his doctoral thesis with the title: **"Killing the sacred cow: Radical organisational change as seen through the eyes of change agents"**.

The thesis describes the results of Dr. Stephan Meyer's research about radical organisational change by interviewing experienced change agents. The change agents shared their points of view about what constitutes radical change, when it should be applied, and how it can succeed.

The interviews result in a collection of 176 insights that have been condensed into a clear framework, the Sacred Cow Framework. The Sacred Cow Framework is shown on the following pages of this document.

Sacred Cow Framework

What are the dimensions to consider when implementing radical organisational change?

	Communication	Organisation	Workflow
Skin in the Game 	How can the change design best encourage a stakeholder mentality among employees?		
Autonomy 	How can the change design best encourage autonomy in the sense of delegating workplace decisions to the most appropriate level?		
Credentials 	How can the change design best encourage transparency and understanding of measures of performance and outcome?		
Relationships 	How can the change design best encourage building and enhancing internal relationships?		
Entrepreneurship 	How can the change design best encourage entrepreneurship in the sense of rewarding experimentation and avoiding blame culture?		
Difference 	How can the change design best encourage the achievement of desired outcomes, not only in financial terms, but also in the sustainability of change in the sense of a higher purpose?		

Sacred Cow Framework

What are the leadership challenges when implementing radical organisational change?

Leadership Challenges 	Communication 	Organisation 	Workflow 
Skin in the Game 	How can we communicate in order to establish a sense of responsibility and skin in the game?	Which organisational structure is best to establish a sense of responsibility and skin in the game?	Which workflow is suitable to establish a sense of responsibility and skin in the game?
Autonomy 	How can we communicate in order to establish autonomy?	Which organisational structure is best to establish autonomy?	Which workflow is suitable to establish autonomy?
Credentials 	How can we communicate in order to establish transparency about our credentials?	Which organisational structure is best to establish transparency about our credentials?	Which workflow is suitable to establish transparency about our credentials?
Relationships 	How can we communicate in order to establish relationships of respect and fairness?	Which organisational structure is best to establish relationships of respect and fairness?	Which workflow is suitable to establish relationships of respect and fairness?
Entrepreneurship 	How can we communicate in order to establish a sense of entrepreneurship?	Which organisational structure is best to establish a sense of entrepreneurship?	Which workflow is suitable to establish a sense of entrepreneurship?
Difference 	How can we communicate in order to make a difference in the world?	Which organisational structure is best to make a difference in the world?	Which workflow is suitable to make a difference in the world?

Framework Dimensions

The following table from the thesis provides some background information about the dimensions of the Sacred Cow Framework.

Label	Related themes	Desired outcome
Organisational Dimensions		
Communication	Information exchange, Conveying messages	Hope, goal-orientation, clarity
Organisation	Hierarchy, organisational structure, governance	Clear roles and responsibilities
Workflow	Transaction, Processes	Effectiveness and efficiency
Change Dimensions		
Skin in the game	Accepting responsibility, accountability	Commitment, dedication, stakeholder mentality
Autonomy	Enablement, delegation	Locus of control
Credentials	Hard factors: KPIs, objective measures of performance and outcome	Proof of progress, mastery
Relationships	Soft factors: Interaction as human beings (internal)	Mutual trust, respect, laughter, fairness
Entrepreneurship	Taking calculated risks	Ownership, rewarding experimentation, avoiding blame culture
Difference	Making a difference, having impact, added value	Higher purpose, larger than life, sustainability of change



THANK YOU

For your interest in the Sacred Cow Framework. In case of any questions, please don't hesitate to contact Dr. Stephan Meyer.

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