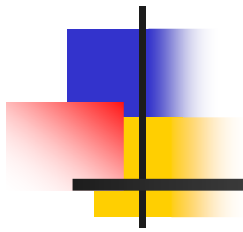


5 Key Factors for Organizational Change

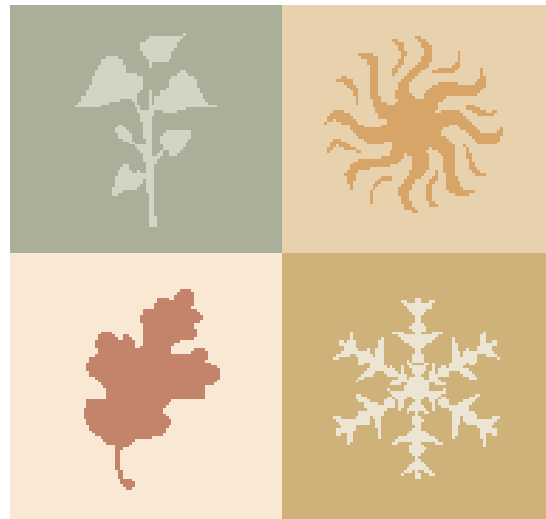


November 16, 2011

Chris Hoffman - Whole Systems Consulting



Life Itself Is Constant Change



The question is: How can we shape the changes that we want to occur?



Individual Intentional Change

- Think of a personal change you made intentionally
 - Could be any change – from buying a car to quitting smoking
- What were your process steps?



5 Stages of Individual Change

1. I'm not thinking about it. ("I won't")
2. I'm thinking about it. ("I might")
3. I'm getting ready. ("I will")
4. I'm doing it. ("I am")
5. I'm continuing to do it. ("I have")

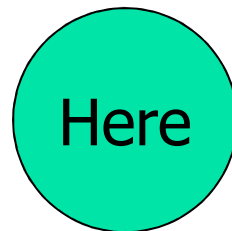
KEY: To help a person move forward, meet them where they're at, help them move to the next stage.

Getting from Here to There



Desired State

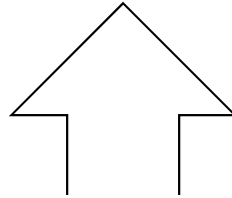
5. I'm continuing to do it. ("I have")
4. I'm doing it. ("I am")
3. I'm getting ready. ("I will")
2. I'm thinking about it. ("I might")
1. I'm not thinking about it. ("I won't")



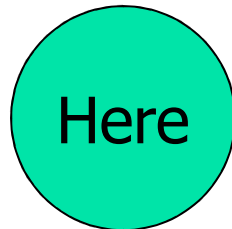
Current State



Desired State



How can we help this happen
in organizations & systems?



Current State



5 Key Factors

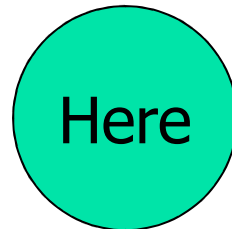
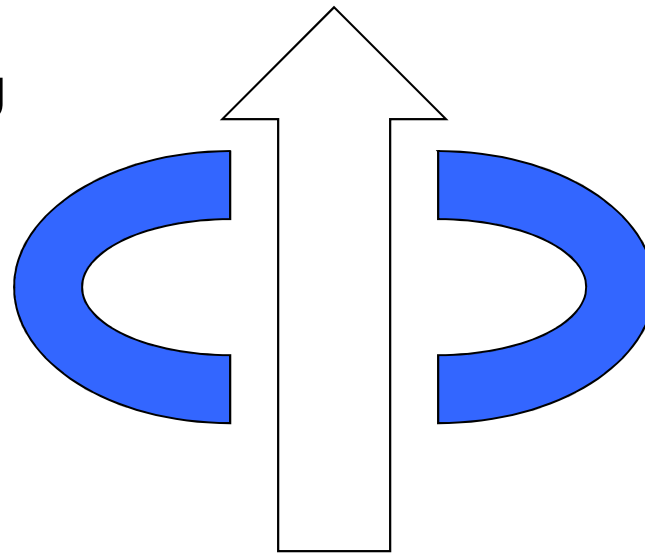
- A large percentage of change efforts fail (on the order of 70%)
- Key characteristics of the ones that succeed:
 - Linkages
 - Energy
 - Focus
 - Skills
 - Anchor



Desired State

Are there
Linkages among
people that provide
social support for
getting there?

Build and reinforce
Linkages.



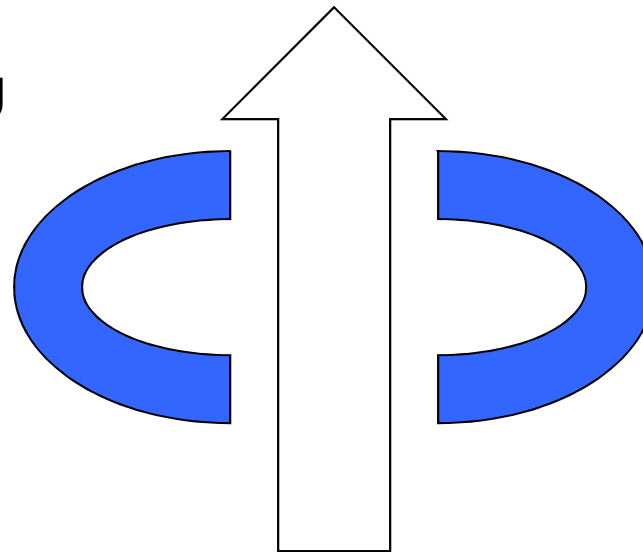
Current State



Desired State

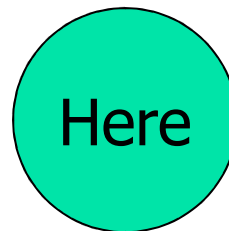
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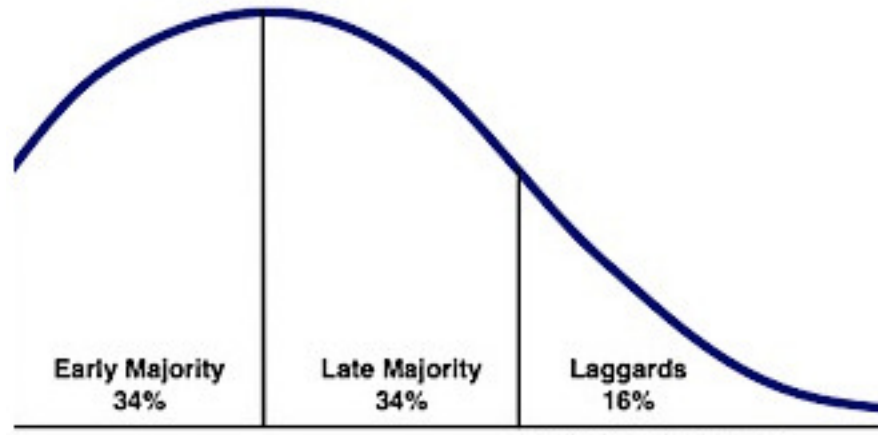
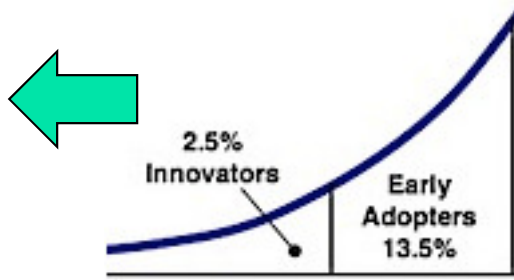
Key elements of social
support:

- Informal leaders (“sociometric stars”)...
- Seen as “like me” or slightly advanced
- Role-modeling and persuasion from thought leaders “of my tribe”



Current State

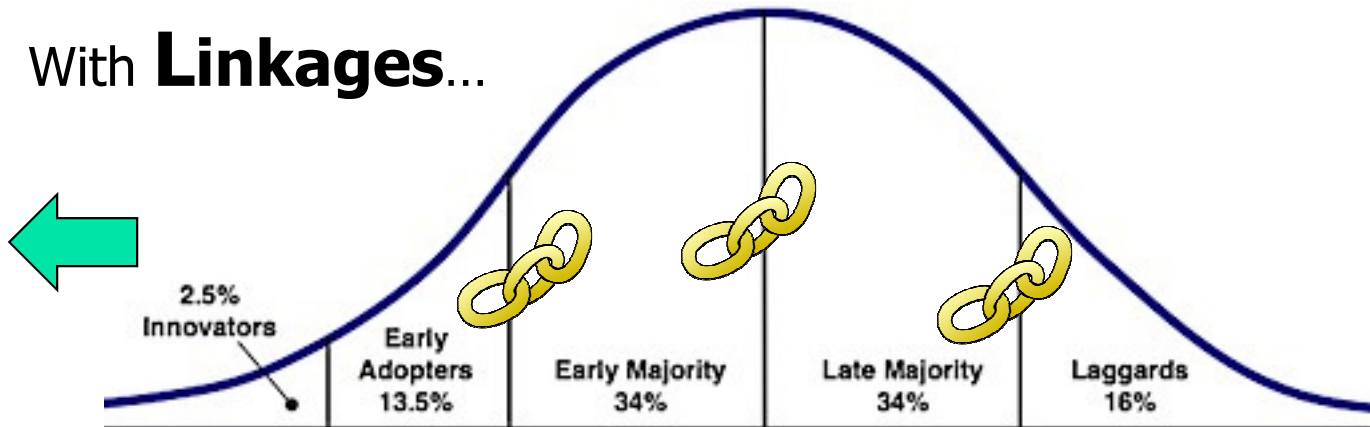
Without **Linkages**...



Source: Everett Rogers Diffusion of Innovations model

only this part moves.

With **Linkages**...



Source: Everett Rogers Diffusion of Innovations model

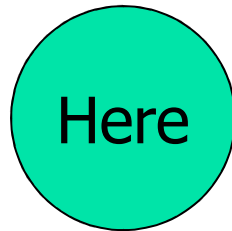
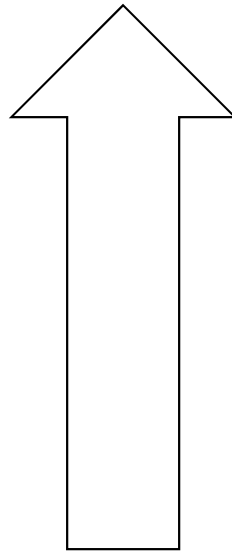
whole system moves.

Is there **Energy**
to get there?

- Importance
- Urgency
- Self-image
- Positive Core
- Sense of Progress

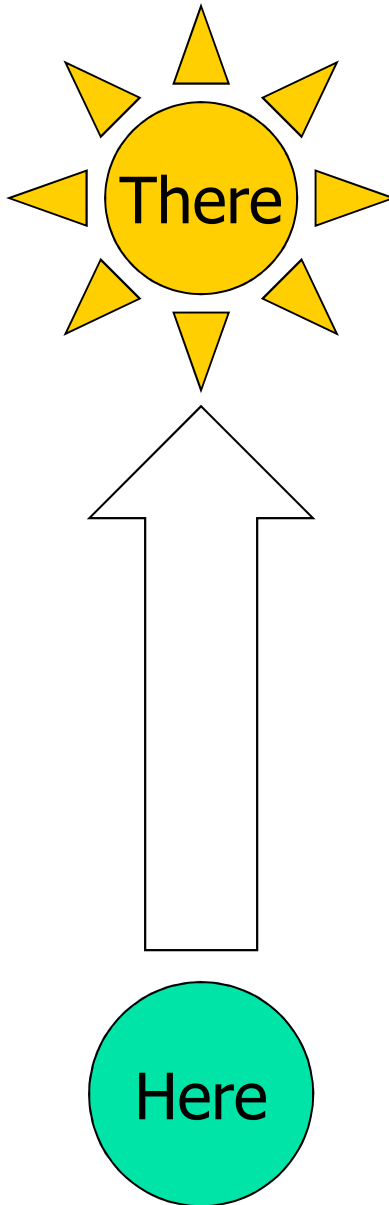


Desired State



Current State

Is there **Energy**
to get there?



Desired State

Is it **important**? How
attractive is the desired state?

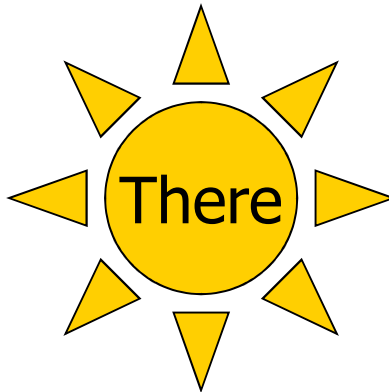
e.g.:

“I have a dream” – MLK

- Should be compelling, vivid
- Answers the question “Why?”
(not “What?” or “How?”)
- People will show up for a
compelling shared dream

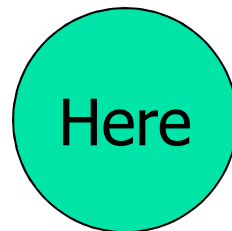
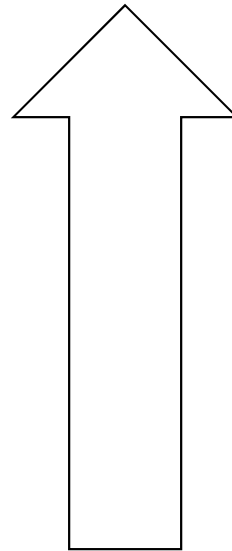
Current State

Is there **Energy**
to get there?



Desired State

Is it important? How
attractive is the desired state?



Current State

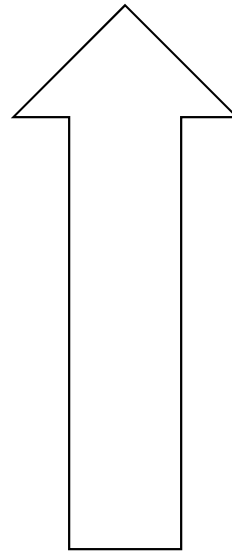
Is it urgent? How unpleasant is
the current state?

Is there **Energy**
to get there?

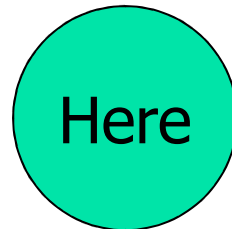


Desired State

Is it important? How
attractive is the desired state?



Self-image: "I am the kind
of person who would rather
be There?"
(Also: connect to personal
goals.)



Current State

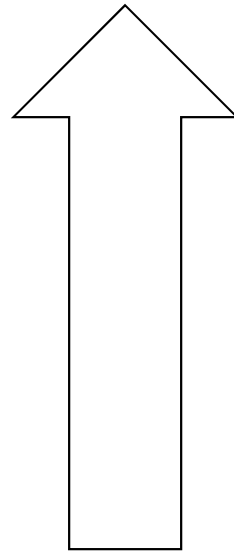
Is it urgent? How unpleasant is
the current state?



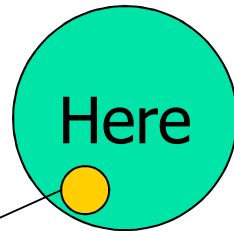
Desired State

Is it important? How attractive is the desired state?

Is there **Energy** to get there?



Self-image: "I am the kind of person who would rather be There?"

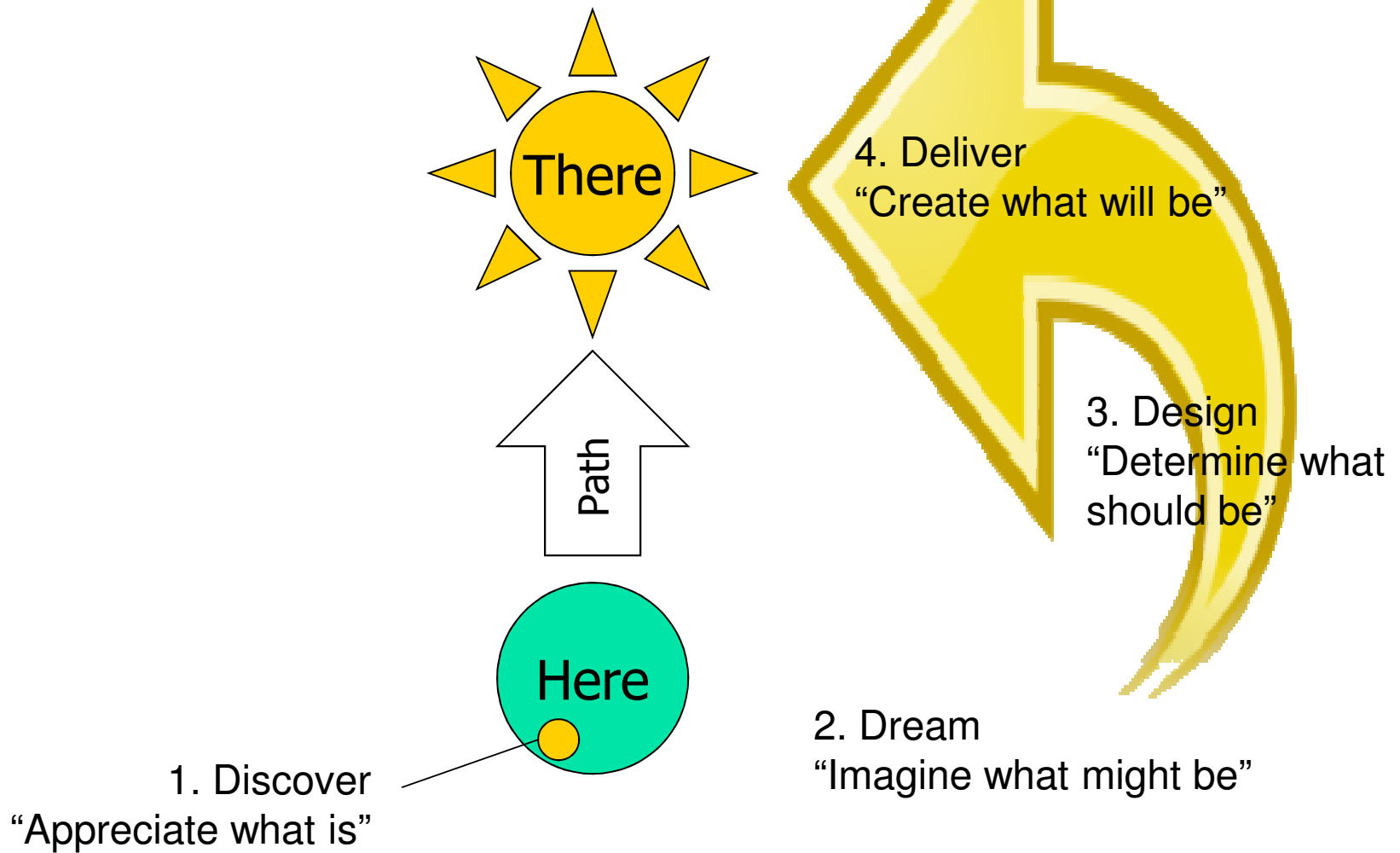


Current State

Is it urgent? How unpleasant is the current state?

Kernel, "**Positive Core**"
– Find and Amplify this
(**E**nergy & **F**ocus)

Find and Amplify the “Positive Core” Appreciative Inquiry

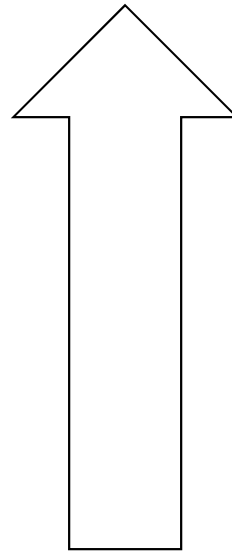




Desired State

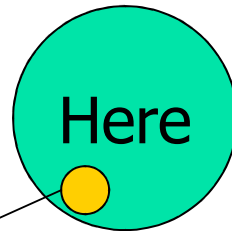
Is it important? How attractive is the desired state?

Is there **Energy** to get there?



Note that recognizing **progress** on the path builds **Energy**.

Self-image: "I am the kind of person who would rather be There?"



Current State

Is it urgent? How unpleasant is the current state?

Kernel, "Positive Core"
– Find and Amplify this
(**E**nergy & **F**ocus)



Desired State

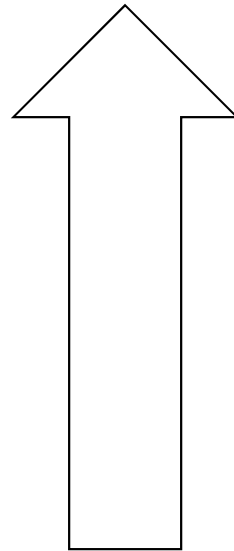
Is it important? How attractive is the desired state?

Is there **Energy** to get there?

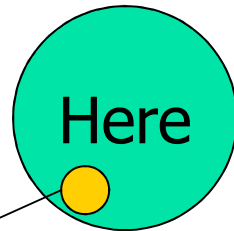
RECAP:

- Importance
- Urgency
- Self-image
- Positive Core
- Sense of Progress

Note that recognizing progress on the path builds **Energy**.



Self-image: "I am the kind of person who would rather be There?"



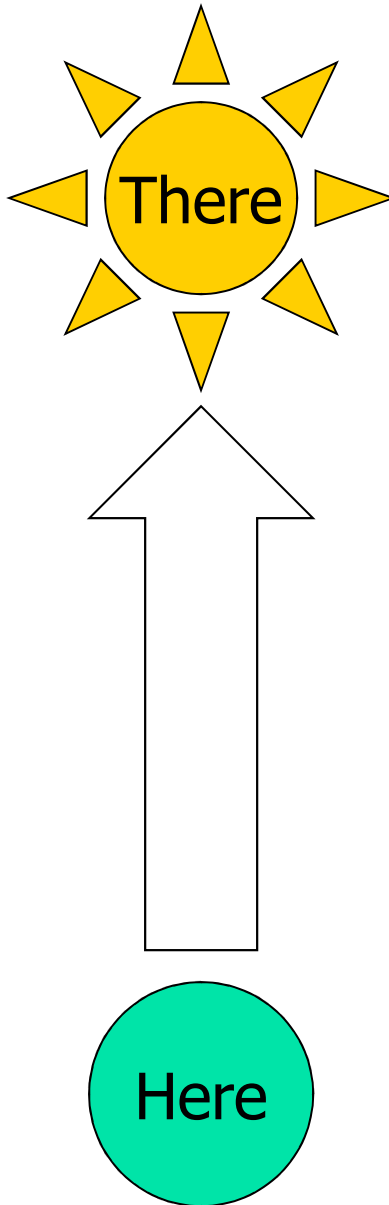
Current State

Is it urgent? How unpleasant is the current state?

Kernel, "Positive Core"
– Find and Amplify this
(**E**nergy & **F**ocus)

The desired state should create a clear **Focus**

(as well as be compelling for Energy).



Desired State

e.g.:

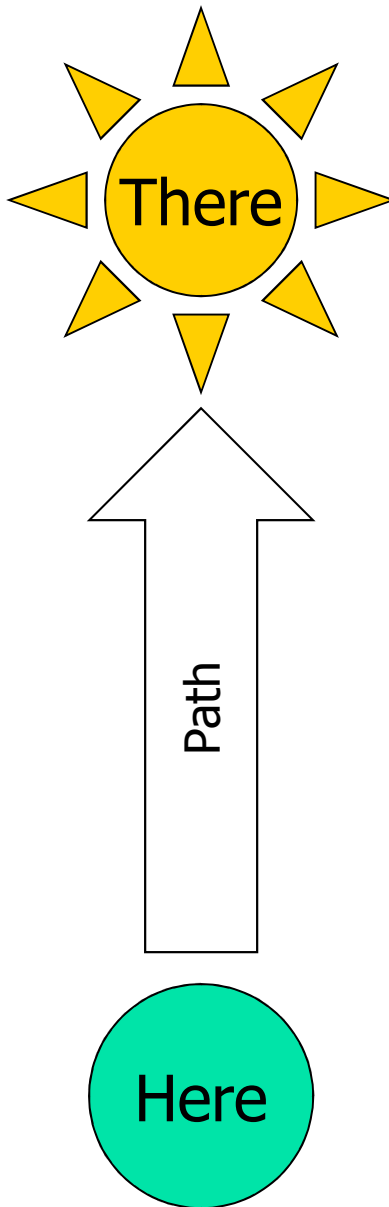
“This nation should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to the Earth. ” – JFK, 5/25/61

Current State

Skills:

Is it do-able?

- Am I the kind of person who could be There? (Self-efficacy)
- Do I have or can I learn the **Skills** to get There?
- Is there a clear path with steps to get There?

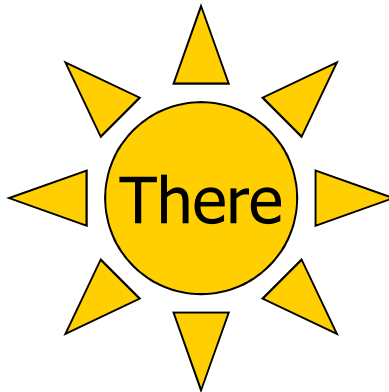


Desired State

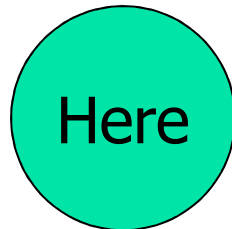
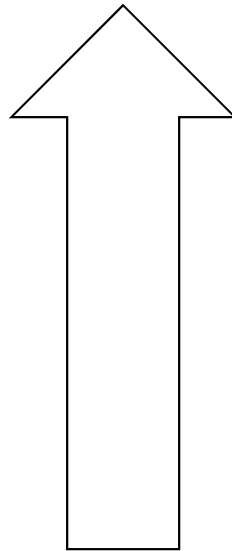
Current State

Anchor:

- Is there structural / organizational support for being There?
- Is the support anchored in the system? I.E. is the new way woven into the fabric of policies, procedures, processes so that it will persist?



Desired State



Current State

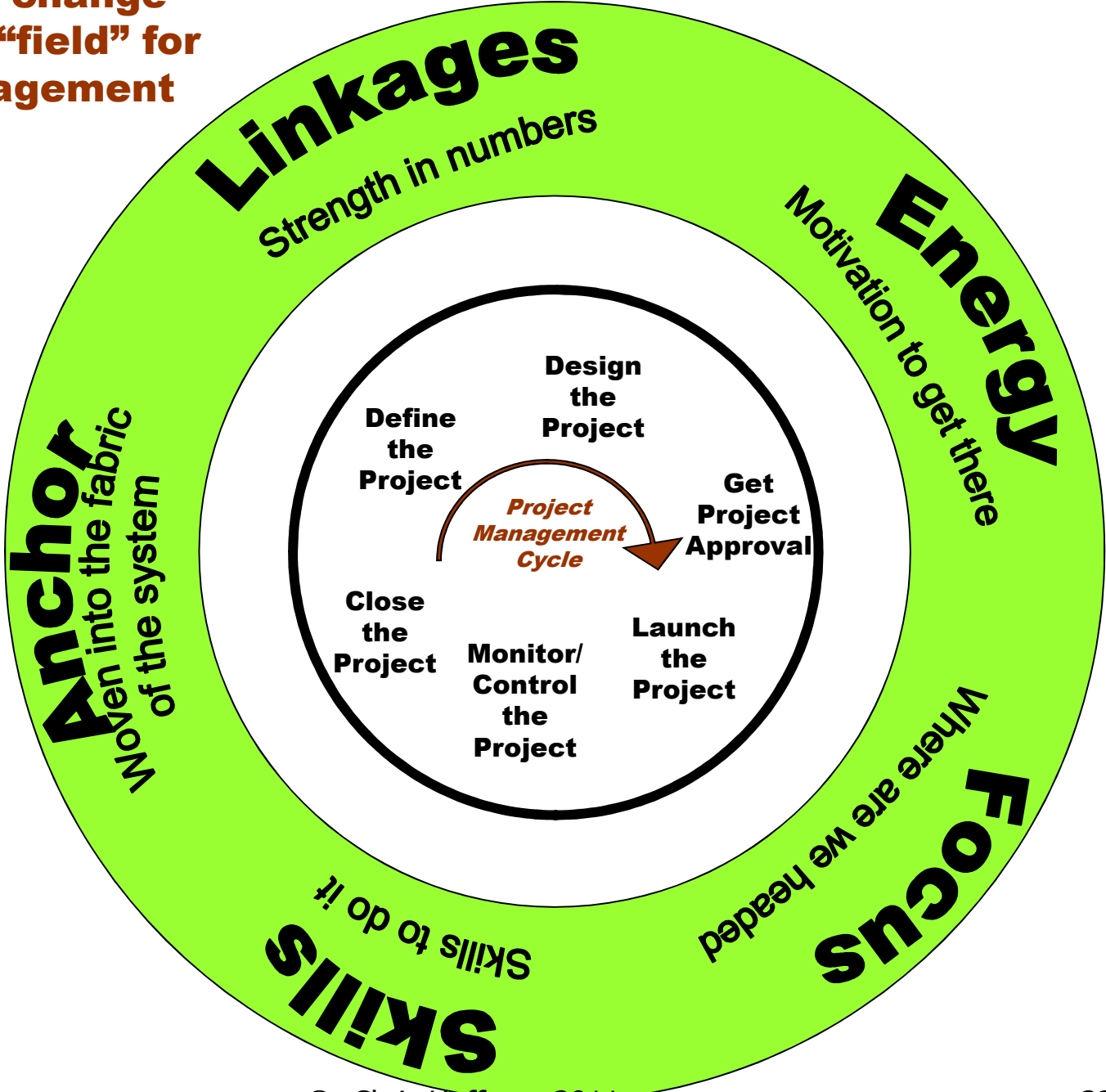


Linkages, Energy, Focus, Skills, Anchor: LEFSA

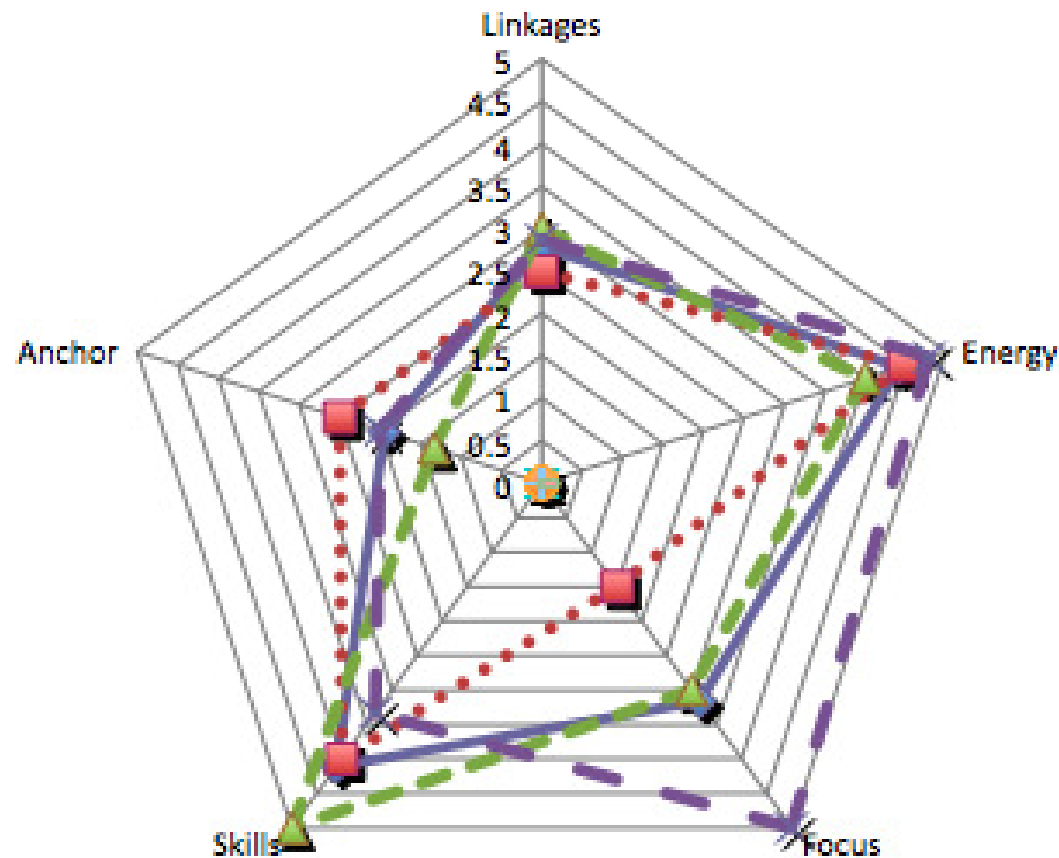
Key characteristics of change efforts that
succeed:

- Linkages
- Energy
- Focus
- Skills
- Anchor

LEFSA = the change management “field” for project management



Assessment Helps Guide Change Management Process



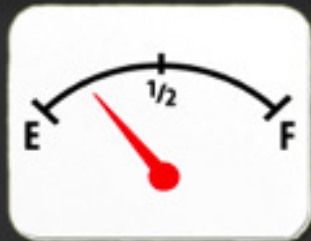
(sample data)



Earth-dashboard:

Key indicators about how we are doing as a planet. Four key areas for action. Are we headed toward sustainability or collapse?

> Stabilize Climate



% Renewable Energy



Atmospheric CO2 ppm
(Danger above 350ppm)



- Sustainable
- Caution
- Collapse

[Click here for sources & action!](#)

> Stabilize Population

7,000,310,605

Current World Population

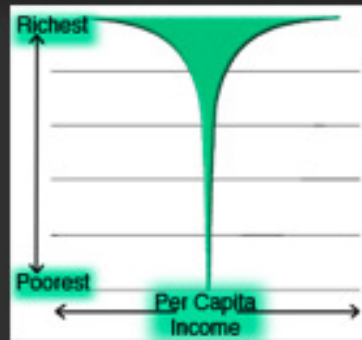
> Restore Earth's Support Systems

8,544,182,131

Productive Land Remaining
(hectares. 1 hectare=2.47 acres)

> Eradicate Poverty

World Population	World Income
Richest 20%	82.7%
Second 20%	11.7%
Third 20%	2.3%
Fourth 20%	1.9%
Poorest 20%	1.4%



FOOTPRINT - Number of planet Earths' worth of resources we're using.
Danger above 1.



Another species LOST every 20 minutes
(72 per day)





Resources:

“Change Mastery, Simplified” – article
at Whole Systems Consulting under Free Resources:

Whole Systems Consulting:

www.hoopandtree.org/making_it_happen.htm

303-513-3621

Earth-Dashboard: www.earth-dashboard.org