



Influencing Change the Easy Way: Creating Sustainable Change in Organizations

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Rules of Change

- In groups of three, identify as many rules for influencing change in organizations you can think of in three minutes.



Network Dynamics - Terms

- Networks, Internet, connectivity, integrated, interdependent
- Hierarchies, broadcast, fragmented, autonomous



Putting These Ideas Into Your Context

- Think of something you are interested in changing in your organization
- As this presentation shares ideas on influencing change the easy way, play with them related to your change issue

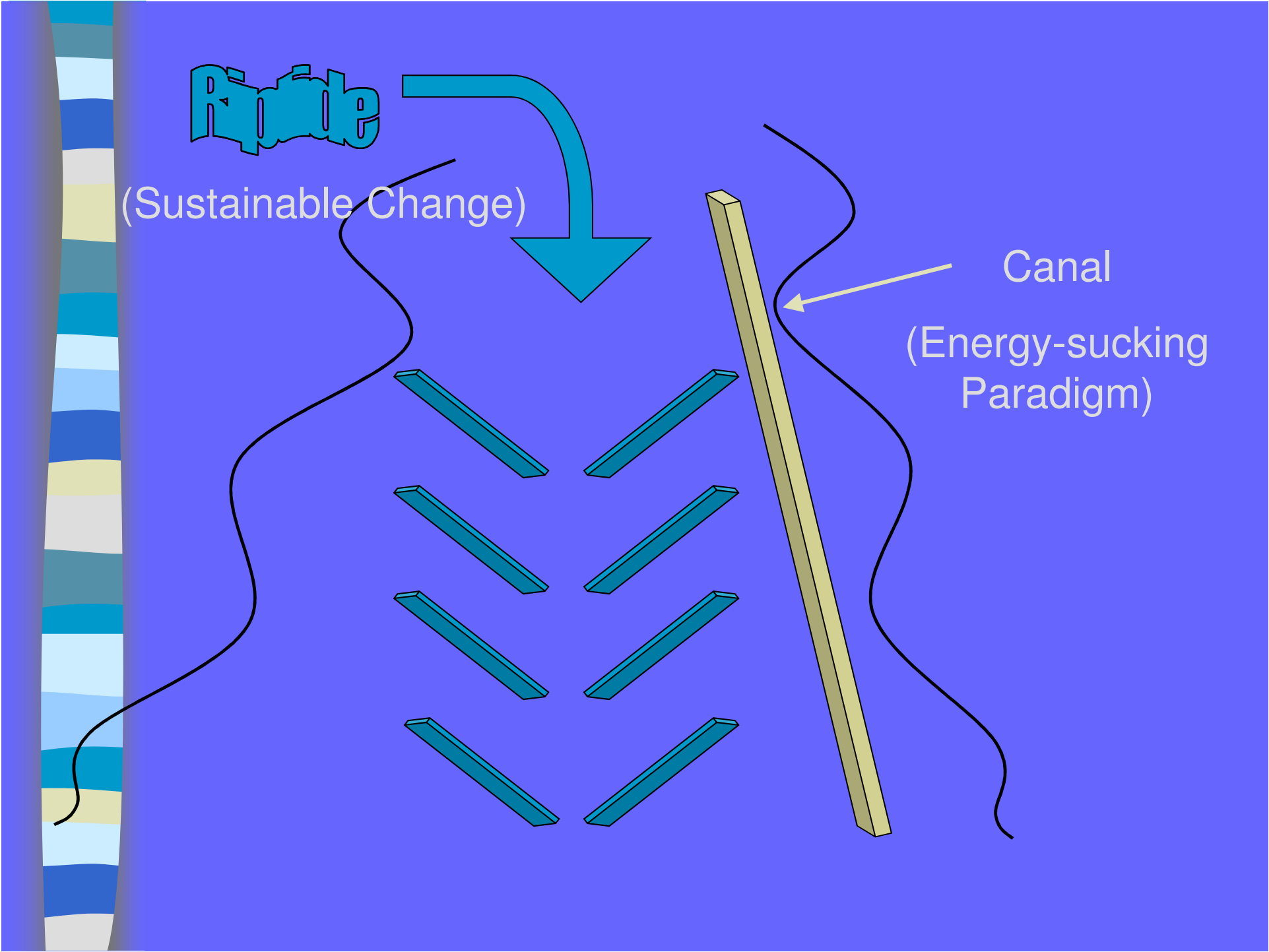


Paradigm

(Sustainable Change)

Canal

(Energy-sucking
Paradigm)





CANAL

vs.

RIPTIDE

- Consumptive

- Sustainable/generative

- Controlled

- Unleashed

- At rest

- In motion

- Disconnected from power sources

- Energy and resources within the system



CANAL

vs.

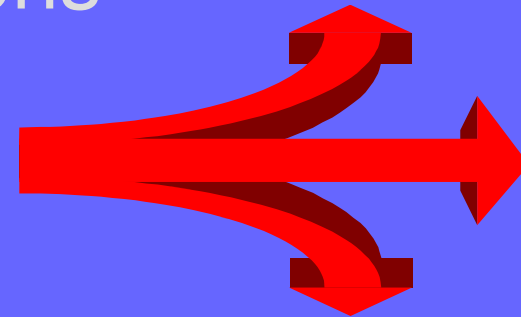
RIPTIDE

- Rigid boundaries
natural state: at rest
- Resistance
overcome
- Solution separates
- Against the current

- Semi-permeable
natural state: in
motion
- Resistance
incorporated
- Solution integrates
- With the current

Change happens differently: Skills

- New ways of influencing change
- Identify points of leverage
- Diffusion of an innovation – Everett Rogers' work
- Learning conversations





Change happens differently

- Attraction vs. push
- Nudge and wait
- Force creates resistance
- The system helps
- Tension resolution systems
- Significance precedes momentum
- Organic images of change
- Leaps and stalls (not incremental)



Images of Organic Change

- Wet sand – resistance and force
- Birds on a wire – fluctuations and change
- Yeast – the need for active ingredients
- Greenhouses – support and protection are sometimes needed at the beginning of change
- Gardening – pruning, diversity, beauty, whole view

Images of Organic Change



- Beneficial viruses – how change spreads through a networked system
- Suspense novels – dynamic tension resolution
- Weather systems – sensitive dependence on initial conditions
- Traffic jams – pacing the system



Principles of Sustainable Change

-Kathleen Allen and William Meese

- Leverages resources/energy already in the system.
- Sees resources within the system as assets.
- Seeing assets is at the core of transforming energy in a system.



Principles (cont.)

- Choice of design/structure helps unleash the energy.
- Resistance is integral to change and needs to be intentionally coordinated to optimize effect.
- System dynamics need to be understood to be utilized/optimized.
- Design to create momentum, to reach a tipping point.

Overwhelmed????

“To achieve greatness, start where you are, use what you have, do what you can.”

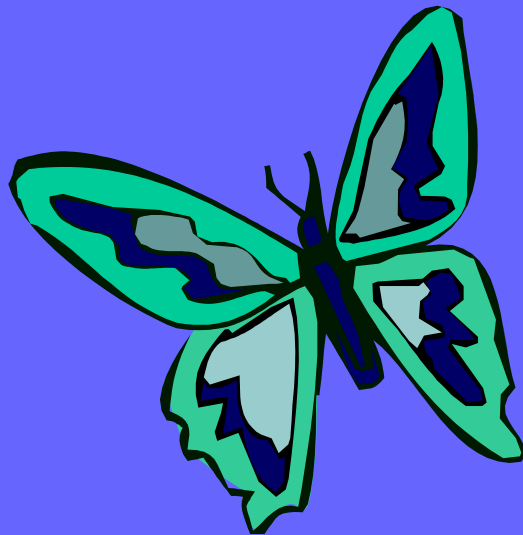
- Arthur Ashe.



One Last Thought:

“You can fly, but the cocoon has to go.”

-Norma Gibbs







Three Basic Strategies for Change in Organizations

- Understand the basic nature of organizational energy.
- Understand the processes that enhance the flow of energy.
- Identify the behaviors that inhibit the flow of positive energy.



Elements of Energy Optimization

The Basic Nature of Organizational Energy

- Energy is relational
- Relationships shape the polarity of energy
- Direction and purpose unleash energy
- Energy has a natural path

Energy Flow Enhancers

- Recognizing, naming and acting on the interdependence
- Clarifying purpose and meaning
- Connecting to the larger system



Energy Flow Inhibitors

- Protection focused or fear based behavior
- Decreased connections
- A focus on structure and form
- Reinforced organizational boundaries
- Use of power based decisions

Applying Energy Optimization

- Be consciously aware of the existence of energy
- Be aware of and act on interdependence
- Track the energy flow
- Accept resistance
- Model authentic connections
- Balance chaos with stability



Allen's Essential Principles

- Energy is released when, through conversation, we are in connection with one another.
- Human energy is positive energy.
- Humans flow toward connections.
- Any strategy that brings people into relationship unleashes energy.



The Power of Human Conversation

-Margaret Wheatley

- We discover each other's presence, concerns and dilemmas.
- Conversations move rapidly through human networks to others who find them meaningful.



The Power of Conversation

(cont.)

- As conversations travel among networks of concerned people, they develop power exponentially.
- This exponential power can quickly develop into a capacity for huge impact.



The Power of Conversation

(cont.)

- The values and issues we talk about are crucial. We can choose values of self interest or for the common good.
- Seeding the conversation with the values we want is a critical place to intervene for influence.