

Understanding Change

Organisational Leadership

Change – key considerations

- Why do it anyway?
- Who do you involve?
- Both vision and process
- A new pair of spectacles
- A one-way street?

Resistance is futile (normal)

- High value placed in current work
- Lack of clear resistance
- Informal influencers
- Build bridges or drive it through?

Steps to change

1. Scope and scale (how big is it?)
2. Build a team
3. Diagnosis before treatment
4. The vision thing
5. Plan, plan and plan
6. Get on with it
7. Changes, what changes?

Managing change in complex circumstances

sensitivity to initial conditions

- Understand your current reality
- Involve as many people as appropriate
- Try not to overanalyse

bringing about change

Butterfly Effect



trojan mice



leadership as an 'attractor'

- Values
- Boundaries
- Trust
- Communication

Steps towards emergent change

1. Connectivity
2. Diversity
3. Free flow of information
4. Clear boundaries
5. Be positive
6. Watch and pray

Comparison

Classic/scientific

Attempts to control
Tries to predict
Seeks certainty
Changes what you do
Manages the parts
Organises
Looks for the best way
Seeks conformity

Complex-adaptive

Looks for the pattern
Adapts to the environment
Seeks opportunity
Changes how you see things
Influences the whole
Self organises
Encourages many ways
Seeks variety

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