Six Rules for Change

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drive change

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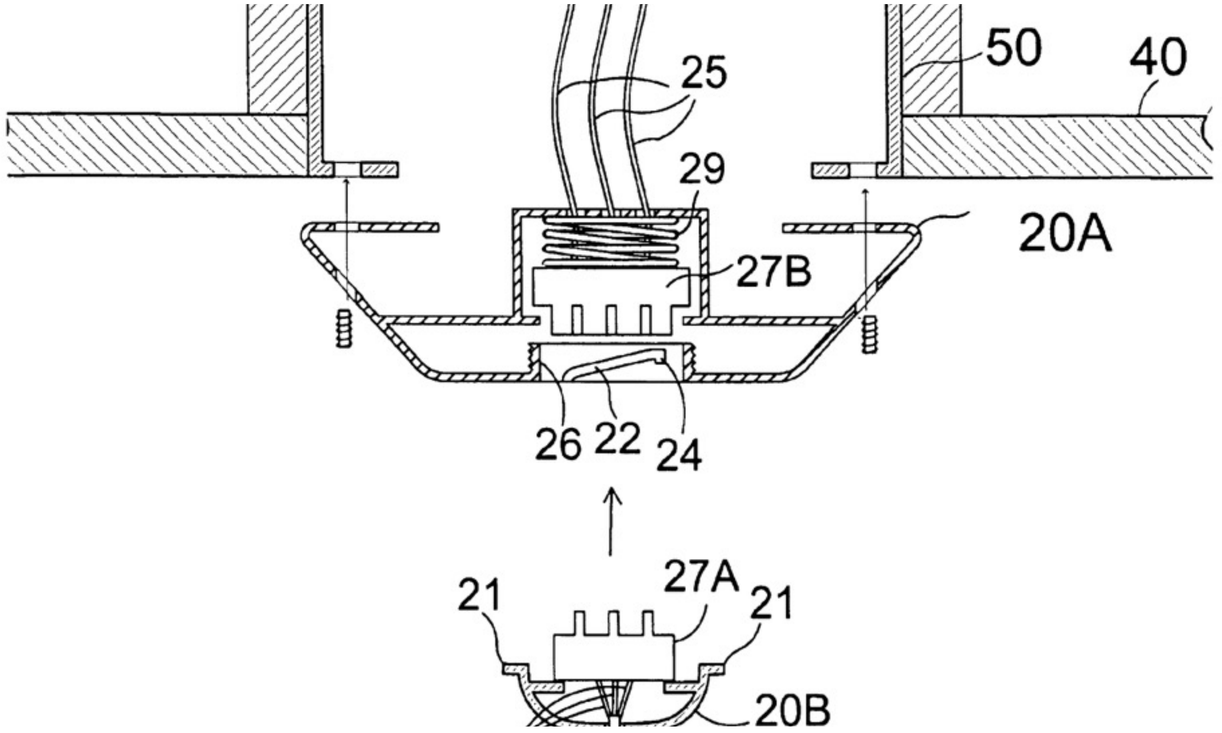
install change



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implement change

evangelize change

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Nurture complex change in complex environments.

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1 Work from a stance of Congruence, balancing the interest of self-others-context.

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Congruence is a dynamic, not static.

Consider your internal state, the context, and the situation of the people who are facing change.

What are 5 legitimate reasons they might want to keep things the way they are?

Congruence is the place from which empathy is possible.

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2

Honor what is valuable about the past and what is working now.
Don’t make people wrong.

Don’t force people to admit they’ve been wrong.

Assume people have knowledge you don’t have, and experience that is valuable. They are not empty vessels.

Shift your language:

- *This was the best solution we had at that time.*
- *This served us well when….*

Knowing what you want to keep is as important as knowing what you want to change.

3 Observe the current situation and system.

How is the system working now?

What holds the current pattern in place? What might shift the pattern?

What is understood, and what learning is needed?

Who may benefits from the status quo? Who will benefit from the change?

Who will work with you?

What is possible from where you stand now?

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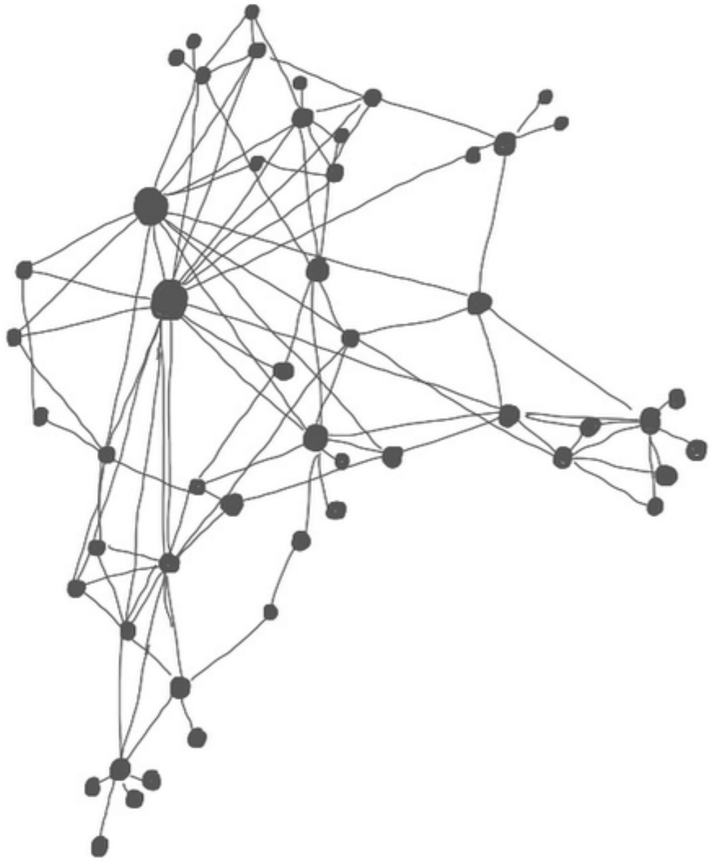
4 Pay attention to networks.



Don’t rely only on the formal hierarchy.

Analyze existing networks. Preserve, activate, enhance.

Networks diffuse ideas, create connections, foster innovation, create a larger picture.

Guide the change.

5

Consider where global principles apply,
and what can evolve locally.

Work by successive approximation.

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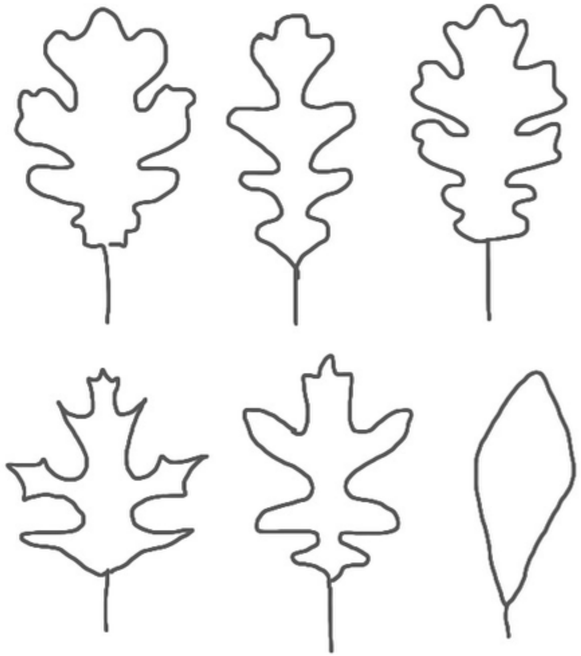

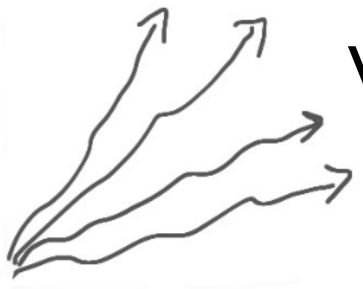

Work by successive approximation.

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6 Design Experiments to facilitate learning and limit gratuitous disruption.

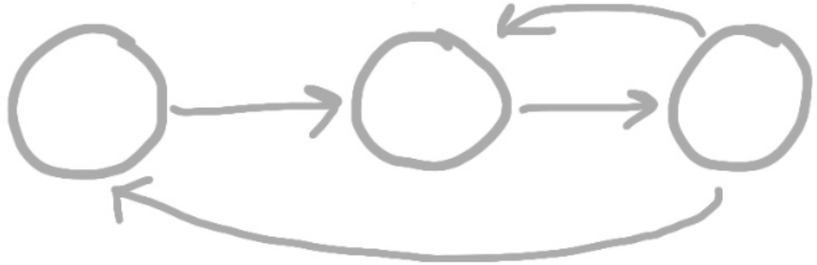
Big changes scare people. Experiments help people practice and learn.

Make your experiments FINE.

Let people get their finger prints on the change.

Insert at least 3 ideas (but not too many).

Observe, detect, measure, evaluate, adjust.



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1. Always come back to congruence.
2. Honor what is valuable about the past and what is working now.
3. Observe the current situation and system, and the effects of your experiments.
4. Pay attention to networks, especially those based on trust and advice.
5. Guide the change. Consider where global principles apply, and what can evolve locally.
6. Design experiments in collaboration with the people who are involved in the change.

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