

creating change in organizations

being a change agent

change is hard

organizations contain
anti-bodies that resist
change

behavior is deep
seated and reinforced

1. understand the organization

listen first.

you will find wisdom in the crowd.

formulate hypothesis and verify your theories.

don't start with a recipe, process or program.

treat this like designing an experience. it is contextual.

2. identify the core problems.

change will not work if it is about you self-promoting.

start solving the key problems in the organization.

partner with people who can affect the change.

embrace the problem, not the solution.

3. find allies. win detractors.

as you interview & listen you
will find like-minded souls.

they will often be the ones
closest to the real problems.

make them your allies.

you will also find the weary,
the complacent and the
perpetrators.

sprinkle in new DNA from the
outside.

4. believe something fundamental

distill the ideas for change into just a few foundational principles.

these principles can spawn many different processes or programs.

but never leave the principles behind.

repeat these principles all the time. then repeat them some more.

5. pilot the change

find a way to fail fast, learn fast.

a sandbox is a good way to engage a pilot project.

measure success.

bring your allies (and detractors) through the experience.

create a story of success.

act your way into right thinking.

6. tell a story. make a meme.

from the success formulate a story.

use the success (or learnings) to reinforce your principles.

early on bring in experts from the outside that reinforce your story. they legitimize your efforts.

make a meme to tell the story.

use tweetable moments.

7. keep iterating

what worked last year
probably won't work this year.

organizations are always
changing. improvization is
your friend.

don't give up.

keep repeating steps 1-6.

two essentials

persistence

improv

change happens
top-down, bottom-up,
& outside-in