Six Rules for Change

Esther Derby
Designing Environments for Agile Success
esther derby associates, inc.
www.estherderby.com
+1 612.239.1214
esther@estherderby.com
drive change
evangelize change
Nurture complex change in complex environments.
Six Rules for Change
Work from a stance of Congruence, balancing the interest of self-others-context.
Congruence is the place from which empathy is possible.

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?
Honor what is valuable about the past and what is working now. Devaluing what people have been doing makes change more difficult.
Don’t force people to admit they’ve been wrong.

Shift your language:

• *This was the best solution we had at that time.*
• *This served us well when….*
• *Up until now, this has been sufficient. Now…*
• *This way of working got us this far. Now…*

Knowing what you want to keep is as important as knowing what you want to change.
Assess the current situation and system.

What holds the current pattern in place? Who will gain and who will lose when things change?
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 benefit from the status quo? Who will benefit from the change?

Who will work with you?

What is possible from where you stand now?
Activate Networks to diffuse new ideas through the system. Weave in people who are trusted and who people turn to for advice.
Don’t rely only on the formal hierarchy.

Analyze existing networks, and activate and enhance.

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

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

Work by successive approximation.
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Big change feels like an existential threat. Small changes allow for learning.

Design Experiments to facilitate learning and buy-in.
Big changes scare people. Experiments help people practice and learn.

Let people get their finger prints on the change.

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

Measure, evaluate, adjust.
1. Always come back to Congruence.

2. Honor what is valuable about the past and what is working now.

3. Assess and re-assess the current situation and system.

4. Ascertain who is trusted and who people turn to for advice, and weave them into your Network.

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.
http://www.estherderby.com/qa-teleconferences
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@ estherderby