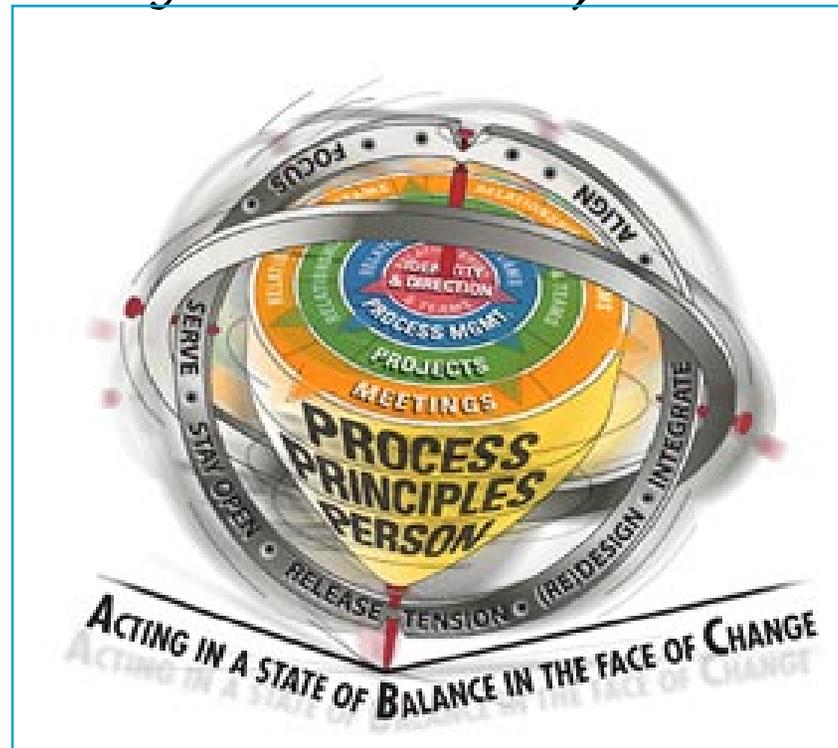# Navigational Map for Change Initiatives and Projects

An Organization Development Tool

A Healthy Systems How-To Guide Supplement

Adapted from The Dance of Change
by Sara S. Grigsby

Change Management Navigational Map, An Organization Development Tool
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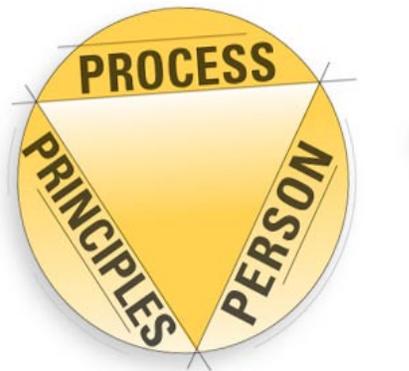
A Navigational Map for Change Initiatives and Projects

An Organization Development Tool

Note: This content of this tool is not of my own invention. The content comes from the book, The Dance of Change, by Peter Senge, Art Kleiner, Charlotte Roberts, Richard Ross, George Roth and Bryan Smith, published by Doubleday, 1999. The tool is not a substitute for reading and referring back to the book. Rather I see it as a cheat-sheet and reminder of the wisdom in the book. I use this tool as a checklist of items to attend to in change initiatives and project large and small. I have also used this change map as a framework in creating employee surveys on Employee Engagement and Management Practices.

Three Engines of Change.

There are 3 "engines" of change. If organizations can "turn over" these engines and keep them running, they will drive the enthusiasm and commitment it takes to change. The 3 reinforcing engines are described in brief below.

3 ENGINES	DESCRIPTION
PERSONAL RESULTS	Direct personal benefit constitutes the first source of reinforcing energy for sustained change. People have a passion for the quality of their own life. Awareness, alignment with others and purposefulness are inherently satisfying and motivating. Based on a belief that harnessing human commitment, imagination, excitement and energy is what makes organization efforts happen and what sustains them. People have their own ideas and opinions. People need limits to be set and clearly defined. For people to gain interest and demonstrate a willingness to commit, they need to understand the benefit to them personally. Usually starts with a few committed people.
NETWORKS OF COMMITTED PEOPLE	Formal and informal systems, processes and a company culture that supports sharing of information, dialogues for understanding, mechanism for sharing learning and innovation. Informal networks already exist but are not always taken advantage of them. Information that travels through informal or decentralized networks is often more credible because it is shared among trusted associates. There is safety in network communications. For interest in and commitment to anything to occur it needs to be understood and reinforced on an on-going basis. Usually builds from the few committed people.
BUSINESS RESULTS	The slowest of the three reinforcing cycles or processes. Occurs as people learn and build capabilities. These capabilities lead to new improved business skills and practices. These improved practices result in benefit to the entire organization in easily and not-so-easily measurable ways. Business results reinforce a willingness to commit at the level of the individual, the network and the organization itself. Usually comes from the commitment of many people over time.

Ten Challenges to Change.

In any situation there are constraints or limits in the environment. The Dance of Change identified 10 classic limiting processes or Challenges to Change. These 10 limiting processes can dampen the effect of the 3 Engines described above. Viewed as challenges rather than problems to be avoided, and approached strategically, these 10 limited can help focus energy, intensify the change process and help discover better change solutions.

CHALLENGE	DEFINITION	STRATEGIES
"Not Enough Time"	This challenge is actually not enough time flexibility.	• Integrate initiatives • Schedule time to focus and reflect • Trust people to control their own use of time • Eliminate busy work and say "No" to non-essential demands • Say "No" to political games-playing • Experiment with time. Ask Why on time
"There's No Help"	Rather than a quantity issue, this is rather not the right quality and timeliness of help.	• Invest early • Create capacity for coaching (tutor-driver) • Linked Training • Partnering • Organizational Learning • Support asking for help as a positively cultural value
"It's Not Relevant."	This challenge arises from not enough emphasis on and awareness of the value and relevance of the change initiative to enlist commitment.	• Establish a clear, authentic and convincing story about the relevance. • Build awareness in leaders • Explicitly raise questions at every level • Make more information available. • Link training to the change • Revisit relevance

Leaders Don't Walk the Talk - "They say one thing and do another."	Arises from two dynamics -- leaders who are not credible and a work environment that's not "safe" for reflection.	• Develop espoused values that are credible to the organization. • Demonstrate the values. • Don't go it alone
Fear and Anxiety - "Can I do this?"	This challenge arises as people reach their own limits -- issues, assumptions, fears about change, and then resist it.	• Start small and build momentum before confronting difficult issues • Avoid "frontal" assaults • Set an example of openness • See diversity (all types) as an asset. • Use conflict as an opportunity for learning • Make participation by choice, not coercion. • Train in openness, relaxation and inquiry skills • Don't push against anxiety - release it.
Measurement and Assessment - "This stuff isn't working"	This challenge arises when the organization assesses and measures of success with the wrong measurements or too soon.	• Appreciate that there will be delays in "good" results. • Build partnership with executive leadership in setting measures and assessment processes. • Learn to recognize progress. • Make assessment a priority among the change agents.
Us and Them - "True Believers and Non-Believers"	This challenge arises out of GroupThink -- people's tendency to think they are right and are the only experts and others are not or wrong.	• "Bi-cultural" Live in two worlds. • Mentoring around unintended misunderstanding and apprehensions. • Engage the larger group from the beginning (stakeholder analysis) • Cultivate openness and reflection • Don't try to convince -- don't sell • Look for common ground • Watch your choice of language

Diffusion - "Reinventing the wheel "	This challenge doesn't start until change has been underway long enough for changes in business practice to take place and for greater organization-wide potential to exist -- and is missed.	• Legitimize the network of committed people as carriers of new learning • Pay explicit attention to existing practice areas (best practice) • Release information and innovations with less constraint • Have a sharing and learning session • Improve methods of diffusion of information. • Make research part of leadership accountability and line leader training.
Governance - "Who's in charge?"	This challenge arises from confusion & lack of agreement on authority, decision-making & self-governance.	• There are two sets of strategies here. One is for the pilot team and the other for executives. • Pay attention to your boundaries. • Articulate the change to others • Make executive leader's interests part of your own • Use liaisons & cross boundary teams • (Exec) Set constraints • (Exec) Set up formal structures to guard against authoritarian "drift" • (Exec) Be careful what rules you set • (Exec) Be patient.
Strategy and Purpose "Where are we going?"	When a change initiative succeeds in sustaining profound change for some time, naturally new aspirations arise. This challenge arises as those close to the change challenge the strategy and purposes in the broader organization -- if others aren't open to it.	• Use scenario thinking to surface. • Combine scenarios thinking with exploration of organizational purpose. • Develop stewardship as an organizational leadership value. • Engage people continuously around strategy and purpose. • Surface assumptions. • Learn about strategic thinking. • Pay attention to possibility

About Healthy Systems

Healthy Systems is a management consulting firm that aligns and integrates the people, processes and strategic directions of an organization—for the health of the organization and the well-being of its employees.

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vital and balanced workplace.

Healthy Systems works in collaboration with organization development and training specialists to meet your specific and customized needs.

Healthy Systems provides consulting and customized training for organizational effectiveness, focusing on methods to create and sustain vitality and relevance in meetings, projects, processes, planning and interpersonal relationships.

About Sara Grigsby

Sara Grigsby has worked professionally as an organizational development consultant, trainer and facilitator since 1985, providing project-based management, coaching, training and event facilitation services to a variety of corporate, public agency and health care clients.
Sara is the founder of Healthy Systems and its lead consultant.

 She has been writing about Organization Development and creating tools to help others create healthy systems since 1995. Her CV is available online: http://healthysystems.net/htmls/about/sara.html

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