

## HOW WE THINK CHANGE HAPPENS:

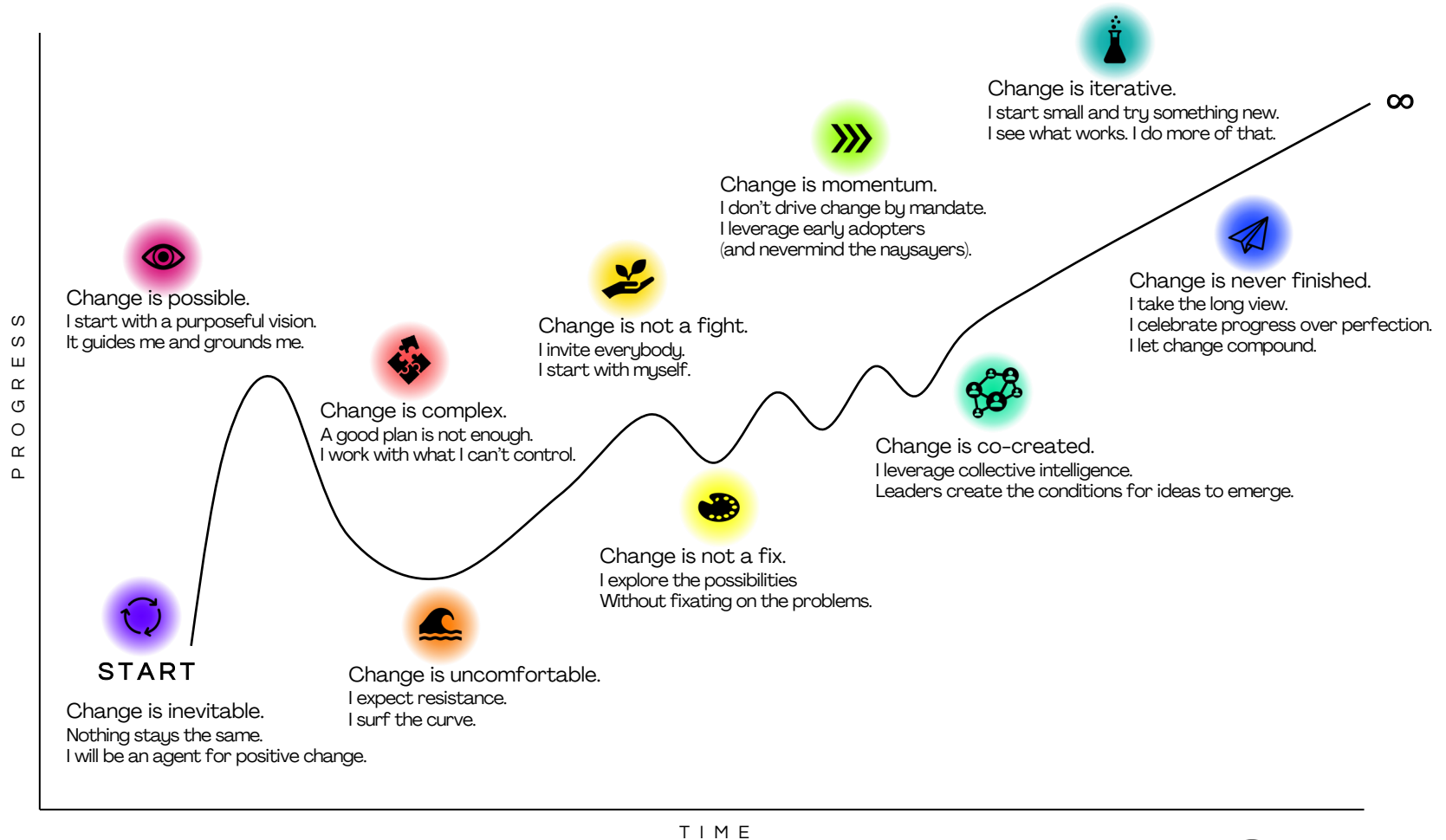


Change is needed.  
Write plan.  
Explain plan.  
Execute plan.



Change is achieved.  
The plan worked.  
People did as they were told.  
Everyone feels good about it.

## HOW CHANGE REALLY HAPPENS:



**START HERE:**  
What is the change I'm navigating and/or seeking to lead?

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What changes are happening to me right now?  
What change is possible through me?

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What is my vision for what's possible?  
What is the new reality I want to create?

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Am I respecting the complexity of the system?  
Can I prepare for what I can't foresee?  
Can I work with what I can't control?

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(This is normal,  
natural and  
not a problem.)

What is my own resistance to this change?  
Where is resistance coming from others?  
How can I honor the loss within the change?

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Am I in opposition to others? How might I bring  
openness and curiosity to the relationship?

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Am I in fix-it mode? Am I addressing systems or  
symptoms? What would it mean to focus on  
building creatively toward the vision?

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Who are my early adopters? What are they excited  
about? Who are my laggards? What are their  
concerns? Who is getting more of my attention?

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How will I co-create solutions with stakeholders?  
How can I make it safe for everyone to share ideas?

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What will my first prototype be? How will I test it?  
With what criteria will I evaluate what works  
and what needs work?

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What does a 2° shift look like?  
How will I celebrate progress (vs. perfection)?

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