•Identify a recent change

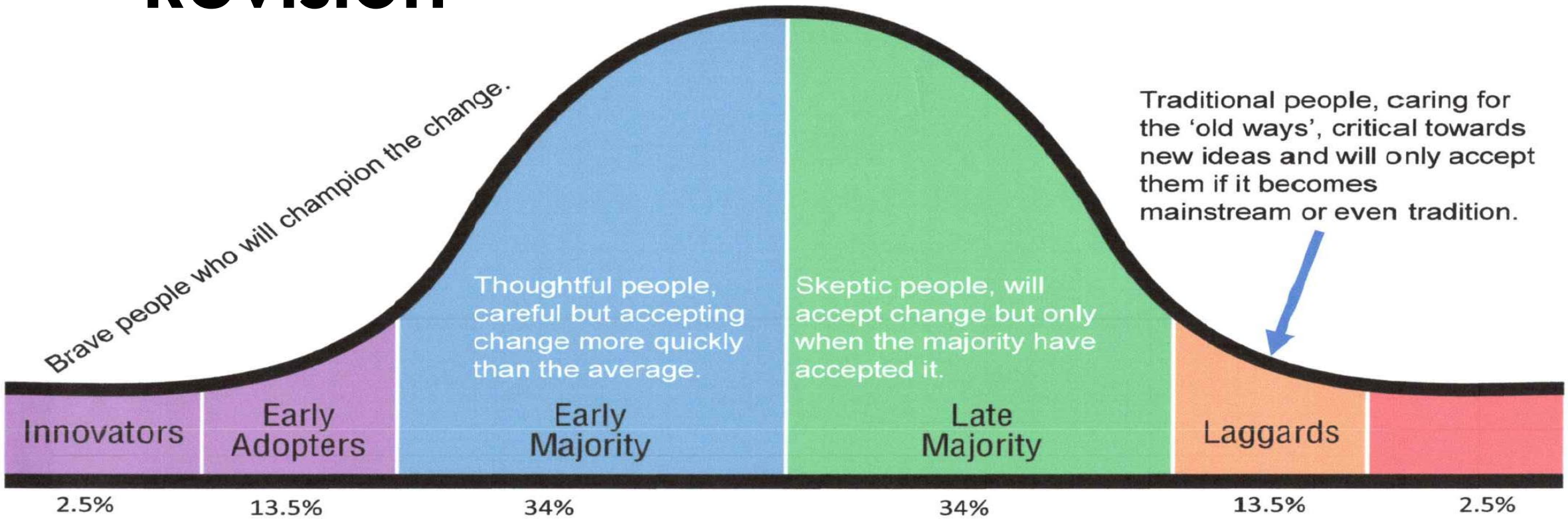- Identify a recent change
- What is one thing that you did well?

- Identify a recent change
- What is one thing that you did well?
- What is one thing you would do differently, or change next time?

SHARE IN GROUPS OF 3

3 MINUTES EACH

Revision

Brave people who will champion the change.

Traditional people, caring for the 'old ways', critical towards new ideas and will only accept them if it becomes mainstream or even tradition.

Thoughtful people, careful but accepting change more quickly than the average.

Skeptic people, will accept change but only when the majority have accepted it.

Innovators	Early Adopters	Early Majority	Late Majority	Laggards	
2.5%	13.5%	34%	34%	13.5%	2.5%

Respectable people, opinion leaders, try out new ideas but in a careful way.

Bell Curve Of Change

Surface level
or
Cultural Change?

"Culture eats Strategy for Breakfast!"

Peter Drucker

"Change that does not result in Culture Change Won't last!"

Peter Davies

It only requires a small number of critical new symbolic behaviours consistent with positive elements of past culture modelled by trusted informal leaders to activate significant change.

WHO ARE *"THE CRITICAL FEW"*

- Identify a 'few' existing positive organisational traits

- Clarify a 'few' positive aligned behaviours

- Collaborate with a 'few' authentic informal leaders

Multiple relationships create systemic behaviour so that we can manage complexity.

Systems are inherently stable and *will resist change.*

"Homeostasis"

Systems can be aligned and functional

or

highly oppositional and dysfunctional.

CONSTANT ELEMENTS OF CULTURE

locate 3 -4 system (cultural) constants (C E of C)
that can be both preserved but also developed form the basis of the change.

CONSTANT ELEMENTS OF CULTURE

These need to be **distinctive and clear**
(this is who we are)
They need to carry **emotional power**
(they move people)
They need to be **widely recognised**
(validity)

POSITIVE ALIGNED BEHAVIOURS

Effective change is assisted by defining a small number of critical behaviours which embody the change

POSITIVE ALIGNED BEHAVIOURS

These need to be new,

visible and distinctive

POSITIVE ALIGNED BEHAVIOURS

They need make
a real positive difference

POSITIVE ALIGNED BEHAVIOURS

It is helpful if they are easily modelled and replicated

AUTHENTIC INFORMAL LEADERS

Every system has informal leaders who are trusted and credible but do not have formal roles or power,
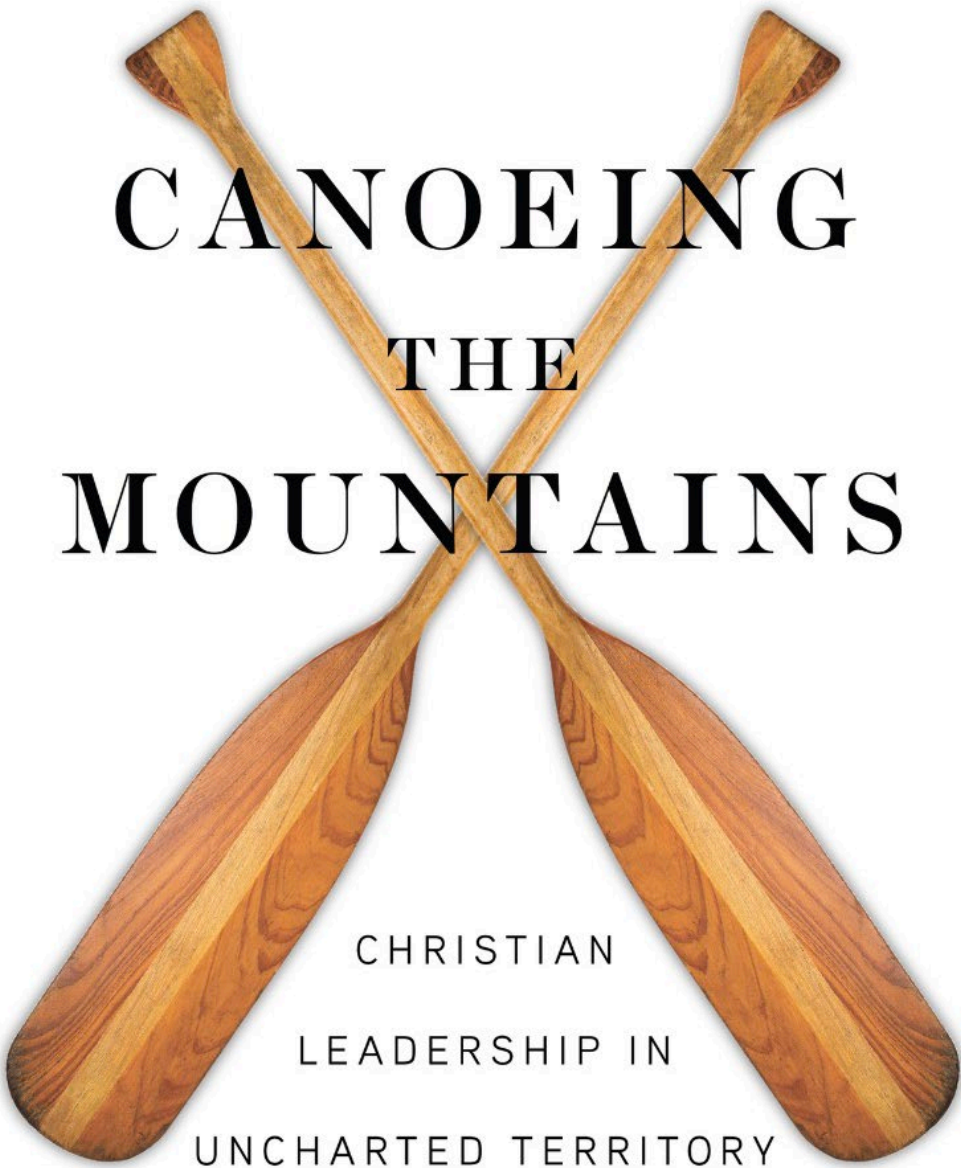
these are very beneficial to effective change

- A tribal Chief

- A tribal Elder

- A Witch Doctor

PUTTING THE CRITICAL FEW TOGETHER

- What are your Constant Elements of Culture?
- What are some possible Positive Aligned Behaviours?
- Who are your Authentic Informal leaders?

ADAPTIVE LEADERSHIP