

GESTIÓN DEL CAMBIO

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Mission Statement

It is intended to be cutting-age, state-of-the-art, and innovate approaches to participate change in organizational settings.

Introduction

Change is happening everywhere; its speed and complexity are increasing; and the future success of our organizations depends on how successful leaders are at leading that change. In today's marketplace, change is a *requirement* for continued success, and competent change leadership is a most covered executive skill.

***Leaders in need of change assistance
have always been a window of
professional opportunity for
organization development (OD) and
change management consultants.***

***Leaders themselves must transform in
order to lead transformation
successfully in their organization.***

The Three Elements of a Comprehensive Transformation Strategy

The three elements of a comprehensive transformation strategy speak directly to this need for a multi-dimensional approach. A comprehensive transformation strategy must include competent attention to

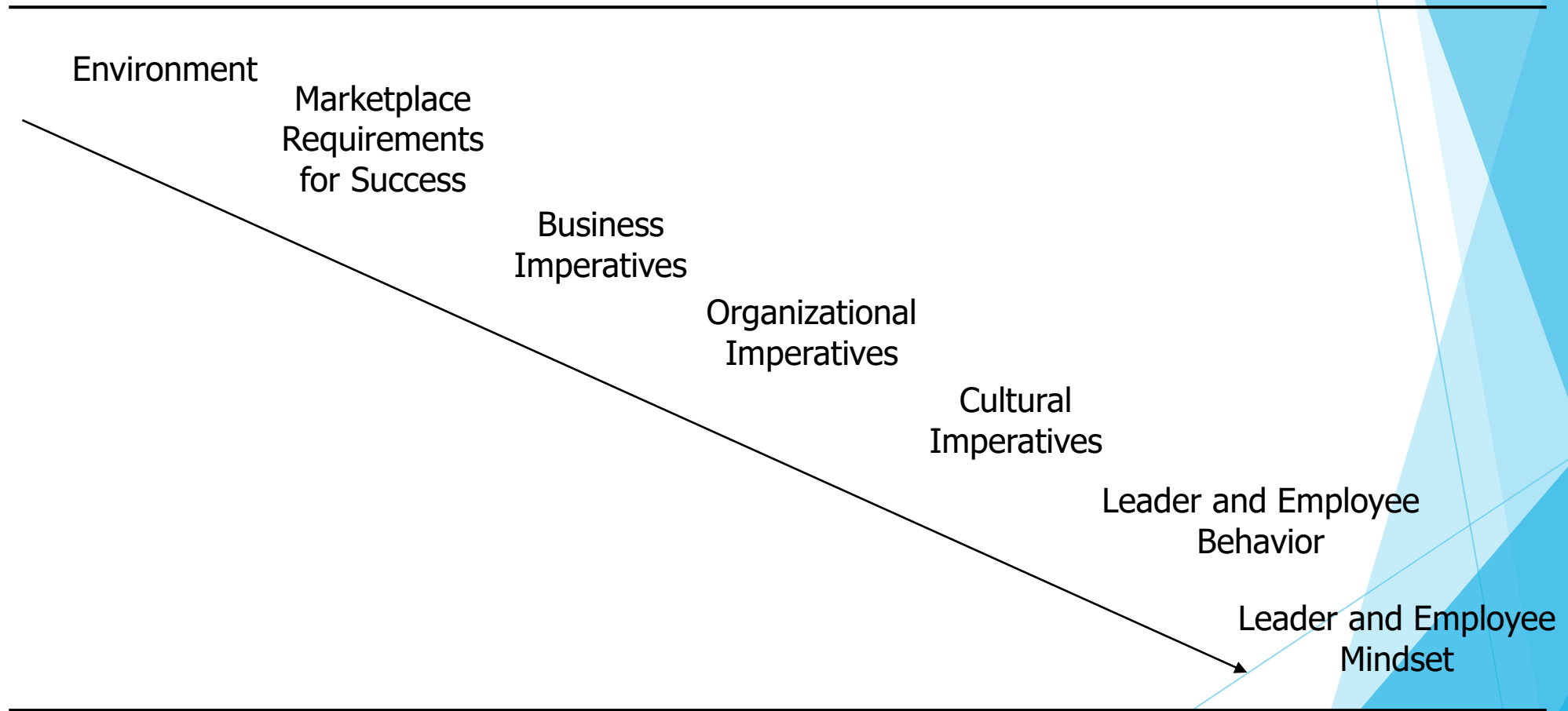
- 1. Content**
- 2. People**
- 3. Process**

Content refers to ***what*** about the organization needs to change, which are usually components found in the external domain, such as strategy, structure, systems, processes, technology, work practices, etc.

People refers to the behaviors, emotions, minds, and spirits of the ***human beings*** who are designing, implementing, supporting, or being impacted by the change (mostly internal domains).

Process refers to ***how*** the content and people changes will be planned for, designed, and implemented. In other words, process denotes the actions that will produce both the external (content) and internal (people) changes.

The Drivers of Change Model



Environment

- **Social,**
- **Business and economic,**
- **Political,**
- **Governmental,**
- **Technological,**
- **Demographic,**
- **Legal, and**
- **Natural environment.**

Marketplace Requirements for Success

The aggregate set of customer requirements that determine what it takes for a business to succeed in its marketplace and meet its customers' needs. This includes not only actual product or service needs, but also requirements such as speed of delivery, customization capability, level of quality, need for innovation, level of customer service, and so forth.

Business Imperatives

Business imperatives outline what the company must do *strategically* to be successful, given its customer's changing requirements. These can require systematic rethinking and change to the company's mission, strategy, goals, business model, products, services, pricing, or branding.

Organizational Imperatives

Organizational imperatives specify what must change in the organization's structure, systems, processes, technology, resources, skill base, or staffing to implement and achieve its strategic business imperatives successfully.

Cultural Imperatives

Cultural imperatives denote how the norms, or collective way of being, working, and relating in the company, must change to support and drive the organization's new design, operations, and strategy.

Leader and Employee Behavior

Collective behavior creates and expresses an organization's culture. Behavior speaks to more than just overt actions: It describes the style, tone, or character that permeates what people do.

Leader and Employee Mindset

Mindset encompasses the worldview, assumptions, beliefs, or mental models that cause people to behave and act as they do. Becoming aware that each of us has mindset, and that it directly impacts our behavior, decisions, actions, and results, is often the critical first step in building a person's and an organization's capacity to transform.

What is Driving Your Organization's Change?

Environment:

Marketplace Requirements for Success:

Business Imperatives:

Organizational Imperatives:

Cultural Imperatives:

Leader and Employee Behavior:

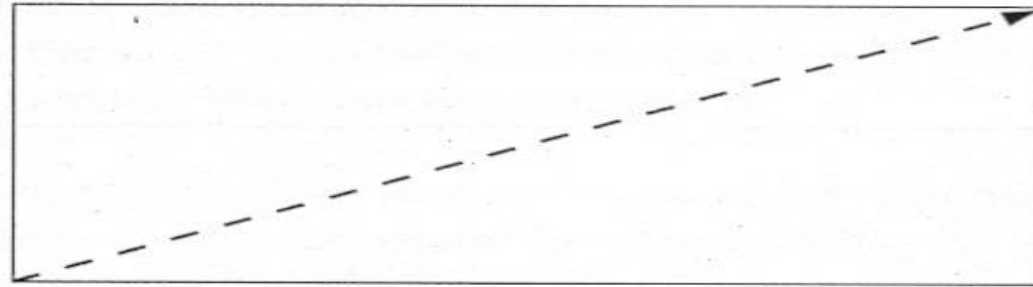
Employees:

Leader and Employee Mindset:

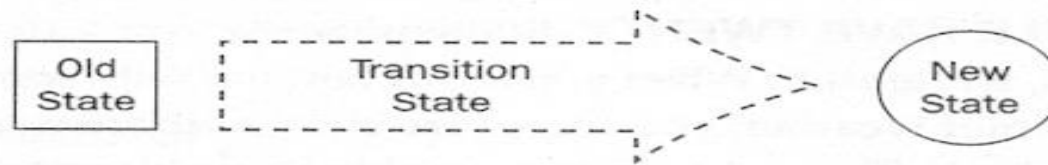
Employees:

In today's business environment, significant transformation cannot happen without the simultaneous transformation of a critical mass of leaders' and employees' mindsets and behavior. Conscious transformation means attending to the consciousness of the people in your organization, including your own.

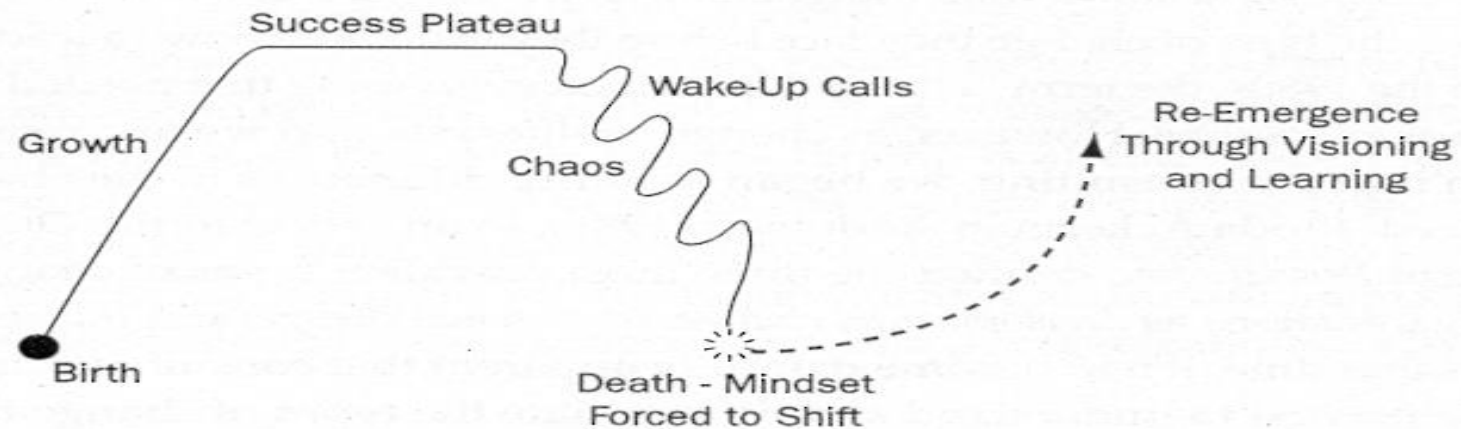
Three Types of Organization Change



Developmental Change



Transitional Change



Transformational Change

Matrix of the Three Types of Organization Change

Type	Degree of Pain Felt	Primary Motivation	Degree of Threat to Survival	Gap Between Environmental Needs & Operations	Clarity of Outcome	Impact on Mindset	Focus of Change	Orientation	Level of Personal Development Required	How Change Occurs
Developmental Change	1	Improvement	1	1	4 It is prescribe against a standard	1 Little if any	Improvement of skills, knowledge, practice, and performance	To do better in certain area: project-oriented	1	Through training, skill development, communications, process improvement
Transitional Change	2	Fix a problem	2	2	4 It is designed against a criteria	1 Little if any	Redesign of strategy, structures, systems, processes, technology or work practices (not culture)	Project oriented; largely focused on structure, technology, and work practices	2	Controlled processes, support structures, timeline
Transformational Change	3-4	Survival: change or die; or Thrival: breakthrough needed to pursue new opportunities	1-4	3-4	1 It is not initially known; it emerges or is created through trial and error and continuous course correction	2-4 Forced to shift: old mindset and/or business paradigm must change	Overhaul of strategy, structure, systems, processes, technology, work, culture, behavior, and mindset	Process-oriented requires shift in mindset, behavior, and culture	3-4	Conscious process design and facilitation; high involvement; emergent process

Developmental Change

Developmental change applies to individuals, groups, or the whole organization and is the primary type of change inherent in all of the following improvement processes:

- ✓ **Training (both technical and personal), such as communications, interpersonal relations, and supervisory skills;**
- ✓ **Some applications of process improvement or quality;**
- ✓ **Some interventions for increasing cycle time;**
- ✓ **Teams building;**
- ✓ **Problem solving;**
- ✓ **Improving communication;**
- ✓ **Conflict resolution;**
- ✓ **Increasing sales or production;**
- ✓ **Meeting management;**
- ✓ **Role negotiation;**
- ✓ **Survey feedback efforts;**
- ✓ **Job enrichment; and**
- ✓ **Expanding existing market outreach.**

Transitional Change

Rather than simply improve *what is*, transitional change replaces *what is with something entirely different*.

Transitional change is not beings when leaders recognize that a problem exists or that an opportunity is not being pursued – and that something in the existing operation needs to change or be created to better serve current and/or future demands.

Examples of Transitional Change

- **Reorganizations;**
- **Simple mergers or consolidations;**
- **Divestitures;**
- **Installation and integration of computers or new technology that do not require major changes in mindset or behavior; and**
- **Creation of new products, services, systems, processes, policies, or procedures that replace old ones.**

If leaders experience difficult human and cultural impacts in transitional change, it is usually the result of one of the following human dynamics:

- **People possessing inadequate skills for functioning in the new state;**
- **People being “left in the dark” and feeling uncertain about what is coming next;**
- **People’s lack of understanding of the case of changing or the benefits of the new state;**
- **People’s reluctance to stop doing what they have always done in the past;**
- **Homeostasis or inertia – people’s natural resistance to learning new skills or behaviors;**
- **People emotional pain or grief at the loss of the past;**
- **Poor planning and implementation of the change, which creates confusion and resentment;**
- **Unclear expectations about what will be required to success in the new state;**
- **Fear about not being successful or capable in the new state; and/or Inadequate support to succeed in the new state.**

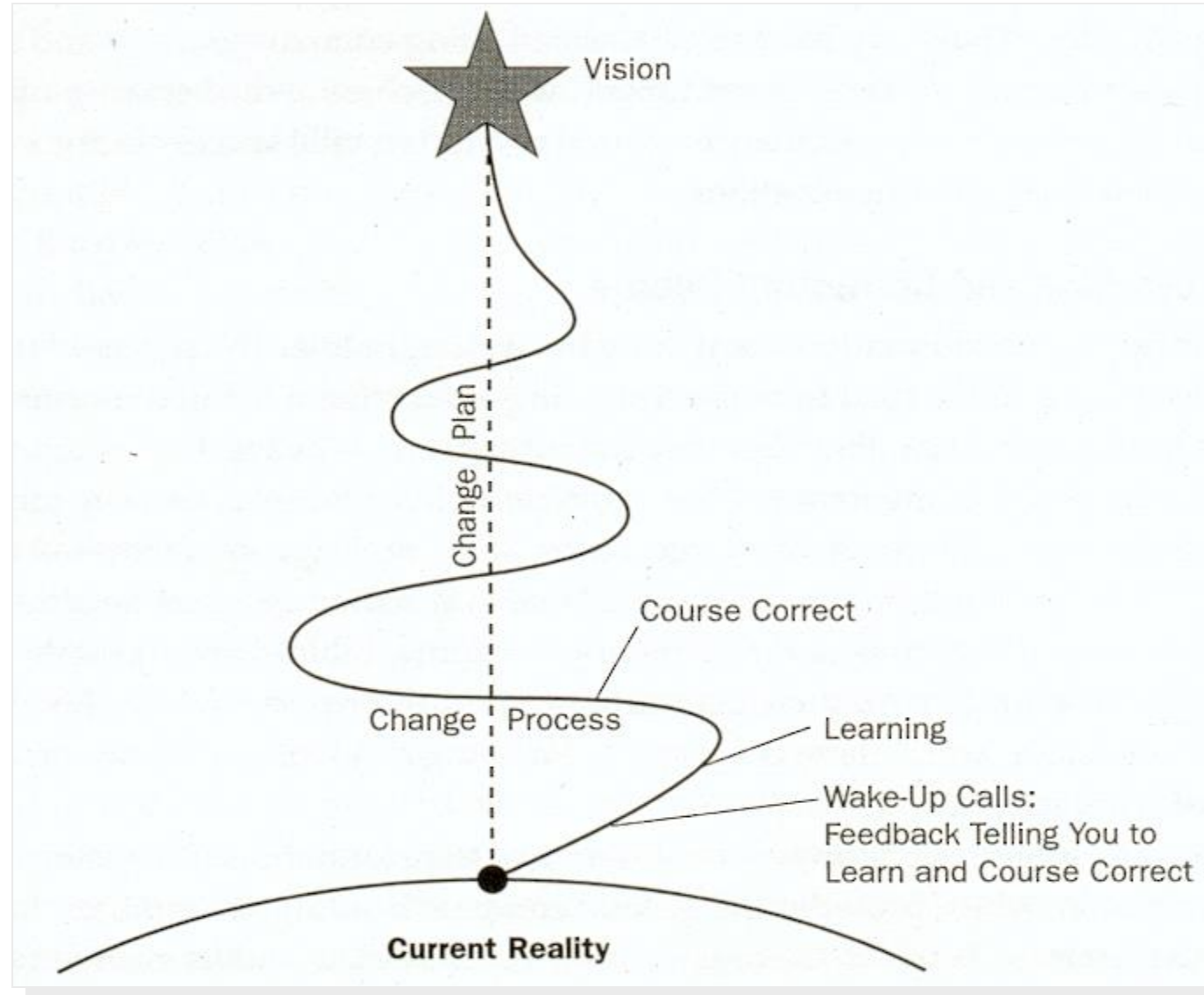
Transformational Change

Transformation is the radical shift from one state of being to another, so significant that it requires a shift of culture, behavior, and mindset to implement successfully and sustain over time.

The transformation litmus test is found in these two basic questions:

- 1. Does your organization need to begin its change process before its destination is fully known and defined?**
- 1. Is the scope of this change so significant that it requires the organization's culture and people's behavior and mindsets to shift fundamentally in order to implement the changes successfully and succeed in the new state?**

Learning and Course Correction Model of Transformational Change



Purpose , Vision, and Values During Transformation

Amid the uncertainty and change in transformation, the organization's "spirit" – its core purpose or unique reason for being – remains the same. The basic way the organization provides value to society endures. Its fundamental way of contributing to its customers and marketplace remains intact.

Determining the Type of Change Required

Instructions:

Determine the primary type of change you are leading by answering the "litmus test" questions listed below. If you answer "yes" to two or more questions for one type of change, then that is the primary type of change you are facing. Remember to think of the overall change that is occurring, not the pieces within it. In most cases, all three types of change are occurring, but only one is primary.

Developmental Change Questions:

1. Does your change effort *primarily* require an improvement of your existing way of operating, rather than a radical change to it?
2. Will skill or knowledge training, performance improvement strategies, and communications suffice to carry out this change?
3. Does your current culture and mindset support the needs of this change?

Transitional Change Questions:

- 1. Does your change effort require you to dismantle your existing way of operating and replace it with something known but different?**
- 2. At the beginning of your change effort, were you able to design a definitive picture of the new state?**
- 3. Is it realistic to expect this change to occur over a predetermined timetable?**

Transformational Change Questions:

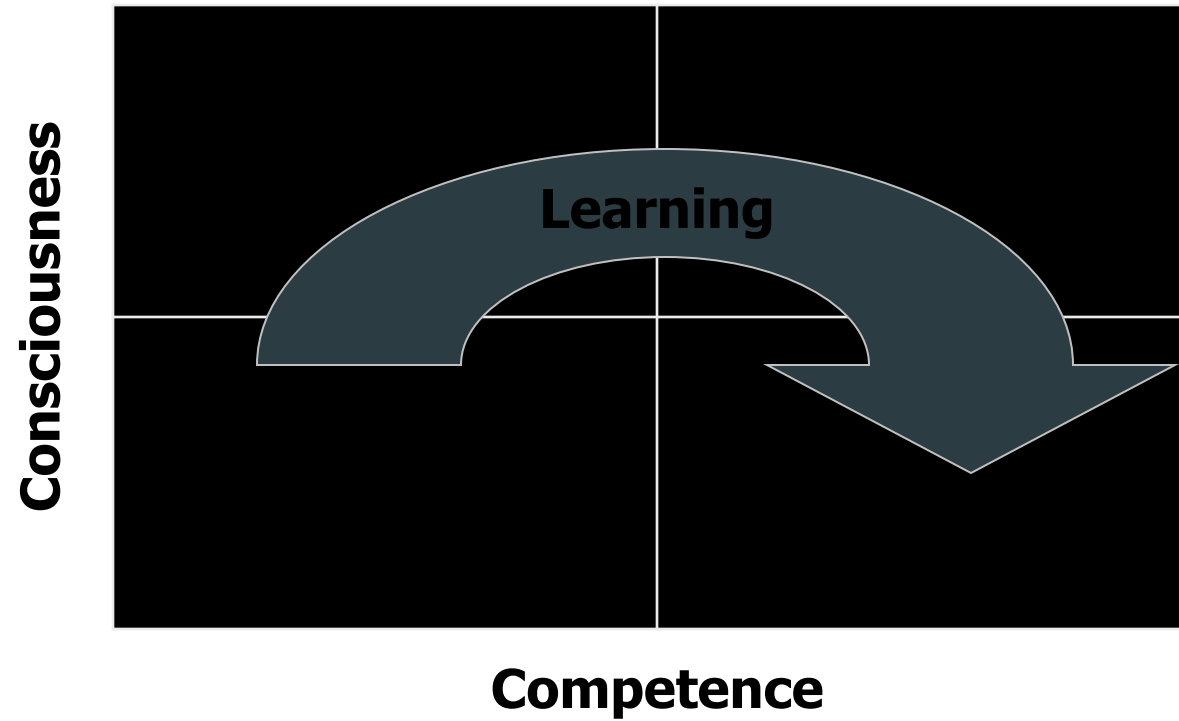
- 1. Does your organization need to begin its change process before the destination is fully known and defined?**
- 2. Is the scope of this change so significant that it requires the organization's culture and people's behavior and mindsets to shift fundamentally in order to implement the changes successfully and achieve the new state?**
- 3. Does the change require the organization's structure, operations, products, services, or technology to change radically to meet the needs of customers and the marketplace?**

Conclusions:

- 1. Which of the three types of change is the primary type required?**
- 2. Which of the other two types of change will also be needed to support this primary type? In what ways?**

Building Change Leadership Competency

The Competency Model* highlights the role of Conscious awareness in learning and performance.



* Variations of this model have been widely used in organization development and human resource circles for years. Our exhaustive Internet search did not identify the originator (s).

Levels of Wake-up Calls for Transformation

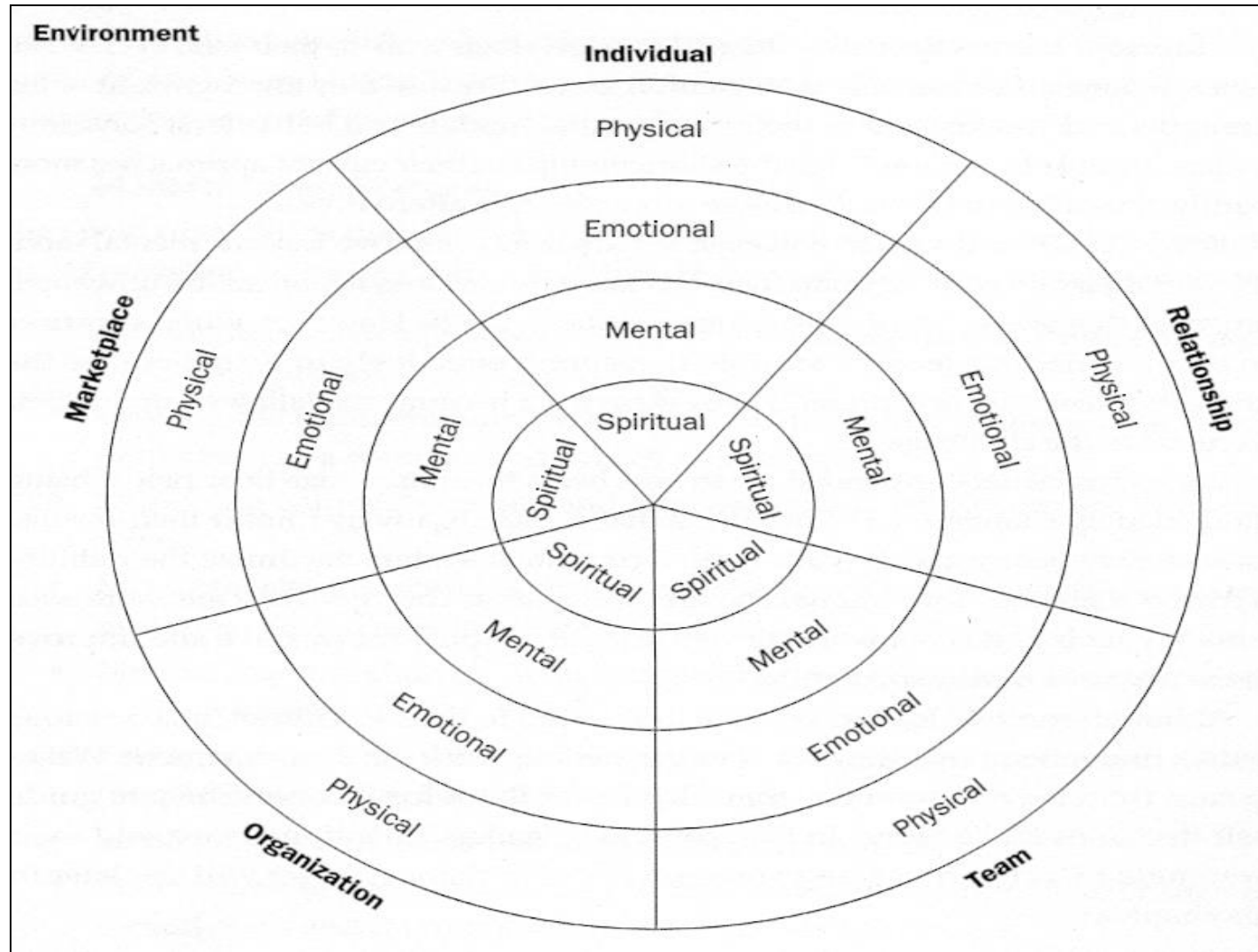


Most Common Mistakes

The result of all this is that reactive leaders cause and repeat many of the common mistakes we see in leading transformation. Their most common mistakes include:

- ✓ **Exerting too much top-down control over the design of the future state and the change process;**
- ✓ **Viewing the transformation as an event or an isolated problem to be fixed, rather than as a complex and evolving process;**
- ✓ **Neglecting culture, behavior, and mindset, both in employees and in themselves;**
- ✓ **Misdiagnosing the scope of change required, such as focusing only on organizational design or technology upgrades;**
- ✓ **Mandating the change, which squelches participation and increases employee resistance;**
- ✓ **Taking a short-term, minimalist approach to change, as in trying to do the least possible in the shortest amount of time;**
- ✓ **Setting unrealistic, crisis-producing timelines; and/or**
- ✓ **Poor modeling and not walking the talk; asking the workforce to change in certain ways and then continuing old behavior themselves.**

Twenty-One Dimensions of Conscious Transformation



Worksheet to assess How the Twenty-One Dimensions Affect Your Organization

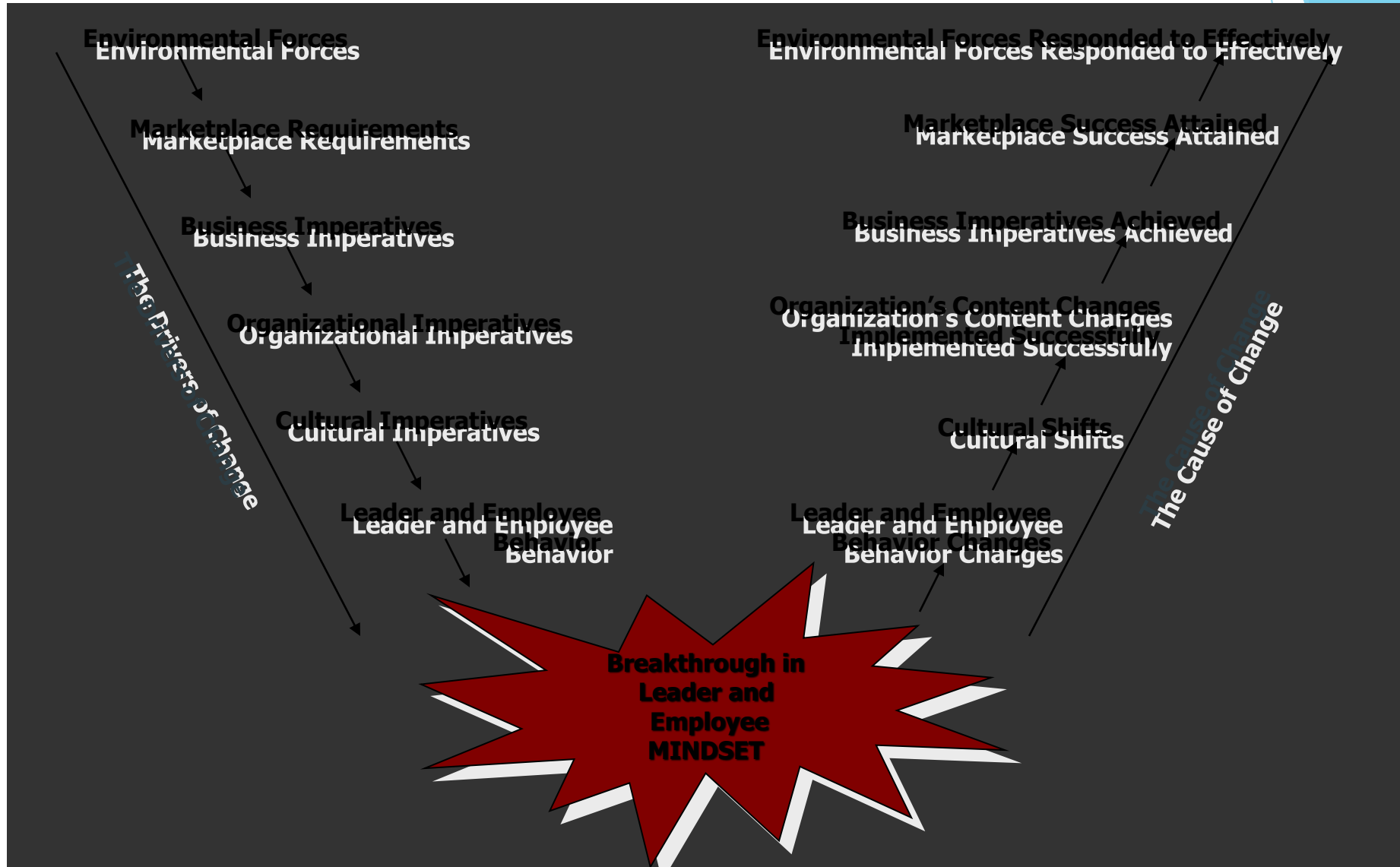
Levels	Domains			
	Physical	Emotional	Mental	Spiritual
Individual / Self				
Relationship				
Team				
Organization				
Marketplace				
Environment				

Which dimensions are critically interdependently?

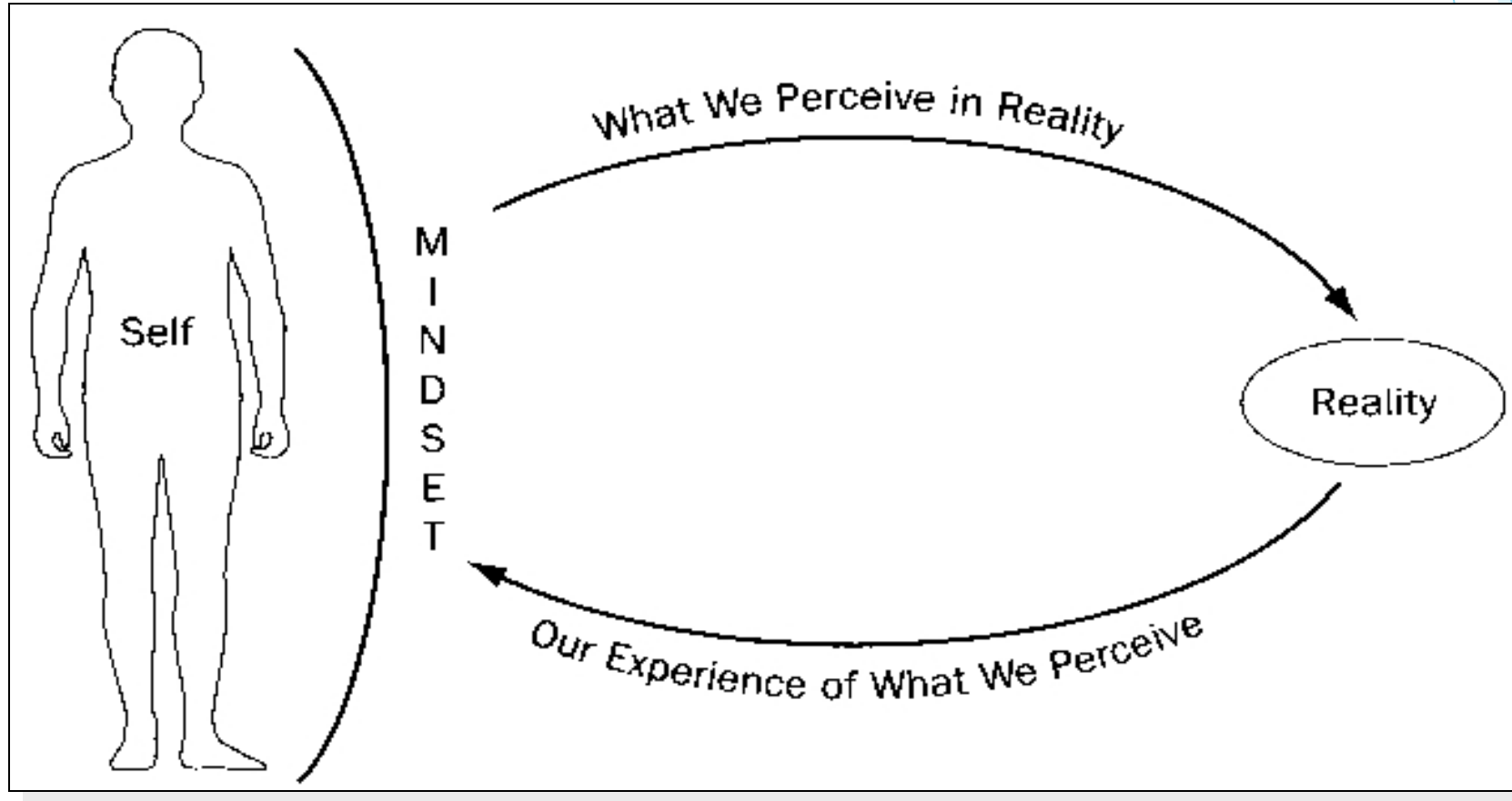
Which three dimensions require the most attention at this time?

What interventions would positively impact those dimensions?

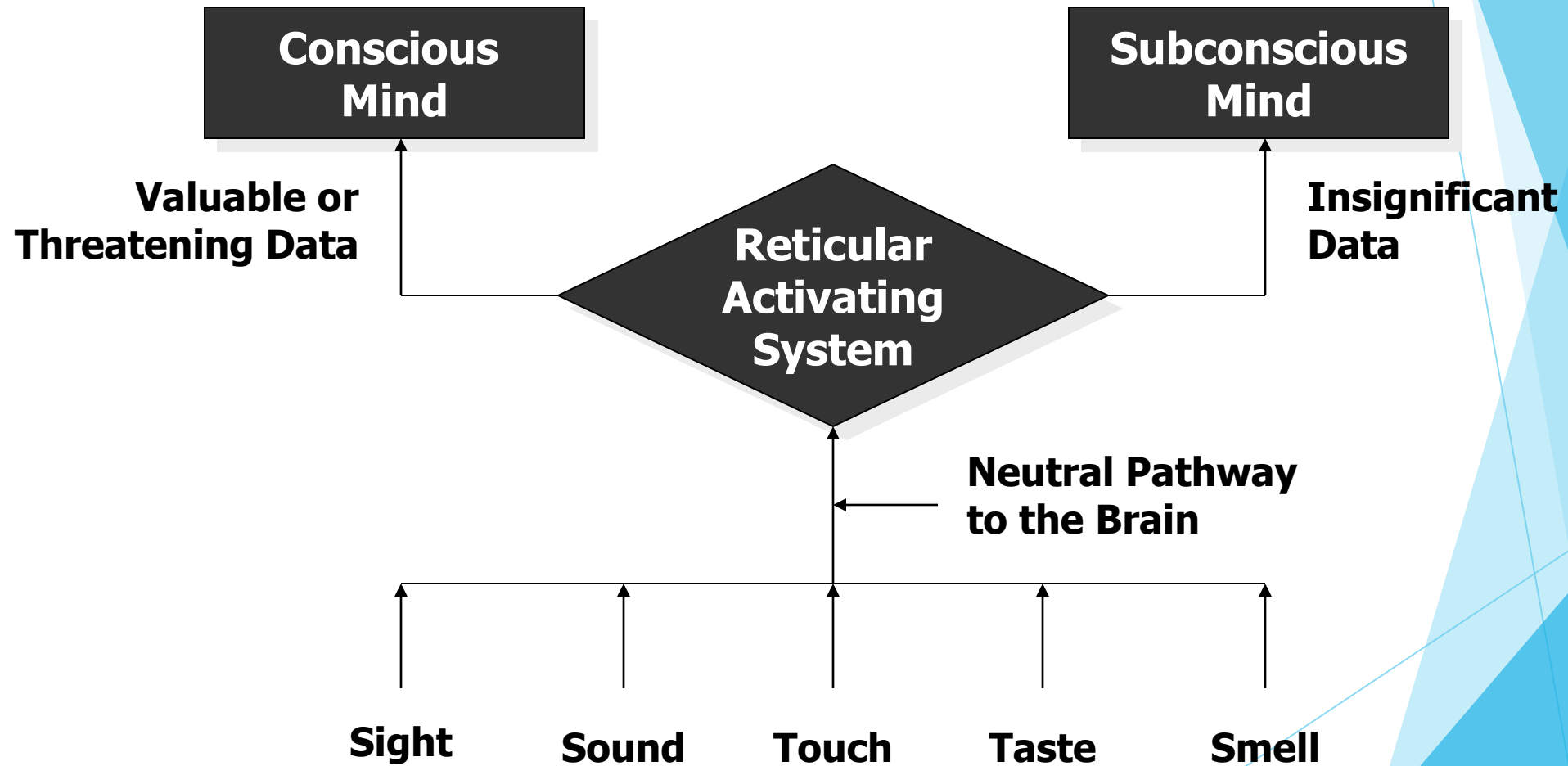
Mindset: The Leverage Point for Transformation



The Seamless Connection Between Mindset and Reality



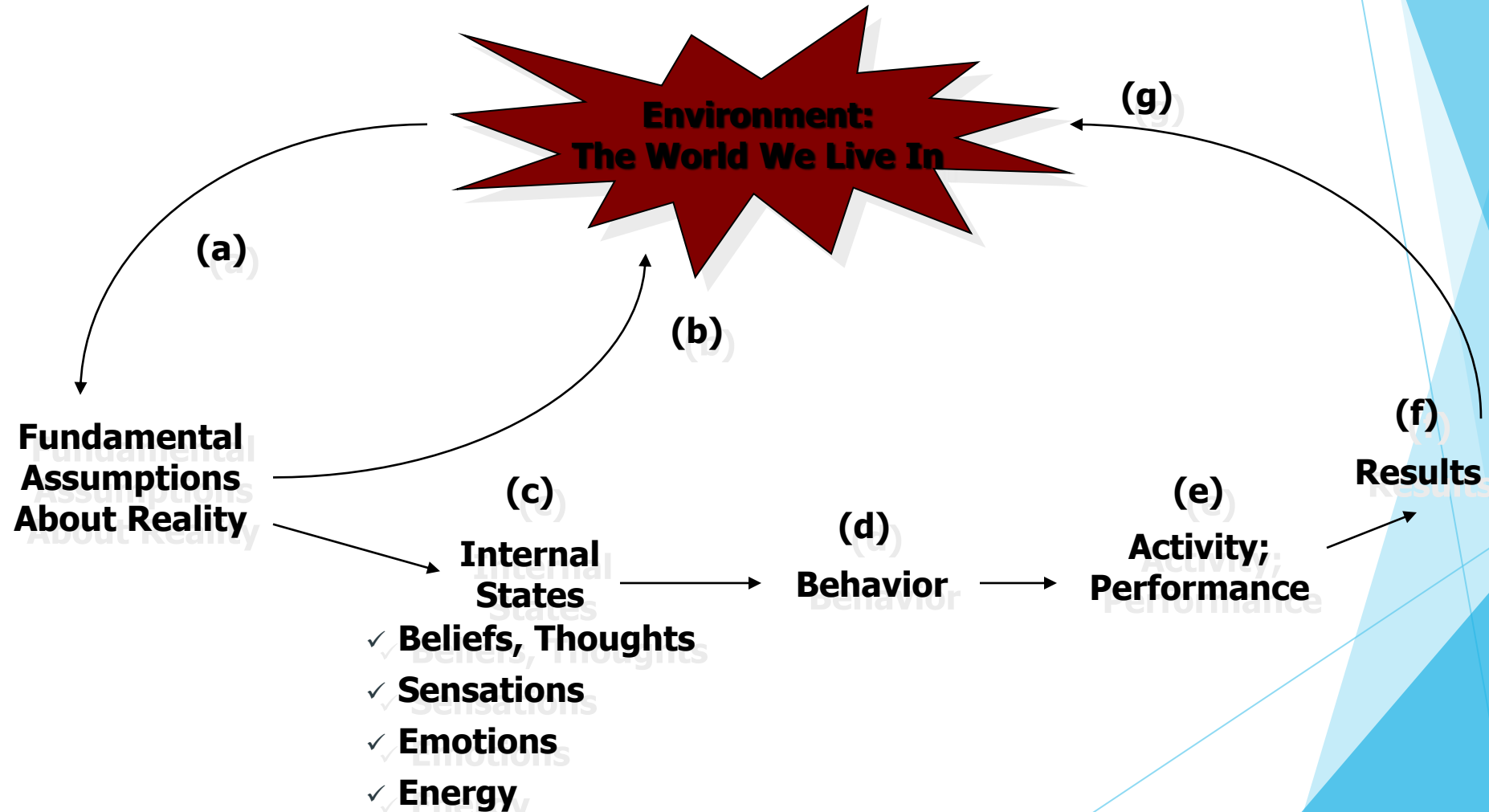
Reticular Activating System



Fundamental Law of Success

	Ability Level		Metal State		Performance	
Person B	Trail 1	10	100% Focus		10	
	Trial 2	10	80% Focus		8	
	Trial 3	10	60% Focus		6	
Person A	Trail 1	8	60% Focus		4.8	
	Trial 2	8	80% Focus		6.4	
	Trial 3	8	100% Focus		8	

The Self Mastery Model



There are a number of Self Mastery processes, tools, and techniques that change leaders can use to improve their self-management and personal transformation skills.

These include the following:

- ✓ **Breathing techniques;**
- ✓ **Body awareness and relaxation techniques;**
- ✓ **Mental rehearsal tools, including visualization and affirmation;**
- ✓ **Emotional release techniques;**
- ✓ **Focusing techniques;**
- ✓ **Behavior pattern reprogramming;**
- ✓ **Personal visioning and purpose identification;**
- ✓ **Energy management;**
- ✓ **Diet and exercise;**
- ✓ **Values clarification;**
- ✓ **Core belief identification; and**
- ✓ **Behavioral style assessments.**

Assessing Your Way of Being

Individual Situation	Emotional Response	Physical Sensations	Thoughts, Beliefs	Behaviors	Actions	Results
[Redacted Content]						

Culture and Mindset

In the field of organization development, we talk of "indicators of culture" such as:

- ✓ **Leadership style;**
- ✓ **Communication patterns;**
- ✓ **Decision-making styles;**
- ✓ **Use of information;**
- ✓ **Use of electronic communication as a vehicle for information sharing, decision making, and relationship building;**
- ✓ **Level classifications and privileges;**
- ✓ **Performance standard and expectations;**
- ✓ **Consequences of failure;**
- ✓ **Space/layout;**
- ✓ **Norms and behavior;**
- ✓ **Stories, myths, traditions, and rituals;**
- ✓ **Heroes and heroines; and**
- ✓ **Symbols (brand, logo, motto, language, relics).**

Our Assumptions About Assumptions

Before we enter this discussion, we would like to make clear a few of our own assumptions that influence the ideas presented in this chapter:

- 1. We assume that objective reality exists, that reality possesses inherent dynamics that are influenced by specific laws and principles.**
- 1. We assume that, throughout history, societies have made assumptions about objective reality based on their understanding and that these have determined their behaviors and practices.**
- 1. We assume that some of society's assumptions have been erroneous. For example, at one time in history, people believed that the world was flat and that the earth was the center of the universe.**

- 4. We assume that such erroneous assumptions do not change the actual nature of reality; believing the world is flat does not make it flat.**
- 4. We assume that people's fundamental assumptions about reality, accurate or not, "construct" the reality they experience. In other words, people's assumptions do alter their subjective experience of objective reality, as well as their behavior and results. If people think the world is flat, then it is, *for them*. Consequently, assumptions about reality are critical.**
- 4. We assume that, as science advances, some of its discoveries reveal new facts, while others simply generate new interpretations. These discoveries and the meaning applied to them, for the most part, should be treated as "assumptions," because it is often difficult to be *sure* whether something is fact or interpretation. So, while at any point in history, many of society's current assumptions about the nature of reality are its best guesses, they are still, in fact, guesses.**

The Source of Your Fundamental Assumptions About Reality

Where did your basic assumptions about reality originate?

- 1. The social constructs of society;**
- 2. Your family system;**
- 3. Your community (friends, peers, social interactions); or**
- 4. Your own clear thinking and conscious choices.**

Four Cornerstones of the Industrial Mindset

- 1. Cornerstone: *The internal reality of human consciousness is not valid.***
- 2. Cornerstone: *Scarcity.***
- 3. Cornerstone: *Separate Parts.***
- 4. Cornerstone: *Discrete Events.***

Four Cornerstones of the Emerging Mindset

The four cornerstones of the Emerging Mindset clearly tell a different story about reality:

- 1. Consciousness Is Causative: Mindset directly impacts results.***
- 2. Abundance: There are more than enough resources and solutions to achieve desired results.***
- 3. Relationship and Wholeness: The parts are interconnected and form integrated wholes that are more than the sum of their parts.***
- 4. Continuous Process: Everything is in constant motion and specific process dynamics influence how results are produced over time.***

Comparison of the Industrial and Emerging Mindsets

The Industrial Mindset "Reality As a Great Machine"	The Emerging Mindset "Reality As a Living System"
Separate Parts	Wholeness / Relationship
Power and Control	Co-Create and Participate
Certainty / Predictable	Uncertainty / Profitability
Objective / Knowable	Subjective / Mysterious
Discrete Events	Continuous Process
Entropy	Self-Organization
Order into Chaos	Order out of Chaos
External Causation	Internal Causation
Scarcity	Abundance

Applying the Operating Principles for Conscious Transformation

The Situation:

The Desired Outcome:

Strategy Planning

Principle

Application

Wholeness:

Interconnectedness:

Multi-Dimensional:

Continuous Process:

Learning and Course Correcting:

Abundance:

Planning /Emerging Dynamics:

Lead as if the Future is Now:

Optimize Human Dynamics:

Evolve Mindset

Applications of Project Thinking, Systems Thinking, and Conscious Process Thinking

PROJECT THINKING :

- ✓ **Project managing developmental or transitional change according to a timeline and budget, especially when the project can be sequestered from outside influence;**
- ✓ **Assessing resource and time requirements for developmental and transitional change efforts;**
- ✓ **Determining quantifiable and observable measurements; and**
- ✓ **Mapping sequential and parallel change activities.**

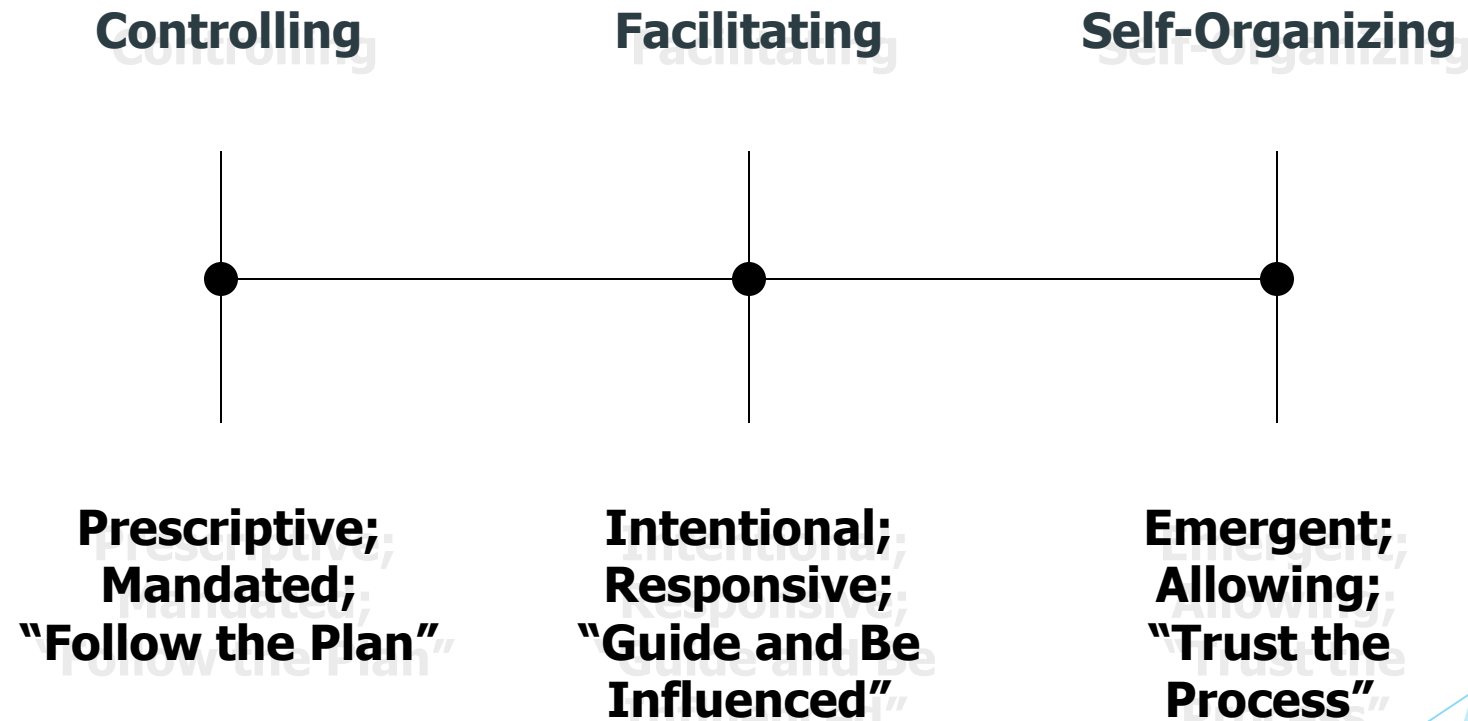
SYSTEMS THINKING :

- ✓ **Identifying the underlying structure that "causes" an organization's behavior;**
- ✓ **Assessing the interconnected and interdependent relationships within a system and its environment when planning for change or assessing change impacts;**
- ✓ **Assessing leverage points and blockages for change within a system and its environment;**
- ✓ **Identifying key relationships within a system where energy and information currently flow, or must flow in the future, and in what critical directions;**
- ✓ **Identifying possible breakdowns and breakthroughs within a system undergoing change; and**
- ✓ **Identifying cyclical patterns that may help or hinder the performance of a system as it changes.**

CONSCIOUS PROCESS THINKING :

- ✓ **Seeing the flow of actions within all twenty-one dimensions that will build momentum toward a result over time;**
- ✓ **Designing conscious transformational change strategy that integrates content, people, and process across all twenty-one dimensions;**
- ✓ **Incorporating the mindset and cultural dimensions of transformation into change strategy;**
- ✓ **Assessing and implementing course corrections to the transformation process as it unfolds;**
- ✓ **Designing strategy for building an organization's capacity for change while it undergoes its current change, especially raising the level of conscious awareness about the breadth and depth of what is required to succeed; and**
- ✓ **Engaging in conscious process design and conscious process facilitation.**

Continuum of Change Leadership Styles



Assessing Your Change Leadership Style

	Orientation	How Future State Is Designed	Treatment Of Information	View of Process
Controlling	I see myself as the boss.	I decide, sometimes with a little input from my direct reports.	I control information and share it on a need-to-know basis. I don't like bad news.	The plan dictates all action; I expect very little deviation.
Facilitating	I see myself as the coach.	I ensure clear design requirements and encourage appropriate participation.	I openly exchange information through planned communications. I am open to hearing bad news.	The plan guides action and is continuously correct as new information is discovered.
Self-Organizing	I see myself as a coach, one of many resources in the organization.	I support conditions and processes for the future state design to emerge	I support my organization to share all information across levels freely. I seek out bad news to learn.	The process is emergent. We figure out the right action in the right time.

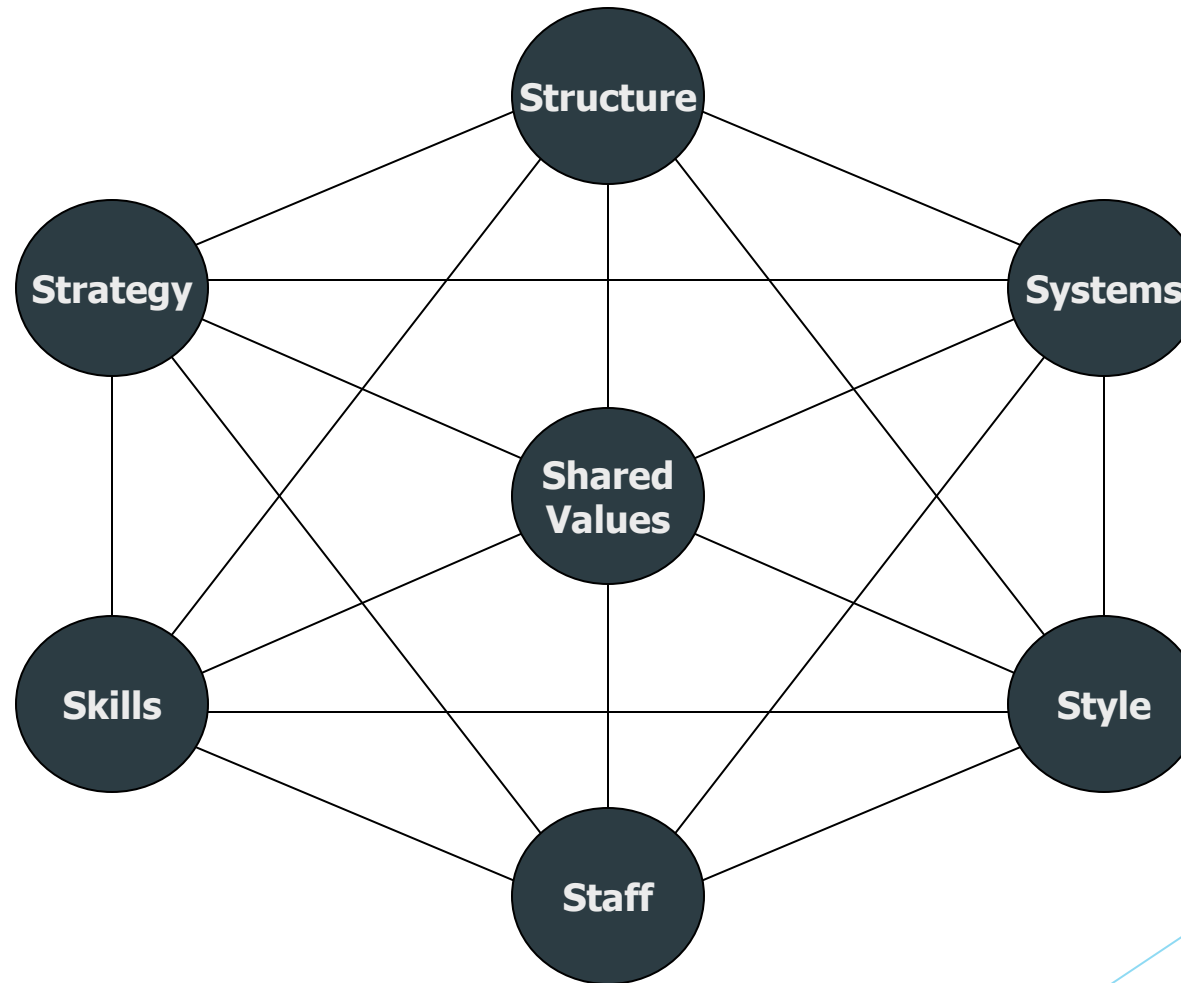
	Openness to Feedback	View of Structures	View of Measurements	View of Personal Change
Controlling	Feedback disrupts me. I don't really want it.	I use structures to maintain control; hierarchical ones are best.	I require the measurement of progress, using strict quantifiable criteria.	I don't think personal change is necessary or relevant. I am too busy with more important matters.
Facilitating	I accept feedback and realize it is important, even through it is sometimes uncomfortable.	I use structures to support change and foster participation; I see them as temporary and can work with flat, networked, or hierarchical structures.	I can see the value of measurement for learning and course correcting.	Personal change is required to make me move effective.
Self-Organizing	I seek feedback, comfortable or not, because it is essential to my, and our, success.	Structures are useful tools to support the process. They come and go as needed.	I use measures primarily to focus attention and never see measures as having objective truth.	Transforming my consciousness is the source of my success and fulfillment.

Change Process Methodologies

A sample list of the focus, activities, and competencies of an effective transformational change methodology:

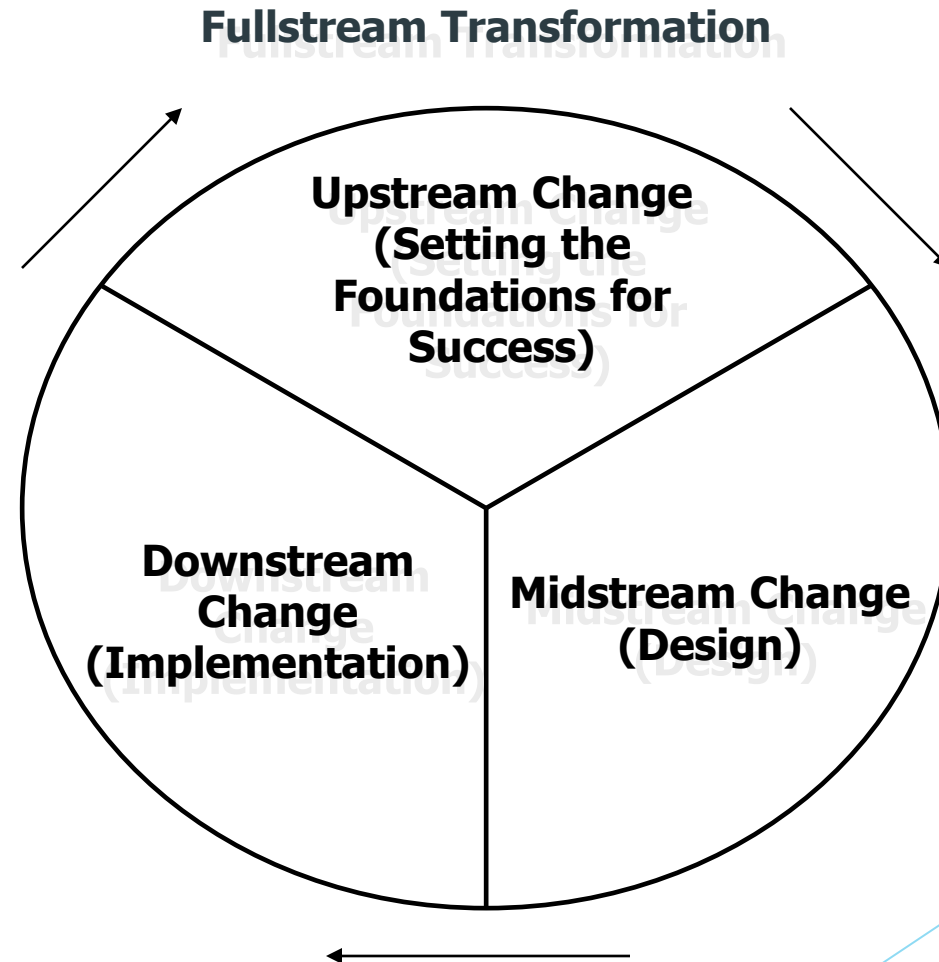
- ✓ **The understanding that transformation is a multi-dimensional process;**
- ✓ **Conscious change process design: The knowledge and skills for designing a transformational change strategy and process that integrates content and people changes;**
- ✓ **Conscious change process facilitation: The knowledge and skills for learning from and course correcting the change strategy and process throughout implementation;**
- ✓ **Attention to the leaders, the workforce, and all relevant stakeholders;**
- ✓ **The establishment of the required infrastructures, roles, and conditions for success;**
- ✓ **Strategies to deal effectively with the people dynamics of change, individually and collectively, including changing the existing mindset and culture and helping people through their natural reactions to the change; and**
- ✓ **Strategies to manage, support, and permeate the boundaries between the organization's ongoing operation and the rollout of the change.**

McKinsey's 7-S Framework

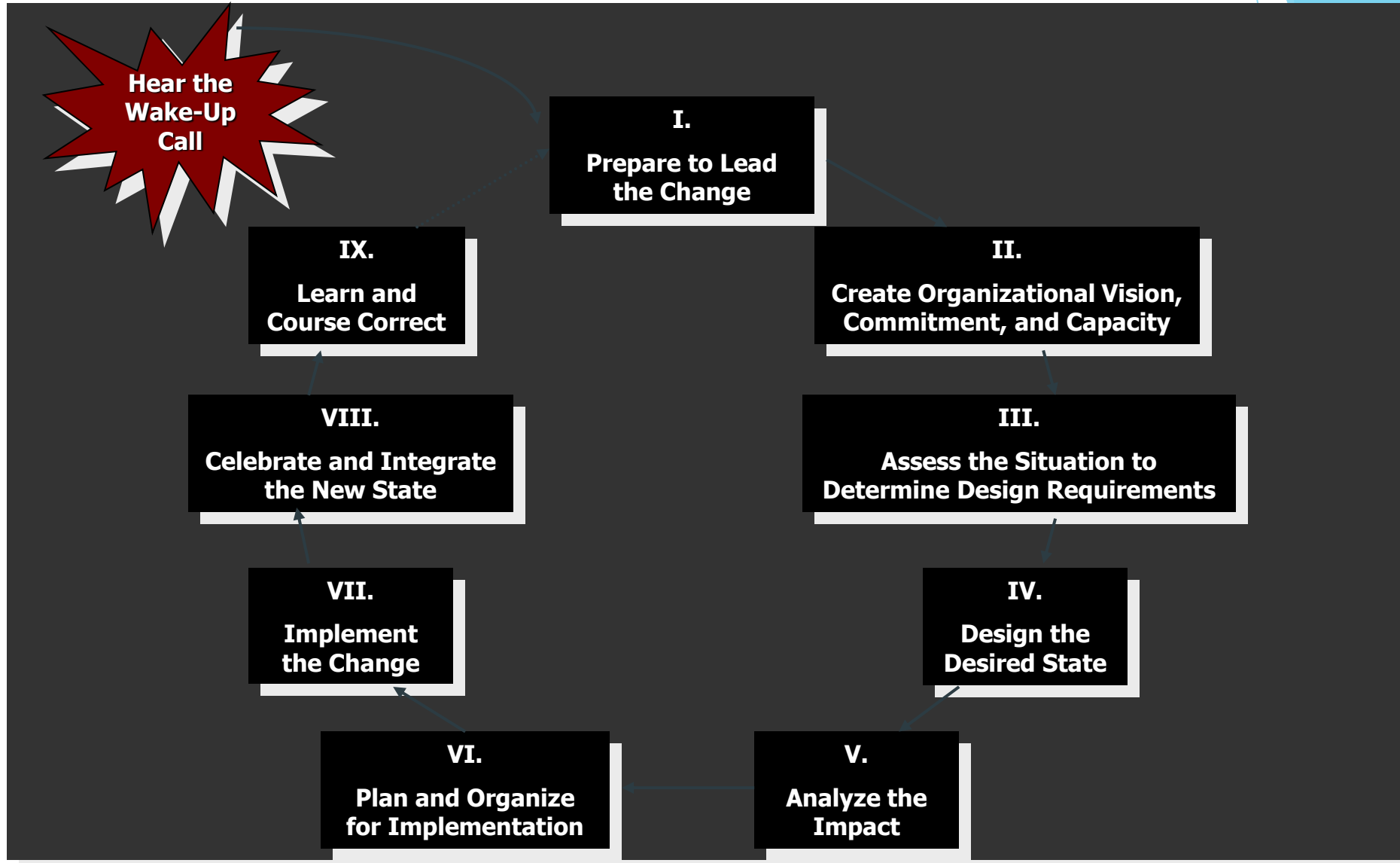


Source: Peters, T., & Waterman, R.H. (1982). *In search of excellence*. New York: Harper & Row.

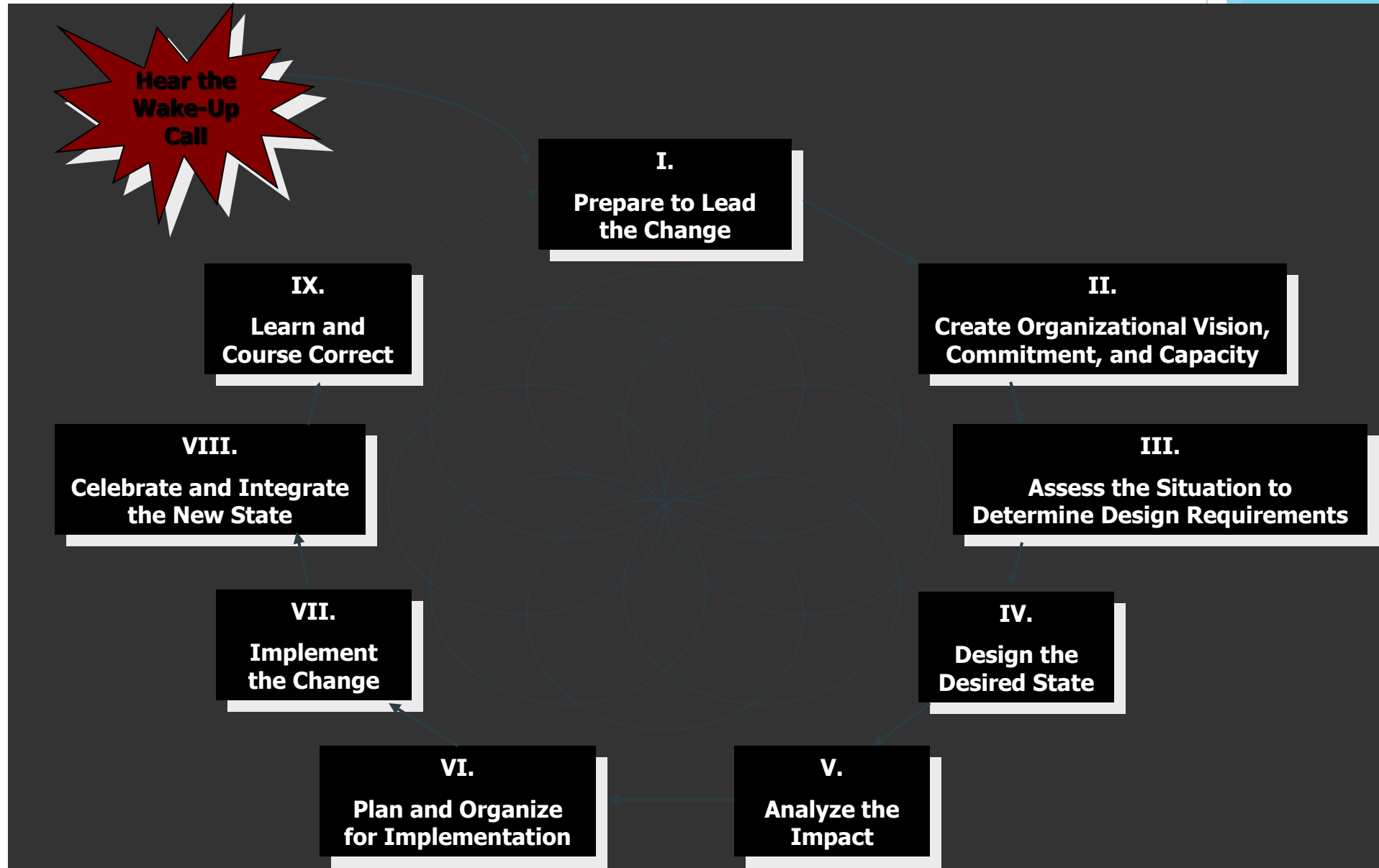
Fullstream Transformation Model



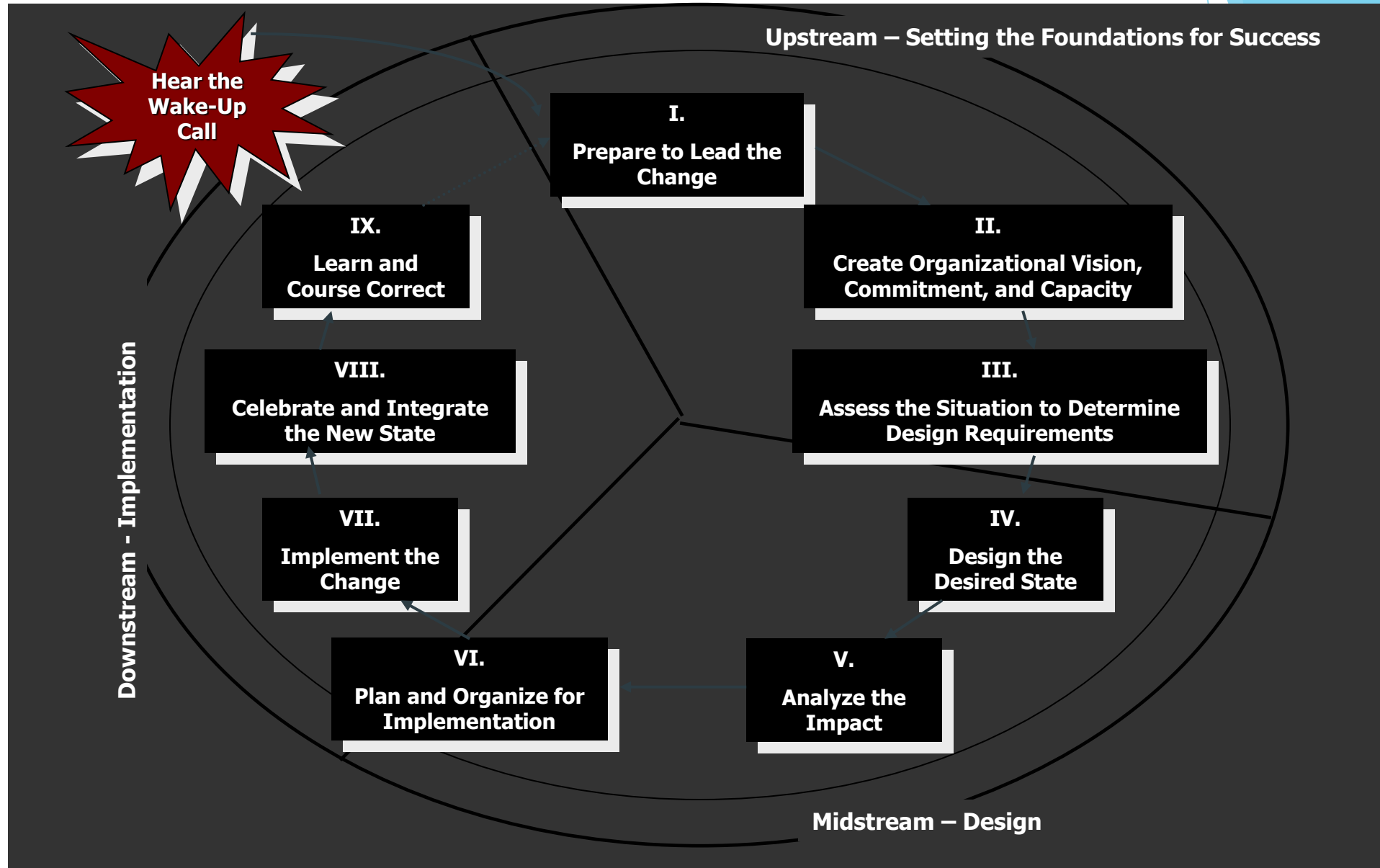
The Nine-Phase Change Process Model for Leading Conscious Transformation



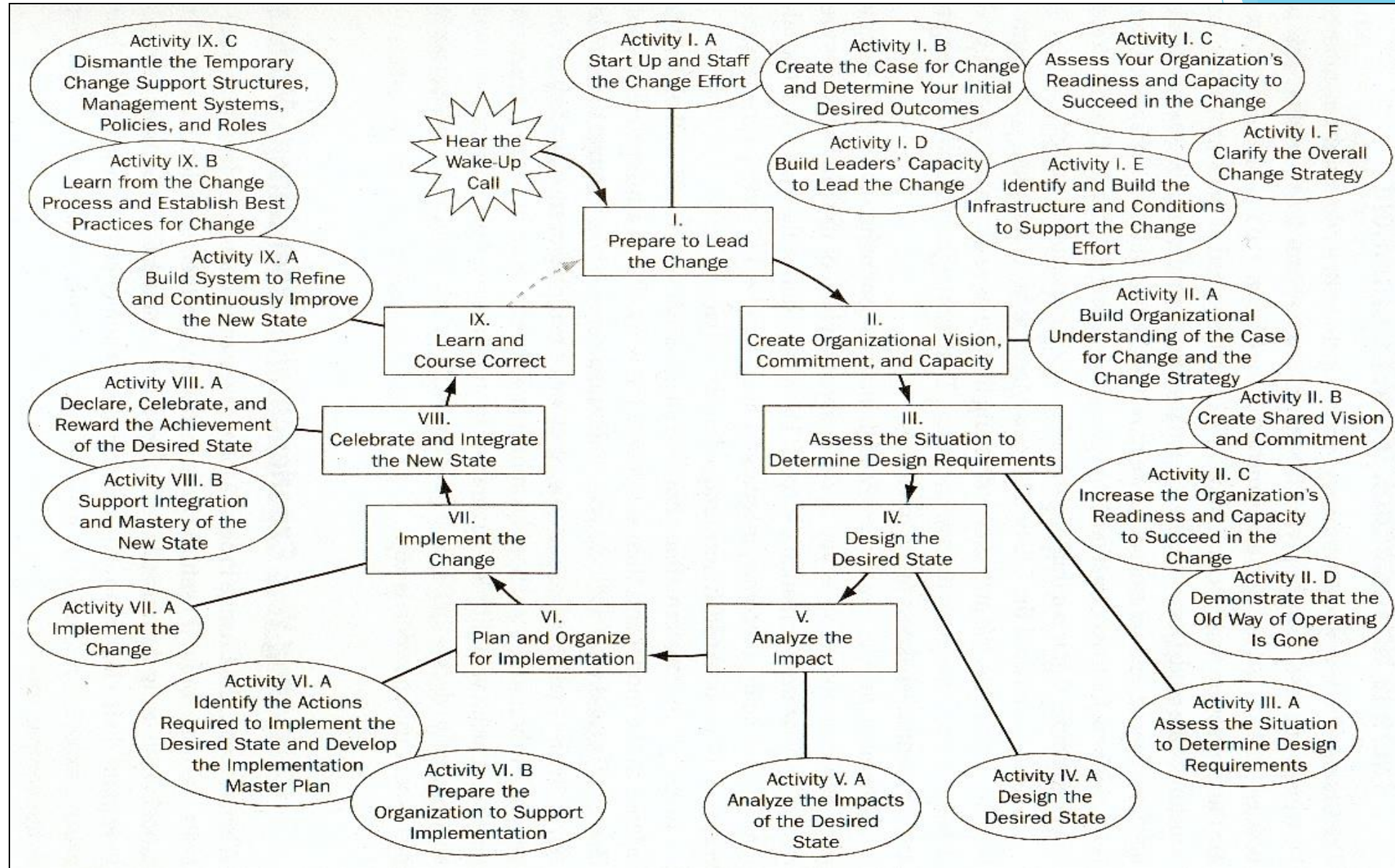
The Change Process Model in Action



The Change Process Model as a Fullstream Process



Change Process Model – Activity Level



Comparing Other Change Models with the Change Process Model

- 1. What change frameworks are you familiar with or have you used?**
- 2. What other change process models are you familiar with or have you used?**
- 3. What aspects of each of the above models fall under each of the three stages of the Fullstream Transformation Model?**
 - Upstream stage:**
 - Midstream stage:**
 - Downstream stage:**

- 4. Do aspects of any of the models address issues not within the three stages of change? If so, what are they, and how would you describe them?**
- 5. For each of the above models, which focus your attention on building a change strategy for the overall transformation?**
- 6. Which focus your attention on the content of the transformation?**

- 7. Which focus on the people dynamics of the transformation?**
- 8. Of the change process models you listed, how would you compare their guidance against the nine phases and all of the activities of the Change Process Model? Check the activities within each phase that you feel are adequately covered in the models you currently use:**

Phase I: Prepare to Lead the Change

- ❑ ***Activity I.A*** Start Up and Staff the Change Effort
- ❑ ***Activity I.B*** Create the Case for Change and Determine Your Initial Desired Outcomes
- ❑ ***Activity I.C*** Assess the Organization's Readiness and Capacity to Succeed in the Change
- ❑ ***Activity I.D*** Build Leaders' Capacity to Lead the Change
- ❑ ***Activity I.E*** Identify and Build the Infrastructure and Conditions to Support the Change Effort
- ❑ ***Activity I.F*** Clarify the Overall Change Strategy

Phase II: Create Organizational Vision, Commitment, and Capacity

- Activity II.A*** Build Organizational Understanding of the Case for Change and the Change Strategy
- Activity II.B*** Create Shared Vision and Commitment
- Activity II.C*** Increase the Organization's Readiness and Capacity to Succeed in the Change
- Activity II.D*** Demonstrate that the Old Way of Operating is Gone

Phase III: Assess the Situation to Determine Design Requirements

- ☐ *Activity III.A* Assess the Situation to Determine Design Requirements**

Phase IV: Design the Desired State

- ☐ *Activity IV.A* Design the Desired State**

Phase V: Analyze the Impact

- ☐ *Activity V.A* Analyze the Impacts of the Desired State**

Phase VI: Plan and Organize for Implementation

- ☐ *Activity VI.A* Identify the Actions Required to Implement the Desired State and Develop the Implementation Master Plan**
- ☐ *Activity VI.B* Prepare the Organization to Support Implementation**

Phase VII: Implement the Change

- ☐ *Activity VII.A* Implement the Change**

9. For this question, set aside your attention to any change framework or change process model, including the Change Process Model. What does your *experience* say about what is needed to lead the process of transformation consciously and effectively *in real time*? What guidance would you want to make sure was heeded?

Evolution of the Leader's Role

Change Leader

- Creates change strategy that integrates people, process, and content needs, including how to change mindset and culture to support new business directions
- Uses conscious process thinking to design the change as a fullstream process
- Models and promotes the emerging mindset and way of being to the organization Ensures that the change is aligned and integrated with all interdependent systems and processes
- Catalyzes people's commitment and highest contribution to the change
- Creates and sustains conditions for success for the change, especially the continuous generation of new information
- Builds organizational capacity for ongoing change and self-renewal

Change Manager

- Manages the implementation of new directions through multiple change initiatives
- Accounts for people dynamics in change, mostly overcoming resistance
- Creates and oversees change infrastructures and resources to support the change
- Aligns the human resource systems to support business change

Leader

- Creates clear strategic direction for the future
- Looks outside of the organization's boundaries for threats and opportunities
- Communicates new requirements for performance and profit enhancement
- Motivates people to pursue new directions

Manager

- Optimizes current operations
- Focuses on how to improve the existing business
- Solves problems that are blocking performance

The Role of the Change Leader

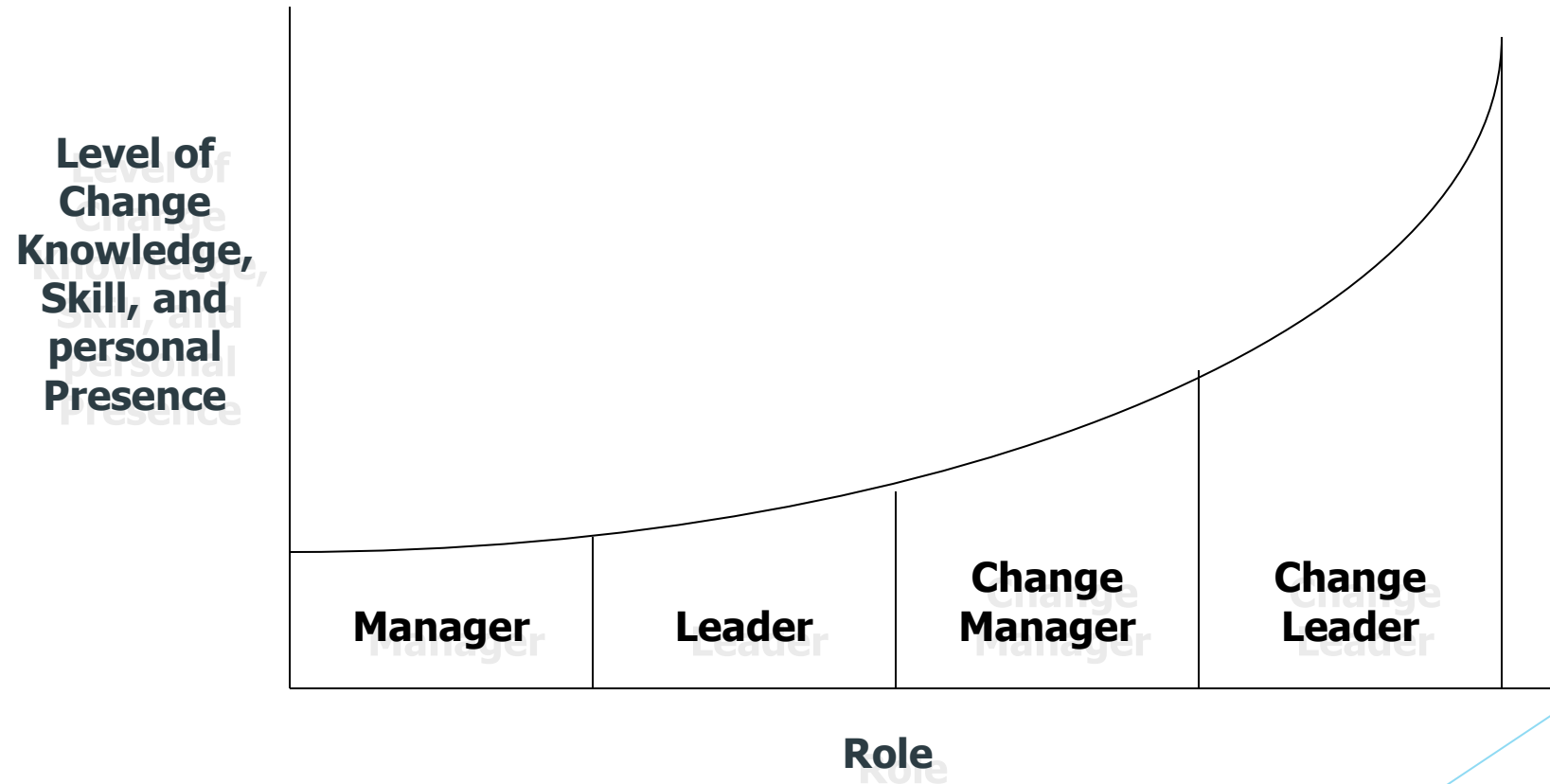
- ✓ ***Create change strategy that integrates people, process, and content needs, including how to change mindset and culture to support new business directions;***
- ✓ ***Use process thinking to design and facilitate the change as a fullstream process (for example, setting the foundations for success up-front, designing the change, and implementing it);***
- ✓ ***Model and promote the Emerging Mindset and way of being to the organization;***
- ✓ ***Ensure that the change is aligned and integrated with all interdependent systems and processes;***
- ✓ ***Catalyze people's commitment and highest contribution to the change;***
- ✓ ***Create and sustain conditions for success for the change, especially the continuous generation of new information; and***
- ✓ ***Build organizational capacity for ongoing change and self-renewal.***

The Person Moves

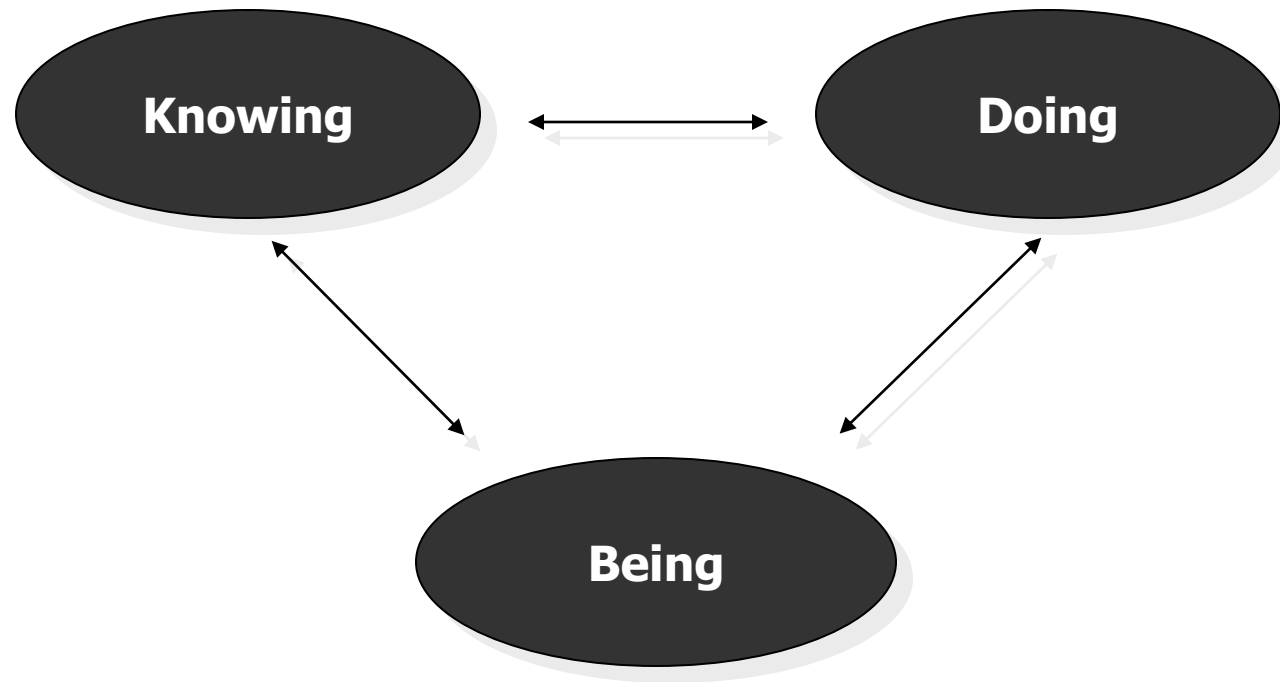
- ✓ *From being responsible for a manageable, discrete function of the organization to being responsible for responding to massive uncertainties;*
- ✓ *From solving known problems to supporting solutions that emerge out of an unknown mix of dynamic variables;*
- ✓ *From installing change in the machine that is the organization to nurturing the conditions for change to emerge in a complex living system;*
- ✓ *From screening and hiding information about the organization's performance to sharing all information openly, even troubling or dissonant information;*
- ✓ *From delegating change implementation to others to fully embracing what is required to play a significant role in leading change oneself;*

- ✓ ***From managing and controlling a single, linear change process to facilitating multiple, multi-dimensional, and interdependent change processes, all as one complex effort;***
- ✓ ***From treating people as cost structures who work to serve the leaders' wishes to caring for people, their feelings, personal needs, and choices;***
- ✓ ***From expecting others to change to engaging in their own personal transformation;***
- ✓ ***From assuming they have fixed "the problem" for good to building the organization's capacity for ongoing change and self-renewal; and***
- ✓ ***From arduously attempting to stabilize the organization to supporting chaos and disruption as healthy stepping stones to an unknown but necessary future.***

Growth Required of Change Leaders



Development Areas for Conscious Transformational Leaders



In this model, "knowing" refers to what conscious change leaders need to be aware of, know, and understand. Here is a partial list of topics:

- ✓ **The drivers of change and that all of them are required for an accurate scope of transformation;**
- ✓ **That mindset is causative;**
- ✓ **The power and impact of perception;**
- ✓ **Human dynamics and motivation;**
- ✓ **Conscious process thinking and systems thinking;**
- ✓ **Culture, what it is, and how to influence it;**
- ✓ **The unique dynamics of transformational change and what it takes to plan for and respond to its complexity over time;**
- ✓ **Change strategy and the requirement for integrating content, people, and process;**
- ✓ **A comprehensive change process model and how to use it for transformation;**
- ✓ **The three leadership styles and their different treatments of process design and process facilitation; and**
- ✓ **The twenty-one dimensions and their interdependent nature.**

The "doing" arena puts the competencies of the conscious change leader into action. Examples include:

- ✓ **Building integrated change strategy;**
- ✓ **Defining the type of change, change imperatives, and scope;**
- ✓ **Creating conditions for success;**
- ✓ **Conscious process design and facilitation;**
- ✓ **Supporting people through their emotional transitions;**
- ✓ **Drawing out people's diverse views and facilitating agreement and alignment for the overall good of the change and the organization;**
- ✓ **Building and communicating the case for change;**
- ✓ **Crafting and establishing a shared vision; and**
- ✓ **Engaging the whole organization in shaping the change, learning from the process, and working together to fulfill the vision.**

The benefits of becoming conscious of your way of being include:

- ✓ ***Modeling the organization's transformation while leading it, which adds enormous credibility to the effort;***
- ✓ ***Being authentic-your natural self-rather than trying to act in some artificial or externally mandated fashion;***
- ✓ ***Being fully present no matter what is going on; being skilled in self-mastery;***
- ✓ ***Getting to the truth of any situation faster;***
- ✓ ***Understanding your part in creating results (both good results and bad);***
- ✓ ***Making better decisions;***
- ✓ ***Appreciating what is happening in any given situation and why, in order to accept it for what it is and how to change it;***
- ✓ ***Being able to unravel your perception of reality from the facts of reality; and***
- ✓ ***Developing your intuition and being able to sense right action and right timing***

Framework for a Change Leadership Development Curriculum

The elements of the framework follow:

- **Breakthrough Training**
- **Change Education**
- **Building Change Strategy**
- **Conscious Process Design**
- **Conscious Process Facilitation**

Breakthrough Training. This element of the framework is primarily focused on shifting change leaders' mindsets from an industrial worldview to the Emerging Mindset. This work must be experiential.

***Change Education.* This element of the framework provides leaders with an overview of the information and models that they need to understand to lead their transformations effectively.**

Building Change Strategy. This element of the framework focuses on real-time change strategy development, including how to address the *content* and *people* elements of the organization's transformations using a *process* approach.

Template for Building a Change Strategy

Inputs from Phase I

- **Case for change, including:**
 - ✓ **Drivers of change;**
 - ✓ **Initial desired outcomes for the transformation;**
 - ✓ **Leverage points for transformation;**
 - ✓ **Type of change;**
 - ✓ **Scope of the change;**
 - ✓ **Targets of the change; and**
 - ✓ **Degree of urgency;**
- **Project community;**
- **Organizational readiness assessment results;**
- **Leadership capacity assessment; and**
- **Conditions for success.**

Elements of Change Strategy

- **How to unify all initiatives under one transformational umbrella;**
- **Position of this transformation in the organization;**
- **Bold actions;**
- **Strategic levers;**
- **Participation strategies for creating a critical mass of commitment;**
- **Change infrastructure;**
- **Milestone events from Phases I through IX; and**
- **General timeline.**

Conscious Process Design. This element of the framework is also handled on live change efforts by teams of change leaders and their consultants.

Conscious Process Facilitation. This element of the framework is learned as the real-time action of the transformation plays out.

Development Arenas for Conscious Change Leaders

Knowledge Arena

- **Three types of change (developmental, transitional, and transformational);**
- **The differences between the Industrial Mindset and the Emerging Mindset;**
- **Conscious process thinking, design, and facilitation;**
- **Nine-phase Change Process Model for Leading Conscious Transformation;**
- **Change strategy and its components of content, people, and process;**
- **Drivers of Change Model; how to define and establish imperatives for change;**
- **Mindset and how to change it; understanding that "mindset is causative"; the dynamics of perception;**
- **Human dynamics and motivation;**
- **Change capacity and readiness and how to build them;**
- **Participation strategies and how to engage the whole organization in the change;**

- **How people respond to change and how to support them through their transition cycle;**
- **Temporary change support structures, systems, and policies;**
- **Organizational culture and how to change it;**
- **What it takes to build and sustain good working relationships and teams;**
- **How to generate collaboration and efficiencies across change initiatives;**
- **Levels of design and how to apply them;**
- **Five levels of communication;**
- **Elements of organization; organization design model;**
- **Learning and course correcting;**
- **The process of personal transformation; and**
- **Strategies of changing organizational mindset.**

Doing Arena

- **Using conscious process design and facilitation skills;**
- **Defining imperatives for change (for example, business, organizational, cultural);**
- **Determining the type and scope of the change;**
- **Defining and staffing change leadership roles;**
- **Determining the leaders' and organization's level of readiness and capacity for making the change;**
- **Developing an integrated change strategy;**
- **Tailoring and applying the nine-phase Change Process Model;**
- **Identifying the prevailing mindset, determining the required mindset, and changing mindset individually and collectively;**
- **Ensuring that the decision-making process is overt;**

- **Using coaching and counseling skills for assisting people through each stage in their cycle of emotions;**
- **Creating diverse teams, drawing out diverse views, and facilitating alignment for the greater good;**
- **Using multi-directional communication skills;**
- **Determining, establishing, and monitoring conditions for success;**
- **Creating shared vision;**
- **Consciously choosing who is best to participate in change activities;**
- **Proactively course correcting for the change process;**
- **Generating information and using it effectively to support the transformation; thinking "outside the box";**
- **Partnering with others to support the shared vision-dialogue;**
- **Dealing effectively with politics;**
- **Practicing self-mastery and personal development;**

- **Engaging the whole organization in shaping the change;**
- **Learning as an individual, team, or organization;**
- **Coaching; counseling with compassion;**
- **Seeking, giving, and receiving feedback;**
- **Resolving conflict and building alignment;**
- **Recognizing wake-up calls for course correction;**
- **Managing resources creatively to support the change;**
- **Mobilizing and sustaining a critical mass of support for the change; and**
- **Identifying the impacts of any event or plan on the change process, people, the culture or the organization, and all other interdependent systems and processes.**

Being Arena

- **Valuing self-awareness;**
- **Being personally responsible;**
- **Telling the truth;**
- **Understanding and caring about people's needs and desires;**
- **Being supportive;**
- **Having personal integrity;**
- **Being committed to the shared vision;**
- **Doing what is right for the good of the whole system;**
- **Being authentic; dealing effectively with your own emotions;**
- **Staying in relationship during conflict or difference;**
- **Honoring people's diverse contributions and needs;**
- **Being willing to self-reflect and change personally;**

- **Being able to take a stand and be courageous;**
- **Being able to tolerate uncertainty and prolonged ambiguity;**
- **Having a sense of discovery, being "in the inquiry" about how the change is going;**
- **Being balanced between knowing, doing, and being; balanced between organizational and human issues; balanced among body, emotions, mind, and spirit;**
- **Being vulnerable and taking responsibility for mistakes;**
- **Honoring and accepting differences and diversity;**
- **Empowering others; creating conditions for others to contribute their best;**
- **Being flexible and adaptable;**
- **Being willing to communicate with others about your internal state, concerns, reactions, mental models;**
- **Being positive, optimistic, and intentional about what you want to create;**
- **Taking risks;**
- **Talking the talk of your values and principles; and**
- **Seeking out creative solutions.**