

EXERCISE 5.1

The process of implementation (for group discussion)

Step 1: Determining the need for change.

What are the external forces driving change? What are the internal forces driving change? How powerful are these forces? What choices do we have?

Step 2: If things keep going the way that they are without significant intervention:

What will be the predicted outcome? What is our alternative desired outcome?

Step 3: What is it in the present that we need to change in order to get to our desired future – what is done, how work is done, structures, attitudes, culture?

Step 4: What are the main avenues that will get us from here to there?

What are the particular projects within those avenues? Long, medium, short-term? How do we involve the organization in this project? Where

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do we begin? What actions do we take to effect maximum effect, medium or minimum effect? How will we manage the transition? How do we build commitment? Who is or is not ready for, or capable of, change? How will we manage resistance? Who will let it happen, help it happen, make it happen? Do we need additional help – consultants, facilitators?

Step 5: What review procedures do we need to establish?

How do we articulate and share what we are learning?