FACILITATING CHANGE BY *INSIDERS*

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KEEP THE CHANGE
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Objectives: This session will introduce you to how to facilitate controversial change by an insider. By the end of this session you will

1. Know three historical references for a method for leading insider change.

2. Practice coaching an insider.

#	TIME	DESCRIPTION	PURPOSE
1	:06	Welcome, Agenda Review	Orientation Connection
2	:19	Background Exercise: Listening Warm-Up	Practice skills
3	:32	Step Zero Exercise 3 Minutes for **A** to Answer Questions 1.5 minutes each for **B/C** to point out highlights	Discovery, Reflection, Learning, Sharing
4	:40	Step One Exercise **A**: 2 questions in 3 minutes 1.5 minute each for **B/C** to share-offer cards	*Ditto*
5	End - :12	Fishbowl or Open Discussion of Steps 2, 3 & 4	*Ditto*
6	:12	Closing Circle/Evaluations	Continuous Improvement

FROM RESPONSIBILITY TO
LEADING CONTROVERSIAL CHANGE

Step Zero (private and thus before any public actions on your part.)

0.1 Where might you take up responsibility for change inside your organization?

0.2 What difficulties are you preparing yourself to face and deal with, ignore, or suffer through in pursuit of this change?

Notes:

Some people see things as they are and say, "Why?" I dream of things that never were and say, "Why not?" ~ George Bernard Shaw ~

If we are unwilling to let our ideals cost us anything, our ideals aren't worth anything. ~ Zora Neale Hurston ~

Step One

1.1 When you will create the time to reflect in private on your connection to everyone who will be touched by the change?

1.2 Where are the gaps between trumpeted mission and vision statements and the results you get? How did this become acceptable for what you do, become *normal*?

Notes:

It has never been, and never will be, easy work! But the road that is built in hope is more pleasant to the traveler than the road built in despair, even though they both lead to the same destination. ~ Marian Zimmer Bradley ~

Step Two

2.1 Who can you approach informally and in a friendly manner?

2.2. How will you begin a conversation that suggests *our shared customs and traditions* has problems?

Notes:

If you want to win a man to your cause, first convince him that you are his sincere friend.
~ Abraham Lincoln ~

Step Three

3.1 Can you patiently participate in a conversation as the group uncovers how the culture (shared traditions) has led to this gap between stated claims and what is actually done?

3.2 Will you lend your ideas and support to efforts to test an assumption or try a new practice?

Notes:

If you don't make a total commitment to whatever you're doing, then you start looking to bail out the first time the boat starts leaking. It's tough enough getting that boat to shore with everybody rowing, let alone when a guy stands up and starts putting his life jacket on. ~ Lou Holtz ~

Step Four

4.1 What experiment will the group find credible for testing an assumption or practice?

Notes:

To recast larger problems into smaller, less arousing problems, people can identify a series of controllable opportunities of modest size that produce visible results .... The strategy of small wins addresses social problems by working directly on their construction and indirectly on their resolution. ~ Karl Weick ~

Opportunities are seldom labeled. ~ John A. Shedd ~

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