



# Framing the Future of Change

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## Introduction

**Frameworks typically outlast** methods, models, and processes, but they often don't stay on the front page of the news. This is partly because they sometimes get re-labelled as models, and much of the time they are considered to be either too abstract or overkill for practice.

**This discussion's view of a framework** is the result of over 12 years of empirical research across Fortune 1000s, growing startups, and non-profits in the USA.

It responds to **what “change” means, going forward**, to business, to communities of practice, and to individual stakeholders in the outcomes of change efforts.

And it addresses why an explicit framework is the basis for succeeding at managing change going forward.

**The discussion continues in six parts**, aiming to demystify the *general practice everywhere* of managing change **beyond the current prevalent rates of failure**.

At the same time, it respects how proper implementation of management practice is a *specifically localized* matter.

**The series** will address:

- Why you need a framework to manage change in the enterprise
- How to avoid confusing frameworks with models
- Applying a framework as a planning tool
- Understanding how a framework makes models, methods, and processes more useful
- Using a framework that is meaningful for the 2020s instead of one for the 2000s

Part One and Two of the discussion describe what constitutes a framework, and how it has a “parent” relationship to models that are derived from it (as it's “children”). Part Three describes how and why models are derived from higher level frameworks. Part Four continues with a closer look at the problem of management's perspective, versus complexity and change-on-demand. Part Five focuses on cultivating and prioritizing success factors of change. The discussion concludes in Part Six with a description of how the success and risk factors of change are concentrated in **enablement** — a prerequisite condition that must be management's primary perspective on change in order to influence success.

## Part One

### A brief (imagined) history of Change



<https://kellysaxton.com/paint/time-based-landscapes/> ]

**Change** always means, of course, a **difference** between a *Before* and an *After*.

Our interest in it can always be summed up as the probability of **preferring** the *After* to the *Before*, plus **acting** to intentionally achieve the preference.

Today we think we spend more time than ever before directly acting on change, but analysts continue to report that we aren't very good at it. We like to approach *intentional change* with the confidence of years of producing things with skill. Yet, success rates at finally achieving the preference are reported to be only in the 25% to 33% range.

Over time the biggest influences on change itself have come in the form of the **pace** found necessary, and the **reach** found useful. Roughly speaking, this duo reflects the ongoing development of markets and labor, or said differently, **why there is demand and how something is provided**.

That is the idea behind the invented, highly generalized model of change history (below), *the only purpose of which is* to illustrate that there are persistent basic variables within what business manages as "change" — **requirements, urgency, and solutions**.

## Change Evolution

**In one early scenario**, intentional change was not very recognizable except *within* local areas of impact.

Things were mainly about incrementally **adapting**.

- Requirements were not difficult to ascertain or prioritize
- Urgency arose in change mechanisms typically due to large or sudden changes in the environment, or due to the need to find a successful defense against hostility.
- Trial and Error was mostly an ad hoc experience for communities, but experts who emerged were expected to be practical contributors with incremental influence. Radical influencers were not expected to operate broadly unless authorities called on them.

**In a later scenario**, things were about assertively **adopting**. The most significant intentional change recognizably happened more *outside of* the locality. Industrialization created the likelihood that most different localities could suddenly use the same means and modes to have impact at their locality. At the locality, the usage was not at first in alignment with traditional demand, but eventually local demand changed to align with what industrialization could make available locally.

- The experience of “using new things to do the same old thing” became common, but this period also required reconciling the coexistence of legacy and progressive methods.
- Urgency arose about the ability of “new and improved” to attract most of the attention and supersede legacy; marketing grew to fuel the value of new markets to providers.
- The impact of new ways of doing things created as many problems as it did benefits, making the new example of progress subject to even greater emphasis on controls.

**In a more current scenario**, things were about critical **transformation**. Intentional local change occurred mostly as a response to demand generated outside of the locality, but the outside demand was **not** directly about the locality itself. Instead, it affected the locality without regard to its impact there.

- Localities became more pressured to become an integral part of the broader forces and mechanisms of change around them, requiring that different priorities, expectations and abilities should begin to predominate locally.
- Urgency arose in trying to keep up with external demands that were harder to anticipate and difficult to throttle unless major investment in surveillance was maintained.
- Qualifying and repositioning the locality for a role in the bigger picture was necessary for it to benefit or survive.

This narrative of evolving demand is not a true history of management, but it represents that *change itself varies within the standing issues of management.*

The same three variables were used to search each scenario for demand (causes) and response (effects). That allowed recognition of change itself differing, in the same organization. *That is, those terms were a framing device. The framing did not change, but variation occurred within it. On the other hand, the details within the respective scenarios were not the same from case to case.*

Of course, we are all familiar with using standard measures across time. But the point here is different.

In reality, the various scenarios of demand all exist, **simultaneously**. Correspondingly, multiple kinds of change may co-exist in each organization, and some parts of an organization are sometimes found to be involved simultaneously in multiple kinds of change. Management is expected to coordinate and reconcile this variety. Management models are needed, but one size does not fit all.

The message here is that change is not an event but instead a constant characteristic of the current state. The new normal is that this complexity is permanent and increasing. Consequently, ***continual alignment to value, and being built for change, are fundamental to enabling management of change.***

## Strategy and Design

### Imagine building a house without a blueprint.

The blueprint accomplishes three things.

1. Communication of the idea is explicit; it shows what is included and why
2. It calls for things that are known to be doable; does not make speculative requests
3. It describes why when something is finished as required, it will work as needed

Thanks to the blueprint, when the builders start to work, they know What to do, and Why to do it — and they bring the experience and tools themselves that tell them How.

In contrast, without a blueprint,

- the idea of what to make or not make is uncertain;
- things that get included may be more experimental than reliable;
- and the overall quality of experience given by the results is only unpredictably acceptable or consistent.

With those limited expectations of a *no-blueprint* build, only one thing would be worse than having to depend on the result — namely, having to pay for it.



Having a framework doesn't tell you what specifically the house will be in the end; but it tells you what kind of things need to be possible and need to be dealt with — objectives and requirements.

## Part Two

Part One of this discussion described that frameworks provide guidance at a generic level of definition but with very explicit terms of distinctions in what should be relevant to composing a “whole”. By identifying inclusions and relevance, frameworks also immediately provide guidance for recognizing and managing complexity.

### Recognizing Frameworks

**Making things** is the **interest-in-common** of

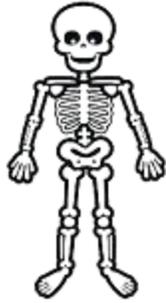
- instructions,
- prescriptions,
- functions,
- processes,
- models,
- methods,
- standards,
- scenarios,
- and frameworks.

While those appear to be largely synonymous, **our interest** in *How To* make something, or in understanding how something has been made, causes us to look at one or more of those representations, depending on what we think we **need to know at the time**.

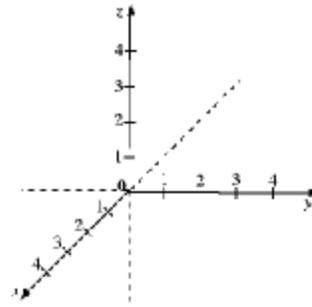
**A framework offers a guide to accomplishing and supporting desired completeness.** It indicates elements of a whole that *should be anticipated and considered* because of how they define or structurally support the item intended to be made.



[ [es.kisspng.com](http://es.kisspng.com) ]



[ [clipartmag.com](http://clipartmag.com) ]



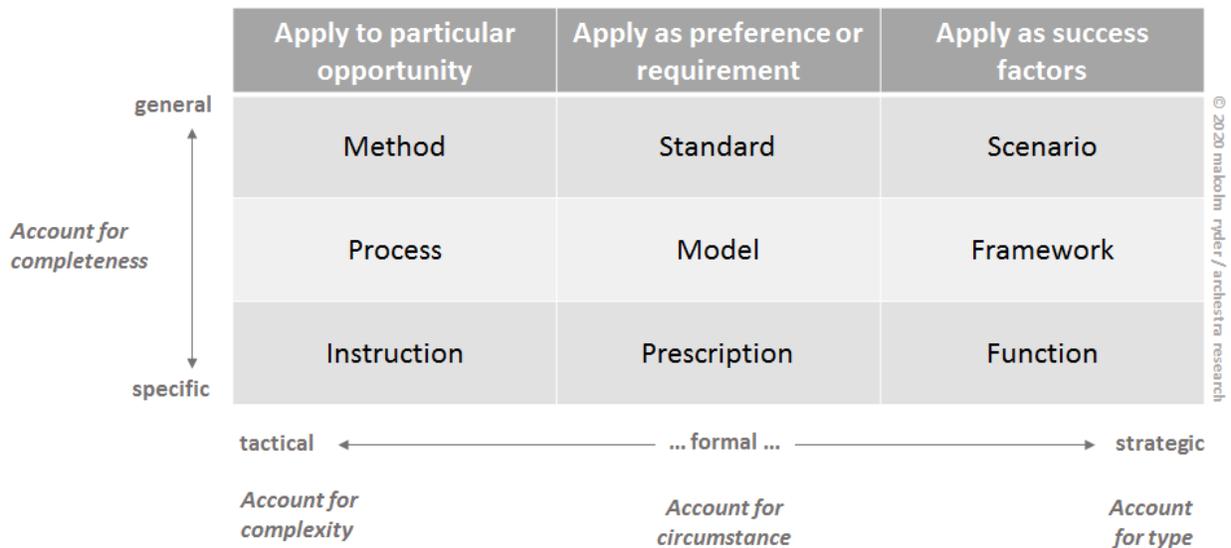
[ <http://mathsfirst.massey.ac.nz/> ]

Numerous instruments are used with that intent. But the **necessity** for a framework is more specific, to provide something that the other things in our list of maker’s tools do not. It is to avoid omitting something that could be the deciding factor between the success and failure of what is made.

It is not hard to understand why many of them are synonymous; they constantly involve each other and therefore usually show up together in practice. But **misusing** them — through confusion, inappropriate substitution, or omission — risks failing to accomplish the necessary degree of **completeness and coherency** in what is made with them.

The following picture describes why there are so many different instruments in the “maker’s” list to consider.

# MAKER'S INSTRUMENTS



In the picture above it is especially worth noting that **frameworks** are the *intermediary* between the generic and specific idea of completeness; whereas **models** are the *intermediary* between the type of what is made and the complexity of making it.

**As intermediaries, they are the “translators” of ideas to actions in the production of the result.**

## Complexity

Complexity is a condition in which an overall effect is obtained only through the concurrent interactions of elements. By definition, a **level** of complexity can range from low to high, depending on how many elements and interactions are involved.

In the complexity of the real world, most of the effort to produce something takes place “*under the circumstances*” of other things already being underway.

The influence of circumstances may range from *cultivating* to *preventing* what is needed in the production. That influence introduces the concern of determining where there is too much or not enough of something that needs to be included or avoided.

## Design

Under pressure to *finish and complete*, we most often try to reduce the **difficulty** of the effort, usually by seeking a **prescription** for how to proceed.

Under some circumstances, there is a need only for doing a certain thing in a certain way. Getting recurring work down to this level makes the approach familiar too, and in that way additionally easy.

But familiarity can too easily discourage adequate examination of the current circumstance.

Examination generates awareness of whether all important criteria are being met to support the intent and expectations of the production result.

Depending on the influences, production may need to **adapt in order to progress**. Decisions need to be made for the **right** reasons — namely, according to whether circumstances are affecting the type, form, or production tactics of what is to be made.

*Under the circumstances*, a prescription may not be enough to ensure that effects and side-effects on other things are tolerable or acceptable. Those should be considered and included as part of the results that must be approved.

For the circumstances, a **model** provides an **example** that *represents* (proposes) how things will work concurrently or together — a reliable coordination meeting the terms of approval.

However, different people may not all have the same ability or knowledge of how to use a model effectively — to translate the given model into an actual end-product for use.

Without a **method** or a **process**, it is less certain that they will apply the right resources and actions at a sufficient level of strength and quality to make separate components work together as needed. At worst, one misused action or ingredient may prevent another from being properly useful.

Although *engineering* rigorously concerns itself with much of that problem, engineering is not responsible for prioritizing what dependencies among parts are higher or lower than others. *Design* is responsible for that. Engineering is responsible for *assurance*.

## Relevance

Just as a model establishes how components are relevant to what is being produced, a **framework establishes how a model is relevant to what is being produced.**

This includes the interesting and useful fact that a single framework can guide the development of multiple models. (Similarly, we know that a rectangle is a single thing that generates multiple derivative models such as squares, many varied trapezoids, etc.)

In that relationship, any given model at least *implies* a “higher level” framework. For us, what matters is that we can *explicitly determine* what framework the model iterates.

For example, a model for something may be emphasizing *durability* issues, but if the actual **priority in demand** is *speed*, then the model risks being largely irrelevant or at least insufficient to guide production to the right result. Conversely, a framework emphasizing success factors for speed probably does not logically generate the same selections and decisions as a framework for durability.

To maintain alignment of production to the correct type of outcome, the model in use should be derived from an *explicitly* acknowledged framework. *Production outcomes lacking relevance are usually treated as waste, opportunity loss, or both.*

***Change efforts that produce outcomes irrelevant to current need are usually deemed failures. Because reported rates of failure have consistently been pretty high for several decades, it is clearly time to look at doing things differently — at changing how we change — from a higher point of view.***

## Part Three

Part One and Two of the discussion have described what constitutes a framework, and how it has a “parent” relationship to models that are derived from it (as it’s “children”).

Practical models are always seen as an example of something that can be constructed, whether logically or physically. Our usual attention to them is geared towards deciding whether something is “doable” and, no less, to understand at a high level “how” it should be done.

### Changing Management Models

The *How-To* aspect of a model has very strong emotional appeal as a prescriptive or “correct” way of acting. But that can displace attention to the ultimate requirement of actually making something *for the right reason*. A model makes sense because of a *context of relevance*. Out of context, it may just effectively guide doing the wrong work.

To help guide people through circumstances that may be undecided, ambiguous or potentially unmanaged, **models** are very often the “Go To” aid.

For example, Change Management has a healthy collection of different models reaching back to the 1940s. Each of them has been given as a guide or roadmap to get from the beginning to the end of the change.

Over that span of time, businesses would at certain points find a **new biggest concern** of the time to be challenging their existing ability to solve problems through change, and a newer model for managing change would be promoted *as a solution*, superseding older ones.

Even so, **reported failure rates** between 65% and 75% have persistently frustrated the value of the management models throughout these decades.

*Failures* suggest that models are not sufficient, even if they are necessary. Some of that problem may be that the right models are not being used in the right way.

For example, likely, a failure occurs if the model was being used out of **context**. Each context has a logic of inclusion that *precedes* other activities and decisions. Say, for example, that a person has five skills. The way skills selectively interact in one context can be modeled. But that model may be inappropriate in another context. In one context, two of the five skills might be irrelevant. In a different context, a different choice or different number of those five skills, interacting, would be relevant or irrelevant.

While a model is a structural pattern, a model is not a substitute for a framework. A model is not responsible for supplying a context. A framework, by definition, **represents** a context.

## Models for Managing Change

Managing change must include the awareness of what *characteristic of change* is most important.

Our *comparative analysis* of numerous management models for change has evolved to offer the following idea of the reasons (contexts) why differing models were emerging — they were based on **issues about changing** that needed to be addressed by management. For example:

- Lewin's management model addressed *risks of change*
- Conner's management model addressed *adoption of change*
- Kotter's management model addressed *performance of change*
- Prosci's management model addressed *engagement of change*

Against that backdrop, what makes **frameworks** worth direct attention is the continued reporting that even high adoption rates of a particular change *model* have not generated high success rates among the adopters.

We understand that adoption rates are largely motivated by urgency and the strong arguments of their problem-solving logic.

But the necessary improvement is that it is, as usual, more sensible to start by focusing on the fitness of an approach to the demand of its purpose, than to just “dive right in” ...

Having a framework for representing the context of change provides at minimum the basis for deriving **relevant** models of production management.

### Recognizing Requirements

As a guidance tool, a framework presents a **logic of inclusion or exclusion**, which represents a view of what can be considered **complete** — where complete means “*necessary and sufficient*”.

A framework does not need to specify what actually **is** included; rather, it only needs to specify *the logic for including something appropriately*.

As a result, frameworks are readily used to represent *standards*. In turn, standards are most often used to provide a base set of *requirements*. Requirements then represent the *limits of responsibilities*.

Since *in that way* a framework describes limits, it can be seen also as describing the **scope** of completeness. Indeed, the framework literally *frames* something.

“*Expected Expenses*” are framed in this example:

Budget	Food	Clothing	Travel
Children			
Men			
Women			
Pets			

The framework features very general but clear distinctions. At the same time, its precision is scalable. It can add additional criteria for attention or selection.

For example, further than the currently shown “Expected Expenses”, it can be defined more specifically for “things that are necessary and sufficient only in **Winter**” and it could add **Medicine** to its range of things identified. That more specific framework would *more comprehensively* indicate how something is considered to be **relevant or irrelevant** to the *Family Budget* — or indeed to a store’s corresponding *Product Line (catalog)*.

As the framework increases in precision or range, it still does not dictate any particular *model*. Instead, it advertises more characteristics that should be accounted for as part of producing satisfactory outcomes. (In this example, the framework might guide creation of a model of How To Pack For The Holiday Trip. But that is clearly not the only thing that can be modeled from it.)

**The logic of the framework** argues *explicitly* that something is relevant, and that excluding it may remove something important from the completeness of what is being considered.

A framework directly shows the *type* of relevance, and that information goes into deriving a model of things selected from the framework by priorities and interactions.

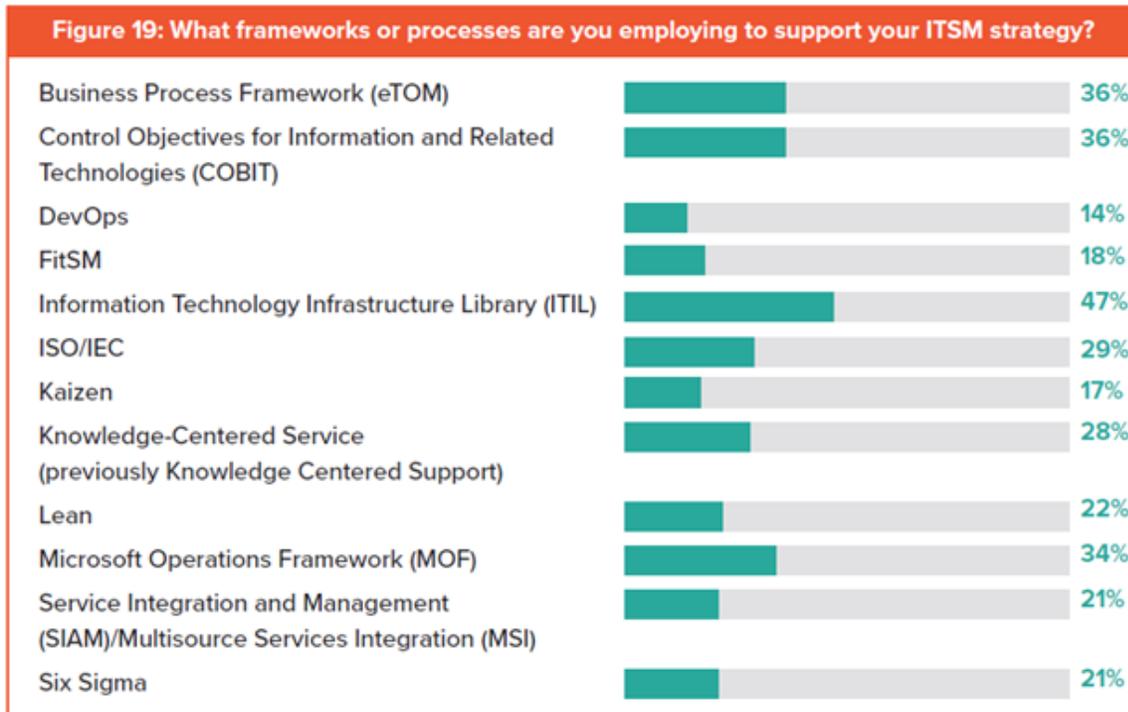
## Standards

**Standards have been a major force** in advancing the ability to manage complexity in business operations.

Consistent use of a framework “standardizes” the recognition, decision-making terms, and communication that **management** needs and also that **co-operation** across multiple parties’ needs.

Shared knowledge and co-operation readily explain the increasing prevalence of framework usage but note that their proliferation is because they tackle differing subjects. Even within one domain of work or knowledge, many frameworks can co-exist. This next example is entirely about ITSM Strategy (the

domain), but certainly there are those who will argue that each one of the listed frameworks within it can be considered a sub-domain or strategy being managed on its own.



[credit: BMC ]

That example, however, shows that it is quite common to use the concept of framework and process synonymously — a mistake that is far more likely to lead to failures than will understanding and using their distinction.

What we know, meanwhile, is that **a framework can vary quite a lot in its precision and range**, without ever specifying any particular corresponding model or process.

By communicating significant factors of completeness with a logic, **the framework instead guides the recognition of what may be requirements for a model or process to be used in given circumstances.**

The key idea is to align processes and models to an explicit framework and to choose a framework that represents a problem actually needing to be solved. It makes sense that a process can be derived from a model that was derived from a framework.

## Recap

To maintain alignment of production to the correct type of outcome, the model in use should be derived from an *explicitly* acknowledged framework. *Production outcomes lacking relevance are usually treated as waste, opportunity loss, or both.*

***Change efforts that produce outcomes irrelevant to current need are usually deemed failures. Because reported rates of failure have consistently been pretty high for several decades, it is clearly time to look at doing things differently — at changing how we change — from a higher point of view.***

## More framework examples:

Example 2:

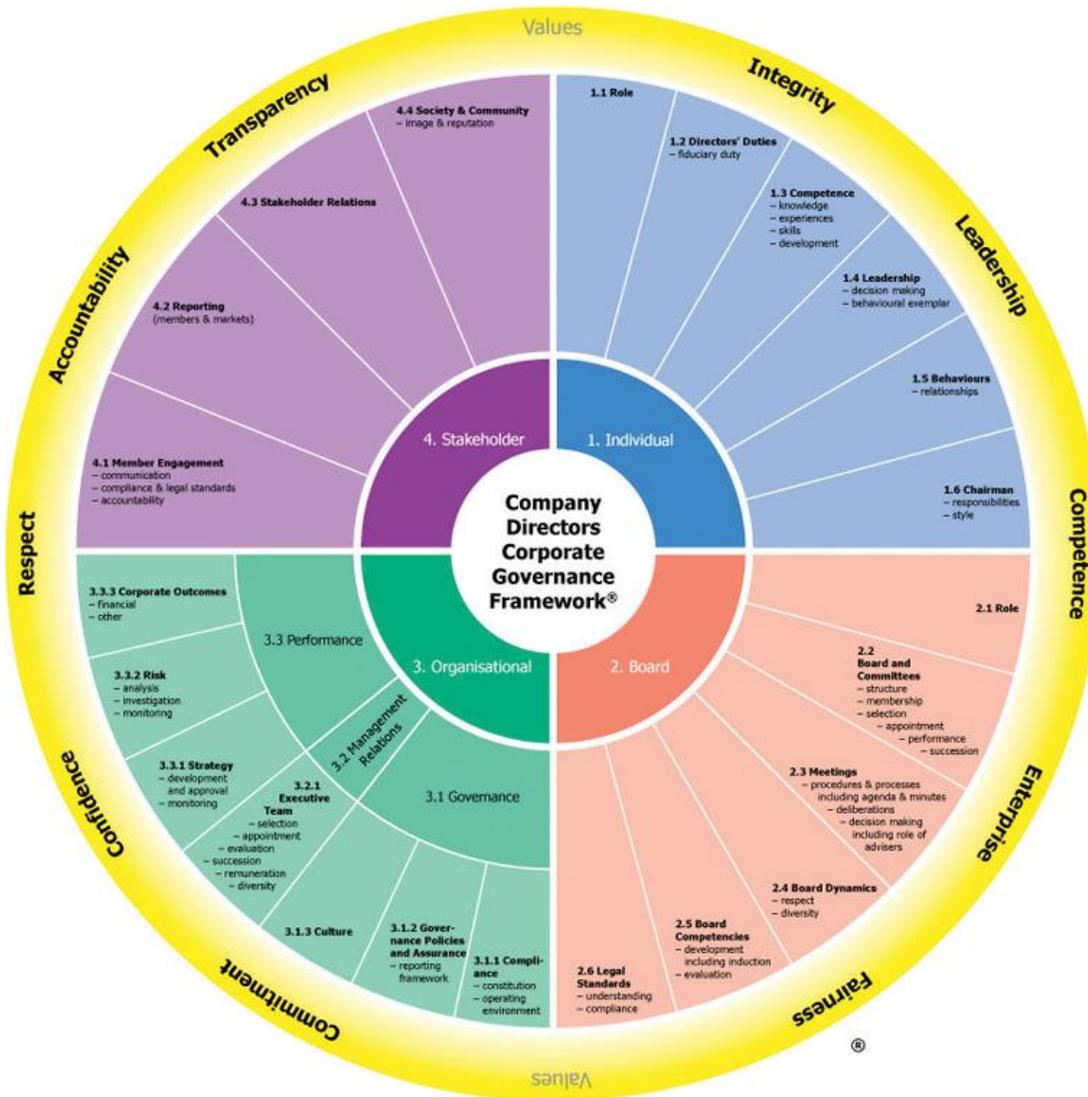
	<b>What? DATA</b>	<b>How? FUNCTION</b>	<b>Where? NETWORK</b>	<b>Who? PEOPLE</b>	<b>When? TIME</b>	<b>Why? MOTIVATION</b>
<b>SCOPE {contextual} Planner</b>	List of things important to the business	List of processes the business performs	Locations in which the business operates	List of organisations important to the business	List of events/cycles significant to the business	List of business goals / strategies
<b>BUSINESS MODEL {conceptual} Owner</b>	<i>e.g.</i> , Semantic model	<i>e.g.</i> , Business process model	<i>e.g.</i> , Business logistics system	<i>e.g.</i> , Work flow model	<i>e.g.</i> , Master schedule	<i>e.g.</i> , Business plan
<b>SYSTEM MODEL {logical} Designer</b>	<i>e.g.</i> , Logical data model	<i>e.g.</i> , Application architecture	<i>e.g.</i> , Distributed system architecture	<i>e.g.</i> , Human interface architecture	<i>e.g.</i> , Processing structure	<i>e.g.</i> , Business rule model
<b>TECHNOLOGY MODEL {physical} Builder</b>	<i>e.g.</i> , Physical data model	<i>e.g.</i> , System design	<i>e.g.</i> , Technology architecture	<i>e.g.</i> , Presentation architecture	<i>e.g.</i> , Control structure	<i>e.g.</i> , Rule design
<b>DETAILED REPRESENTATIONS {out-of-context} Subcontractor</b>	<i>e.g.</i> , Data definition	<i>e.g.</i> , Program	<i>e.g.</i> , Network architecture	<i>e.g.</i> , Security architecture	<i>e.g.</i> , Timing definition	<i>e.g.</i> , Rule specification

Zachmann Enterprise Architecture Framework

[credit: Researchgate.net ]

Example 3:

### Company Directors Corporate Governance Framework®\*



\*Size of segments has no relation to importance  
The values encircle the practices of directors, boards their organisations and interactions with stakeholders

[credit: Australian Institute of Corporate Directors ]

Example 4:

## Manifesto for Agile Software Development

We have come to value:

Individuals and interactions	over	Processes and tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

That is, while there is value in the items on the right,  
we value the items on the left more.

[credit: <http://agilemanifesto.org>]

Example 5:

## 12 AGILE PRINCIPLES

- |   |   |   |
|---|---|---|
| <b>01</b> Our highest priority is to satisfy the customer through early and continuous delivery of valuable software. | <b>02</b> Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage. | <b>03</b> Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.                |
| <b>04</b> Business people and developers must work together daily throughout the project.                             | <b>05</b> Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done. | <b>06</b> Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely. |
| <b>07</b> Working software is the primary measure of progress.  | <b>08</b> The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.   | <b>09</b> Continuous attention to technical excellence and good design enhances agility.  |
| <b>10</b> Simplicity – the art of maximizing the amount of work not done – is essential.                              | <b>11</b> The best architectures, requirements, and designs emerge from self-organizing teams.  | <b>12</b> At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.                     |

[credit: <https://nicocasel.net/>]

## Part Four

Part One and Two of the discussion have described what constitutes a framework, and how it has a “parent” relationship to models that are derived from it (as it’s “children”). Part Three described how and why models are derived from higher level frameworks.

Frameworks and models have value because of the pre-validated guidance they provide *on demand*, especially in the face of *complexity*.

They have high influence on how management recognizes, and consequently approaches, *its own opportunity and risks as an influencer*.

This discussion continues with a closer look at the problem of **management’s perspective**, versus complexity and change-on-demand.

### Demand and Risks

Today, a critical new subject of operations has crystallized, as *agility* — or in other words **adaptability on demand**.

The need for agility comes from the rapid and now continual occurrence of influential **change** in the environment surrounding or hosting the business in its markets.

Adaptability is now required as a basic *“always on”* business **competency** to develop and maintain.

The big question here is about what is needed to develop and maintain that competency of adaptability — that is, a reliable, continual, and persistent ability to *change on demand in a managed way*.

## Risks and Change Competency

Change-on-Demand today is a capability mostly characterized by **resiliency and innovation**.

**Under the influence of significant changing demand, the organization needs to either bend-not-break, or to come up with a new solution.**

In those two modes, the effort to change business operations *quickly, frequently and effectively* is subject to a wide array of failure-inducing **risks**.

The risks are so numerous and varied that *complication and complexity* are now assumed to be inevitable. Solving them is part of the true competency of managed change.

Because of that, a framework is expected to provide the reference foundation — the “blueprint” — of the necessary and sufficient management capability.

Here we would expect a framework for ways to **emphasize innovation** (radical change in products, services and operations) in strategy.

Likewise, there would be a framework regarding effort to **develop resiliency** in being affected (if not disrupted) by innovation from other players in the industries.

Strategically, those frameworks will be about **adaptability**.

## Change Competency and Continuity

Another perspective on the ability to change on demand is one of **recovery and growth**. **Under the influence of significant changing demand, the organization needs to either regain lost capability, or to increase existing strength.**

In those two modes, the effort to change business operations *progressively and supportably* is subject to a wide array of failure-inducing **inhibitors**.

The inhibitors are so numerous and varied that *discontinuity and error* are assumed to be inevitable. Solving them is part of the true competency of managed change.

Here we would expect frameworks emphasizing **optimization in structure and operations**. These will address the “How To” *choices* for moving forward at manageable levels of risk.

Strategically, therefore, those frameworks will be about **sustainability**.

### Continuity and Complexity

Because a framework itself can scale in both the precision and range of its factors, a Parent framework — such as for agility or sustainability — can contain within it the workspace and elements of sub-frameworks that zero in on more specific challenges.

**Operations, Resources, and Relationships** (interactions of individuals) are each **critical variables** of the prospects for success and failure.

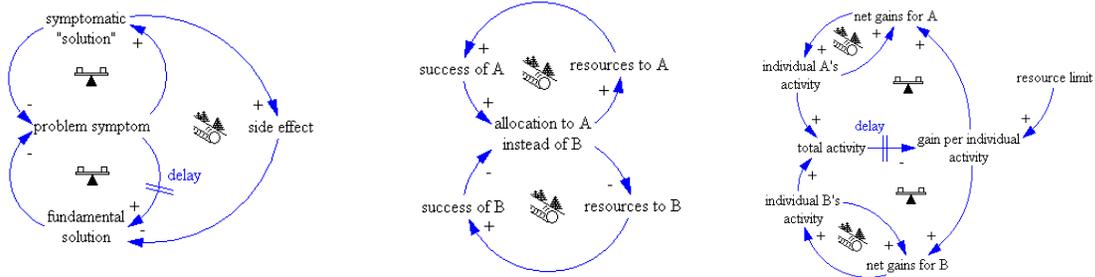
Operations frameworks, Resourcing frameworks, and Relationship frameworks are different from each other, but they each partly compose (i.e., combine to make up) a larger framework for competency as well.

In a larger framework the goal is to communicate that the three factors influence things both separately and in combination with each other.

Therefore, when a *model* selects and organizes variable factors from within the range of a given framework, the model considers the factors separately as well as in their potential combinations.

### Complexity and Systems

Increasingly, consideration of the above factors takes a default point of view that their *affects* and *effects* will be **systemic (inherently) and systematic (interactively)**.



[ credit: <http://www.stratint.nl/2013/07/systems-archetypes-2.html> ]

Because of this, models are increasingly understood to be systems. It is tempting, therefore, to also assume that a framework is a system.

**However, a framework is a system of *recognition*. A model is a system of *composition*.**

They are similar, not synonymous.

## Systems and Processes

“**Holistic**” is the catchphrase that most often now highlights the desired awareness for management.

It advocates taking the broad view in order to see *the whole* — but the whole of what? It is to see more of what may turn out to be an important influencer, especially if its influence is systemic or systematic.

Even under typical pressure to “*perform*”, it is a **shift in management’s mentality** from *process engineering* to *perspective*. The intensity of efforts to generate relevant results from directly attacking process improvement has simply not worked well enough to prevent 65% or more of change initiatives from being graded as failures.

**The realization: *optimization* is not inherently supportive enough to the need for adaptability.**

What management needs to know in the face of faster and incessant change is more about *Why* things happen than *How*. The shift is dramatic in at least three ways.

## Drivers and Constraints

The first way is about refocusing the attention to management information. A “driver” is any **factor that causes a change**. A constraint is anything that predetermines the conditions for change.

Systemic thinking shifts attention from **results** to **drivers**, or said differently, from effects to causes.

## Collaboration and Cooperation

A second shift in mentality is about recognizing the source of commitment as being **collective** rather than **unitary**, or said differently, collaborative rather than controlling.

Co-operation has always been a known “gating” factor in organizations, but conventional tactics — namely, authority — used to create co-operation have been failing to yield the necessary combination of cohesiveness and energy that leaders presume when they say “focus”.

**The realization: *authority* is an *effect of how power is shared***, and the shareholders constrain the likelihood of any type of opportunity.

What management needs to know is how to support them as stakeholders.

“Collaboration” is not just an arrangement, it’s a **decision to have a relationship**. That decision generates cooperation.

## Cooperation and Versatility

And the third shift in mentality is about prioritizing **sustainability** as equal to, or greater than, **short term gain**.

In a hyper-networked market, the drivers and constraints of change are both more numerous and more varied. The ability to dictate terms of success for very long is less realistic as a tactical objective unless that ability features rapid evolution or is replaceable.

Said differently, the requirement is for versatility — effectively changing direction without losing stability or traction, repeatedly as needed.

What management needs to know under pressure of constant external changes is whether something has the capability to generate appropriate operational leverage on demand. It is management's responsibility to influence the availability of that capability.

Seen over the time span of *Sense to Respond to Sense Again*, “value” from management is not correctly measured only as final net impact. Instead, it is firstly measured as an **available type of potential impact**, produced from the dynamic organization of a response on demand.

In other words, regarding a need to make a change, management value is measured as *a relevant capability versus demand*.

## Part Five

Part One and Two of the discussion have described what constitutes a framework, and how it has a “parent” relationship to models that are derived from it (as it's “children”). Part Three described how and why models are derived from higher level frameworks. Part Four continued with a closer look at the problem of management's perspective, versus complexity and change-on-demand.

This discussion continues with a look at the problem of **cultivating and prioritizing success factors of change**.

By showing the way to identify significant factors that are prerequisite to alignment, a Change Enablement Framework allows management to:

- proactively develop the plan ...
- to create, improve, or restore ...
- the motivation, inclusion and preparation necessary ...
- for the organization's successful change capability and sustainable change.

## Management Requirements

A **management culture** predisposes whether key participants get the opportunity they need to have the impact they can make on progress and therefore success.

Management requires an expansive perspective regarding

- **value,**
- **drivers,**
- **risks,**
- **and collaboration.**

## Value Propositions

The need for change comes under three general headings: **Recovery, Growth, and Innovation.**

What those have in common is that each of them intends to result in something that is **not the current state.**

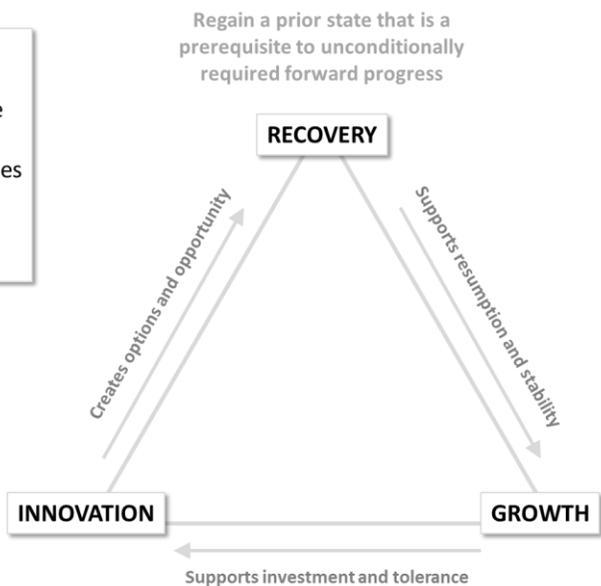
But what they do not have in common is the reason why each is considered **necessary when underway.**

Once their distinctions are well exposed, it is easy to see how they are not mutually exclusive and may in fact reinforce each other.

The very high-level picture of all three interacting is important. It begins to look like the underlying system of an **adaptive enterprise.** The same logic works at all scales of workload.

Adaptability is a single target characteristic but in practice it will have to face tests in a wide variety of types, across inconsistencies in demand, response, and resources both externally and internally.

Produce an unprecedented means or mode that allows discovery, development, or exploitation of an important opportunity



Recovery, Growth and Innovation can clearly help each other. But inhibiting any one of them may not stop the others from occurring. Instead, it means that they may not be aligned when alignment is needed – or they may even compete with each other.

Increase the range or reach of the current ability to act effectively in the environment

The system is an environment of the efforts. In a system, the current point of focus may be affected to an important degree by other influences.

Acknowledging systemics does not alone tell us when to focus on one point of leverage or another.

**Prioritization** must be an even stronger driver of effort than is overall value.

### Drivers

The change effort exists at multiple levels of concern — overall, community and individual.

To recognize the priorities, it is necessary to **discover and promote** the WHYs connecting each of the following to each other:

- the alignment of requirements,
- their impacts,
- the commitment to cause them,
- and the perceived need (value or importance) of doing so.

This discovery and promotion of those WHYs occurs on **each** level of effort — whether individual, community or overall — and then must be reconciled **across** levels as a **configuration** of compatible influences.



## Risks

Knowing WHAT, WHY, WHO, and HOW explicitly links a need for change to its requirements for satisfaction.

That alignment is never doubted in management for its importance. But given that, why do so many change initiatives fail?

The biggest risk is that *during the given time period of change*, energy and resources will be consumed either solving the wrong problem or solving the right problem the wrong way. And there are more specific risks within any course of effort.

### ***Proposed effort cannot be put into action***

- Inadequate alignment of requirements to resources
- Insufficient commitment to purpose
- Erroneous assumptions or logic

### ***Effort cannot be completed as required***

- Insufficient investment in scope

- Waning justification during timespan used
- Extenuating circumstances or unexpected interruptions

***Completed effort produces wrong result***

- Insufficient visibility of prevailing need
- Inadequate velocity
- Erroneous requirements directed

***Completed effort's result cannot be maintained***

- Misalignment with environment's available support
- Competition from or by other commitments
- Deficient committed expertise

With this many **risk factors**, all capable of contributing to **complication or dysfunction**, it is not surprising that over 2 out of 3 managed change efforts are deemed failures.

These risks can extend from strategic executive levels all the way down through operations to incidental transactional levels.

*Because of that, the final additional risk is that prevention or mitigation at one level does not align to or get support from other levels.*

## Collaboration

If the key players in a change aren't acknowledged, or don't want to play, or quit, then it is hard to know what the best-case outcome of the overall effort to change can possibly be.

Collaboration is one of the most important strategies to mitigate diminishing of **stakeholder** commitment.

The following story illustrates one scenario of collaboration that emphasizes its reliance on the stakeholder mentality.

In the story of **the Stone Soup**, “hungry strangers convince the people of a town to each share a small amount of their food in order to make a meal that everyone enjoys.”

We get into the narrative quickly, because we don’t debate the initial Need that triggers everything else; we already understand it.

We stay in the narrative because we see the power of *influence* in action and want to be there as the drama of its effects unfolds. And we have many points at which to personally relate to the narrative even as we might hang on to some uncertainty about whether we believe its claimed result is a good idea.

*Some travelers come to a village, carrying nothing more than an empty cooking pot. Upon their arrival, the villagers are unwilling to share any of their food stores with the hungry travelers. Then the travelers go to a stream and fill the pot with water, drop a large stone in it, and place it over a fire. One of the villagers becomes curious and asks what they are doing. The travelers answer that they are making “stone soup”, which tastes wonderful and which they would be delighted to share with the villager, although it still needs a little bit of garnish, which they are missing, to improve the flavor.*

*The villager, who anticipates enjoying a share of the soup, does not mind parting with a few carrots, so these are added to the soup. Another villager walks by, inquiring about the pot, and the travelers again mention their stone soup which has not yet reached its full potential. The villager hands them a little bit of seasoning. More and more villagers walk by, each adding another ingredient. Finally, the stone (being inedible) is removed from the pot, and a delicious and nourishing pot of soup is enjoyed by travelers and villagers alike. Although the travelers have thus tricked the villagers into sharing their food with them, they have successfully transformed it into a tasty meal which they share with the donors.*

*[credit: Wikipedia, summer 2020]*

We could come away from this story feeling like we just learned how to do something. But in trying it ourselves, what could go wrong? Plenty.

- The idea that “Stone Soup” was a “real” thing might have been rejected right at the beginning. It had only an implied value, it hadn’t been done before (in this location), and its validity had not been tested.
- The townspeople who contributed had something of value themselves already; they might not have invested if they thought they had anything else better to do with their resources.
- The combined contributions might not have been compatible; the contributors already shared some knowledge about what made sense to combine, but had they not, then why would they have stuck around to wait for the result? Curiosity?
- It *went without saying* that some commonly shared expertise was being applied throughout the entire episode. Did that mean contributors with “bad” ideas got sent away before the result was shared? Were they not allowed to share in the result?

On the other hand, the **salesmanship** shown in the story is really the main story. And although the story is usually told as being about the virtue of “sharing”, what it really emphasizes is **co-creation**.

Stone Soup was an idea that they all shared, but they all **wanted to participate** in making it happen. Facilitators kept people interested and involved, but the outcome was always, from the beginning, something that *belonged to the makers and was for the makers*.

## Part Six

Part One and Two of the discussion have described what constitutes a framework, and how it has a “parent” relationship to models that are derived from it (as it’s “children”). Part Three described how and why models are derived from higher level frameworks. Part Four continued with a closer look at the problem of management’s perspective, versus complexity and change-on-demand. Part Five focused on cultivating and prioritizing success factors of change.

This discussion concludes, below, with a description of how the success and risk factors of change are concentrated in **enablement** — a prerequisite condition that must be management’s primary perspective on change in order to influence success.

### How Change Works: Enablement

The overall challenge to successfully managing change spans at least six kinds of **problems that must be solved and must have their solutions coordinated.**

It includes:

- the necessity for change
- the benefit of the proposed change
- the complexity of the change
- the methodology of the change
- the available support of the methodology
- the production procedures of the change

### Key Challenges to Enablement

From top to bottom, **at every point**, the biggest influencers are going to be *Priorities and Stakeholders*. Meanwhile, each of those two influencers are themselves directly affected by three different ongoing challenges in both their complexity and their production.

- Ongoing change increasingly features need for speed of response versus multiple different targets, some of which are **targets moving** while being pursued.
- Additionally, different changes identified “on the radar” have different **required timings**; at any given moment, management will need to be anticipating some, designing others, and producing yet others, concurrently.
- Finally, due to the variety of **changes types** streaming into business as demand, management must be good at distinguishing their respective requirements, while also supporting consistency in the way the organization can be mobilized for producing them.

This means that change proficiency cannot be cultivated to focus on only one effort at a time. All of the above makes up *current demand for change*.

Management perspectives and maturity of capabilities must align as required -- for type, timing and movement of target -- to produce **appropriate** change on demand.

## Solving Change

The range of significant aspects of **demand** again points to the strength of using a framework.

The immediate value of a framework is *always* that it identifies what kind of participation and interaction is *relevant* and therefore should be **cultivated**. The goal of the cultivation is **to create standing conditions of operation that power effective fast response**.

Said differently, the outcome of that cultivation is **an organization that is built for change**.

To get that way, and stay that way, requires those standing conditions to be **a sustaining ecosystem**.

## Environment

Change enablement is not primarily a matter of correct procedure. Instead, it is primarily an environmental and ecological matter wed to capability maturity.

In those circumstances, all *general* inhibitors to change are **risks** to any and every *specific* change.

Inhibitors that are currently intrinsic of the organization can be cultural, structural, functional, and technical, in their origin and persistence.

## Authority

The “atmosphere” in the C-suite, in the communications channels, or in the “locker room” is more decisive of the **probability** of effective change **effort** than anything else. It discourages or encourages cooperation.

Aligning appropriate change participants both with each other and with priorities establishes the foundation on which progress can rely, *on an ongoing basis*.

## Scope

Meanwhile, complexity, methodology and available support dominate the **feasibility** of scope that is the most prominent view held by participants of a change.

The challenge is to determine *whether under certain situations we have the immediate capability* to activate an effective interaction between item X and item Y — be that item a person, a process, or an event.

## Cultivating The Ecosystem

It’s safe to say that any organization having success with managed change can point to its effectiveness in at least three *current state* areas: leadership, communications, and participation. With the expectation that demand for change will continue to be more varied, frequent, and urgent, even those organizations with strong past track records are trying to understand what may need to be different about those areas in the future.

## Leadership

Leading change is a competency, and like any competency it can range from low to high.

To put that in perspective, consider this: why is it that some teams with only ordinary players can excel and win, while some teams loaded with stars can fail?

We automatically charge leadership with the responsibility for creating the environment in which others are asked to “execute”, but leadership is also circumstantial. There may be no one individual who possesses all the skills necessary to be an effective leader *across* the wide variety of circumstances that affect change.

The range of circumstances is exactly why the logical approach is to find appropriate overall leadership as a **collective** of different leaders responsible for different situations.

By definition, distributed leadership requires **governance and coordination**, and that should be reflected in strategy.

The coordination in such cases has proved to be most effective through **orchestration** — in which one leader is a facilitator of the co-operation of the others.

A framework is ideal as an instrument for recognizing the scope of that orchestration.

## Communications

The multiplicities of change, and any accompanying complexity, means that not everyone will know all the same things at the same time.

But in managing change, it is critical to success that at any given time everyone knows how their current awareness makes sense in the context of the change.

This is nothing less than being able to find one’s “location” in the big picture, and see what influence that position has within its immediate important neighbors.

The most important content in the communications will alert and confirm to anyone that *the plausibility* of realizing benefit from the impact of effort is being actively supported. Furthermore, it needs to project the probability of that benefit adding up to progress towards the goal of the change.

These confirmations will show **how** the organization is on track **because of** its intent, commitment and capability.

At the same time, the confirmations in the communication should reveal what kind of interactions may, if any, be missing or falling short *in the context of effective capability for change*.

A framework helps to both structure and account for the needed confirmations.

## Participation

The differing circumstances presented by varying and multiple changes will also be expressed in terms of **production** requirements.

Those requirements will both constitute scope and define “doing the right work”. Based on that, the organization needs some assurances of *who will be doing the work and do it well*.

It’s a safe assumption that, all other things being equal, motivated people are more likely to be effective than non-motivated people.

But being *willing* to contribute is not the same as *wanting* to contribute.

Common sense says that if people don’t find interest in what is being asked of them, they are less likely to take it seriously.

**Management needs to enable change by making sure that contributors find the change credibly necessary, reasonably doable if they contribute, and in “*their own best interest*” to do so.**

The question is, *from the participant’s perspective*, **why and how** is contributing to the change in their own best interest? The answers are what makes them **co-create stakeholders**.

Demonstrable supporting evidence ranges from:

- the credibility of the claimed importance,
- to the clarity and focus of communications,
- to the proactive development of relationships, identity, skills and talent that empower **the contributor's own inclusion, autonomy, and benefit of effort.**

As agents of change, managers are always responsible for ensuring that evidence. A framework helps to make that evidence, and the importance of it, visible to all stakeholders.

## Conclusion

The overall scenario for the future of successful managed change is one in which the organization already has the **elasticity** to address increasing variety and frequency of new demand, with a **competency** for aligning real-time effort to current required value.

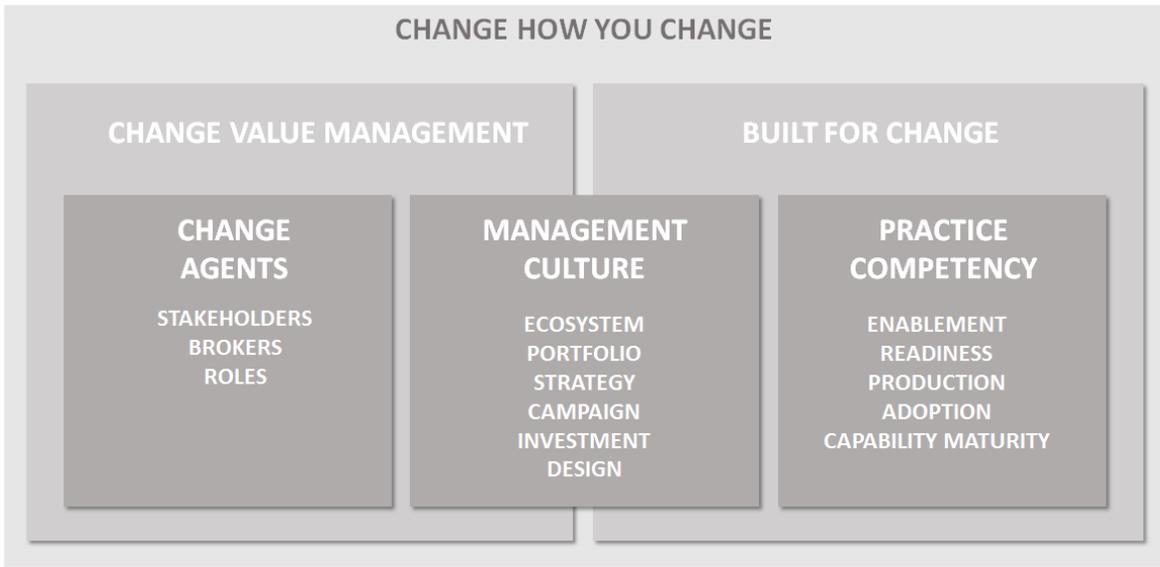
This means that the organization is usually cultivating ways to be able to systematically configure and reconfigure itself for effectiveness, against understood types of demand.

*Creating* that capability is not everyone's responsibility.

But being *able to use it* becomes everyone's responsibility — through management's own responsibility to enable them.

Over decades of models, processes, tools and certifications that themselves have been changing, the reports of overall rates of success have not improved primarily because those aspects of technique were not solving the core problem of generating necessary and sufficient enablement.

This discussion's point of view is that, more likely as a rule, *enablement* is prevented or inhibited, and that having a framework to identify and assess the critical factors is the most important contribution to the start of being built for change.



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