

# Big Picture Review of the 7 Challenges of Change



Rob on the phone



## OUTCOMES

1. Provide some context of where we are on the project-extensions, hard deadlines, beginning chapters, web posting and capability of fielding thoughtful responses on-line.
2. Hear what has your attention regarding change since our last Exchange?
3. Review what Gisela and David have heard and added to the model as a result of the four prior sessions.
4. Share experience with moving through the "turn" and turning toward implementation as expressed in the bullet points for Challenges 3-4-5.

## AGENDA

1. Welcome and Exchange outcomes, agenda and ground rules. (5)
2. Check-in question (20)
3. Sharing current context (10)
4. Interactive dialogue about the changes Gisela and David have made to the big headlines on the model. Note resonances and gaps. (25)
5. Questions to explore related to Challenges 3-4-5 bullet points (50)
6. Exchange 5 Takeaway (10)

## CHECK-IN

**John** Ohai Fndn. query! recently - burned! partly. power kind of change. Consulting group challenge involves SEPARATION... → OK? positive

**Bill** Looking forward to next wk in NJ. with kids, grandkids. ? Change in the MARKET. wt. people are asking for. wt. about YOUNGER PEOPLE. Finding them at social venture partners. → MEANING. Feel like an anthropologist.

**Mary** Happy/Rested. Jet lag over! (Brussels). Budding 1. Power of RIGHT? for client where lie? where need to go. 2. Challenge of wrestling wt.? when 2/3 are intra veris. → 616 PICTURE 3 extraverts detail oriented.

**Gisela** Happy to see you. Recovering from oral surgery. "sinus lift." Tired/headaches. talk wt. Mary- NEUROPSYCH of CHANGE. "What does it take to heal?" "Safe & grace - or just did it" "Inner change." Be ambiva- lean on right things

**Joy** Love check-in! Feeling challenged. → Embrace or run away? run? → Embrace run away. \* Dig deeper with what we can do INTERNALLY to open to change. love always about me as well as clients.

**David** \* Series: all that you've brought. Map - fontom. Really... Get it. → right ???

**Rob** Board in Fresno. Ryan's brother - 15min. to evacuate. Excited for you, Mary. Major client is in the crucible - 250 value prop. revamp.

Each of 250 are on a different place on the model. NOT ALL AT SAME PLACE - Bring along

# CONTEXT

# OUR AUDIENCE

want TOOLS & METHODS

NEW PRACTITIONERS

EMERGING CONSULTANTS

EXPERIENCED CONSULTANTS

Inner.

Both/and.

Move to Developmental Orientation

Into the writing now.



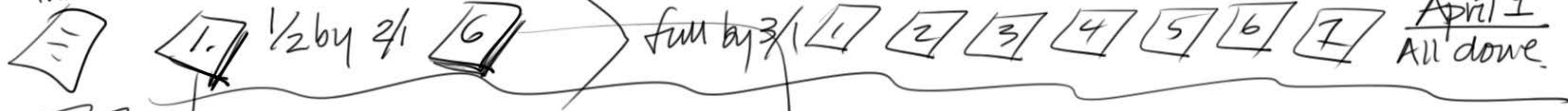
Meeting FOCUS!



"What does it mean to hold the process? What's a safe container really?"

Understand ITERATIONS & FLOW

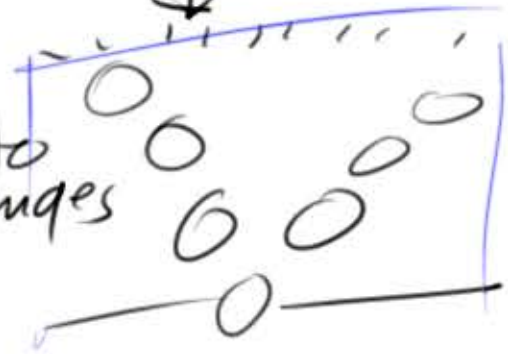
Intro



ABC's of visual consulting

Awareness Big Pictures Collaboration

onramp to 7 challenges



Map

actual process



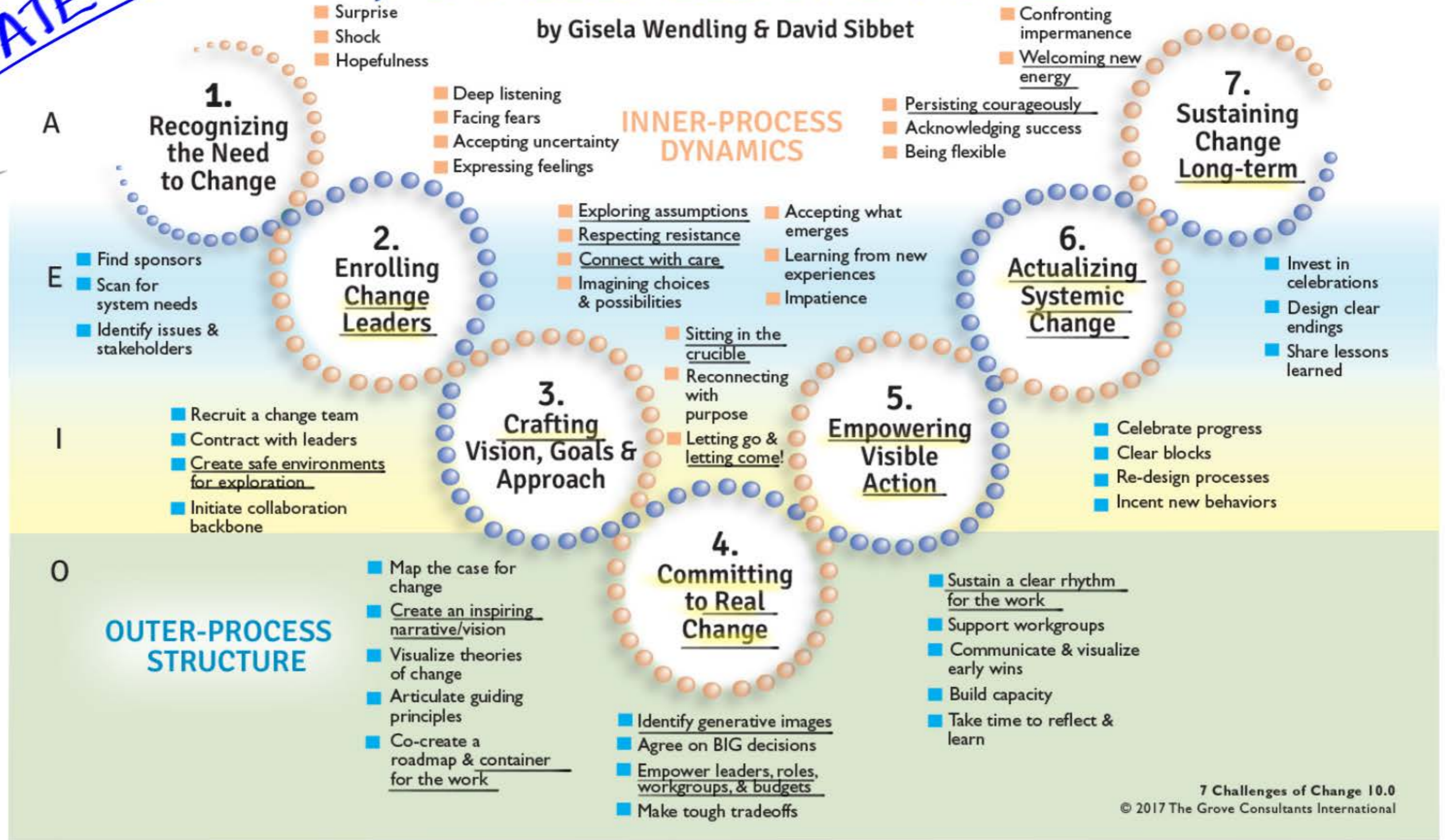
VC5-

UPDATE

CONTEXT

# 7 CHALLENGES of CHANGE™

by Gisela Wendling & David Sibbet



VC5-3

RIVER MAP of the SYSTEM in PROCESS / for SCOPING.

Do these big headings hit the right notes?

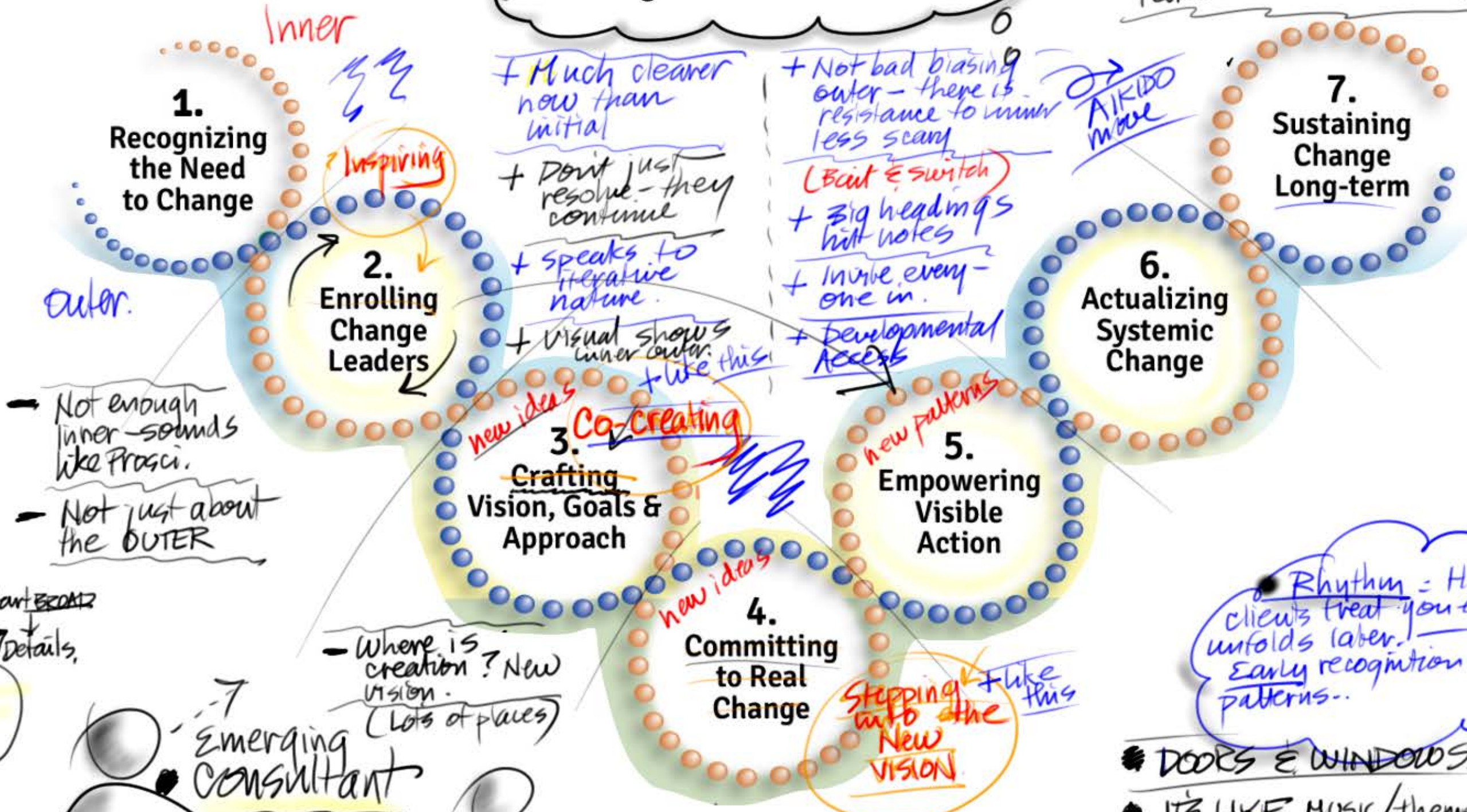
MINI STEPPING STONES in a pond - all need to be touched. SCOPE is how much TIME you take.

Aspiration  
↑  
HIGH LEVEL PATTERNS - SWP-patterns

RIVER RAFTING PATTERNS. Eddy - strong weak hard edge soft.

PATTERN LANGUAGE Opportunity linear but not.

Constraints



Not enough inner - sounds like Prosci.  
Not just about the OUTER

Where is creation? New vision. (Lots of places)



Rhythm: How clients treat you early unfolds later. Early recognition of patterns..

DOORS & WINDOWS  
IT'S LIKE MUSIC/themes repeat  
Stages differ by project!

? Capture & invite everyone

VC5-3

Actively Respond to... **Noticing - becoming aware**

- Exploring assumptions
- Respecting resistance
- Connect with care
- Imagining choices & possibilities

Biggest gotcha!

opening to INSIGHT

Most in touch w/ SPIRIT = something added that wasn't there before.

Rob: likes "enrolling"  
 Doing work @ 2 or 3  
 Parsing  
 Present Let up  
 Totally involved Hold on  
 Holding the Paradox  
 Oh boy, here we go.

**Co-creating Vision, Goals & Approach**  
**Awareness ABC.**

consciousness

Energy in the space

- Hold both excitement/tear...
- Awareness of inner & outer
- Shifting identity
- Presence hold steady
- witnessing observing (STEP TO BALCONY)
- Narrative emerges, attachment changes
- Seeing dichotomies

Need to feel SAFE here.

INSIGHT happening here somewhere

Pivot thinking needed.

**4. Stepping into a New Vision**  
 Committing to Real Change

INSIGHTS

- Sitting in the crucible
- Reconnecting with purpose with each other.
- Letting go & letting come!

- Beyond Eithor or
- Creative tension - spirit & constraint
- Dialectic movement

Patience with Iterations

- Staying present/holding space.
- Embracing/Supporting
- Accepting what emerges
- Learning from new experiences
- Impatience
- test for a bit
- More & move in void handoff to mgmt.

Getting others to have the aha you had.

Sitting with uncertainty, Don't have all details

**5. Empowering Visible Action**

- Prototyping
- Asking for help building it out

Are these the most important inner dynamics to attend to during these Challenges?

**REAL CONSTRAINTS**

What about situations where you just need a solution.

Leadership on the Line  
 Herfitz - Balcony 8. Damed Floor 1

VC5-4

Are these outer structures the most important things for consultants to help provide?

### 3. Crafting Vision, Goals & Approach

- Map the case for change
- Create an inspiring narrative/vision
- Visualize theories of change
- Articulate guiding principles
- Co-create a roadmap & container for the work

### 4. Committing to Real Change

- Identify generative images
- Agree on BIG decisions
- Empower leaders, roles, workgroups, & budgets
- Make tough tradeoffs

### 5. Empowering Visible Action

- Set up ways to buy-in
- Prototyping
- Creating rituals marking the change.

- Sustain a clear rhythm for the work
- Support workgroups & <sup>new</sup> leaders
- Communicate & visualize early wins
- Build capacity
- Take time to reflect & learn

*trashed by new people.*

# TAKEAWAYS


Joy Rich, thanks.

Bill Really cool/interesting  
we've moved the ball  
like where you're heading

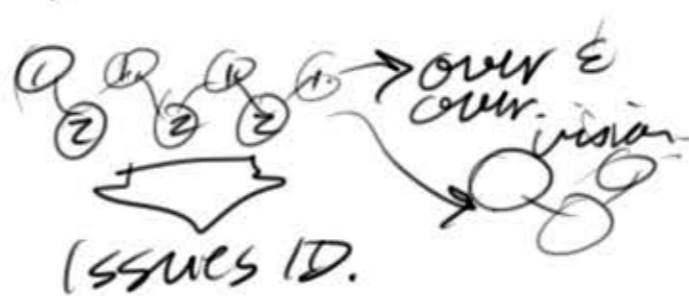
Rob Appeal to mid-career.  
Conversation went deep beyond new.  
neutra → middle.  
Explicit address @ start

John Hockey or soccer.  
Appreciated remembering pattern.  
More go-rounds, less random: where do behavior changes come?

Mary Pondering

1.  original  
Each circle → a yin/yang.

2. How does this work in community.  
It's more ITERATIVE.



Giada Lin thinking  
Lot to integrate!

What's it like to integrate

Beware of premature integration.  
Never finish, only abandon

Key to inner  
3-4-5  
inner process

David In-complete  
Sink-in.  
Break-through.  
cohort!!  
THANK YOU!

