

Six Rules for Change



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Designing Environments for Agile Success

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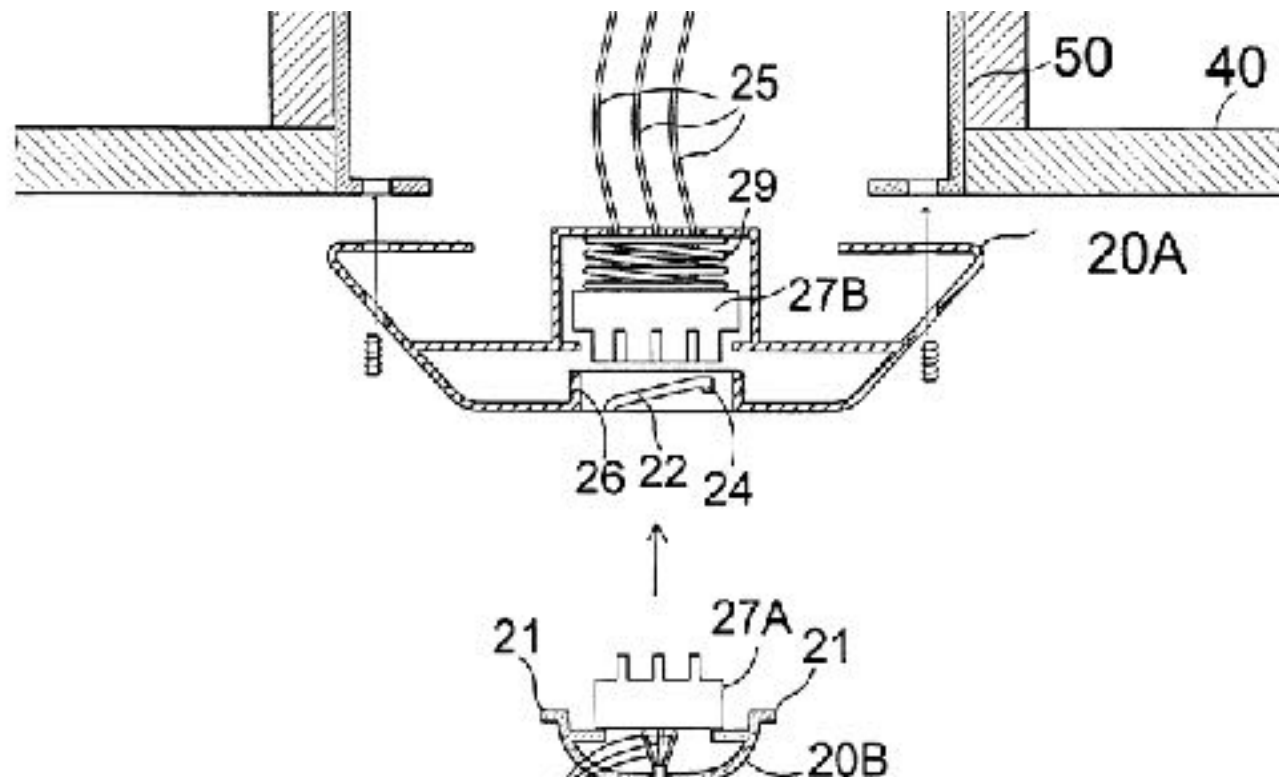






drive change

install change





evangelize change



Nurture complex change in complex
environments.

Six Rules for Change

1 Work from a stance of
Congruence, balancing the
interest of self-others-context.



Congruence is the place from which empathy is possible.

Consider your internal state, the context, and the situation of the people who are facing change.

What are 5 legitimate reasons they might want to keep things the way they are?

2

Honor what is valuable
about the past and what is
working now.

Don't force people to admit they've been wrong.

Shift your language:

- *This was the best solution we had at that time.*
- *This served us well when....*
- *Up until now, this has been sufficient. Now...*
- *This way of working got us this far. Now...*

Knowing what you want to keep is as important as knowing what you want to change.



3 Assess the current situation and system.

What is possible from where you stand now?



4 Work by attraction.

Coercive

Reward

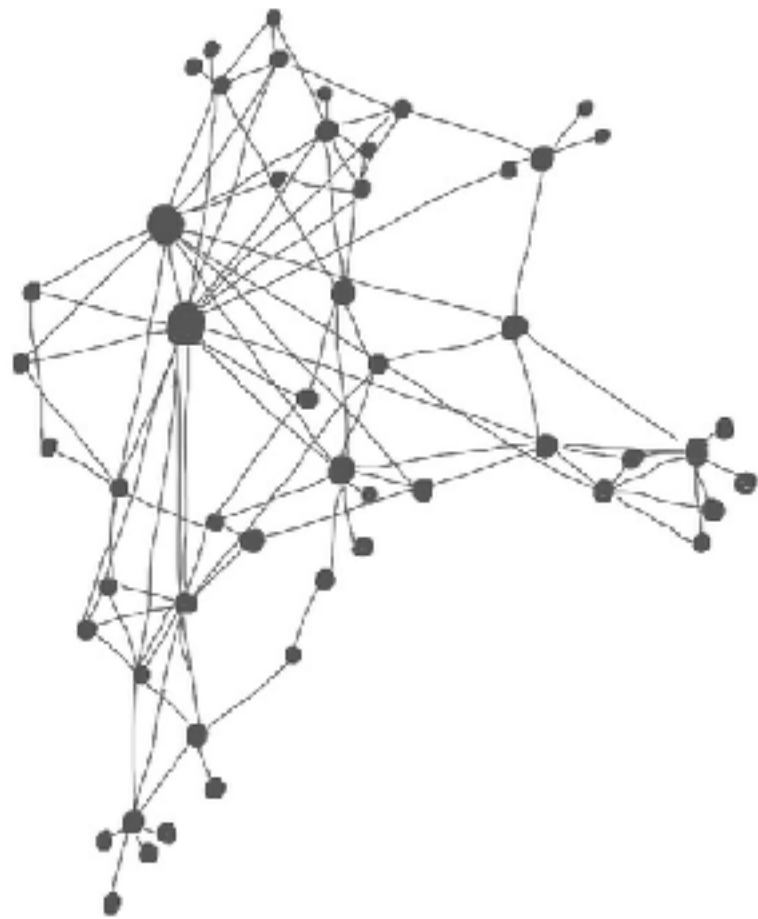
Legitimate

Expert

Referent

Compliance

Engagement



Follow the energy. Find people who want to try something new, and work with them.

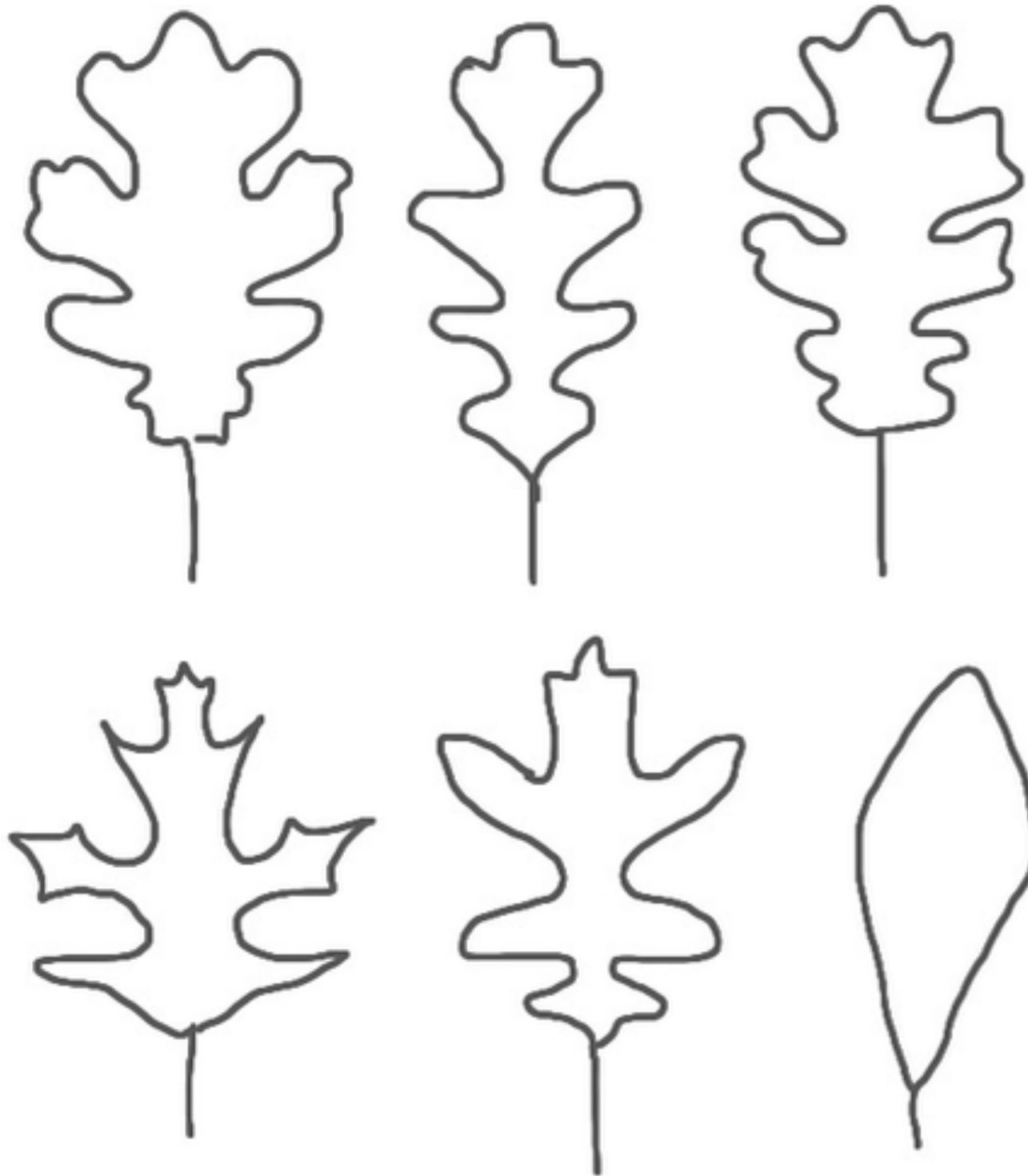
Don't rely only on the formal hierarchy.

Analyze existing networks, and activate and enhance.

Networks diffuse ideas, create connections, foster innovation, create a larger picture.

5

Guide the change, and work by successive approximation.



Consider where global principles
apply, and what can evolve locally.

Use boundary stories.

Work by successive approximation.



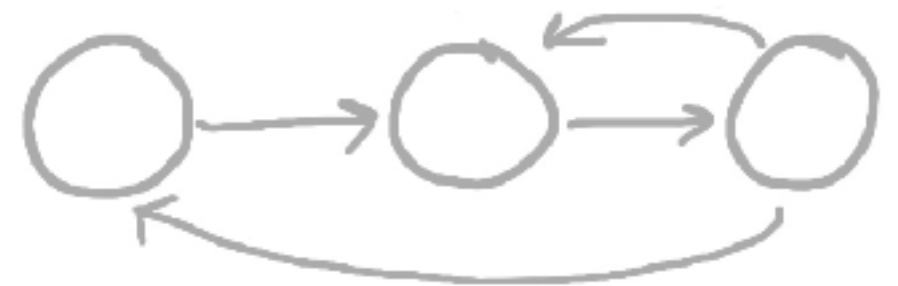
6 Use experiments to facilitate learning and buy-in.

Big changes scare people.
Experiments help people practice and learn.

Let people get their finger prints on the change.

Insert at least 3 ideas (but not too many).

Observe, evaluate, adjust.



Plus One More

Use your...



Curiosity

Generosity

Patience

Self-care

1. Always come back to congruence.
2. Honor what is valuable about the past. Know what you want to save.
3. Assess and re-assess the current situation and system. Look for what holds the current pattern in place, AND what you can amplify to support new patterns.
4. Work by attraction. Go with the energy. Pay attention to networks.
5. Guide the change. Consider where global principles apply, and what can evolve locally.
6. Design experiments in collaboration with the people who are involved in the change.
7. Draw on your curiosity, generosity, patience, and self-care.

Go to this URL to download the
10 Questions for Experiments:

[http://www.estherderby.com/make-
your-experiments-fine-esther-derby](http://www.estherderby.com/make-your-experiments-fine-esther-derby)



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References & Resources

Rule 1

The New People Making. Virginia Satir

QSM 4: Anticipating Change. Gerald Weinberg.

Rule 2

The Mindful Manager: Developing Equanimity in Leadership (presentation). Simon Bennett.

Rule 3

Facilitating Organizational Change. Edwin Olsen & Glenda Eoyang

Field Theory in Social Science. Kurt Lewin

Rule 4

The Hidden Power of Social Networks. Rob Cross & Andrew Parker

Connected. Nicholas Christakis & James Fowler,

The Bases of Power and Power/Interaction Model of Interpersonal Influence. Bertram Raven

Rule 5

Scaling Up Excellence. Robert Sutton & Huggy Rao

Theories of Dialogic Consultation. Gervase Bushe.

Rule 6

Change Artist Super Powers: Experimentation. Esther Derby

Rule 7

Doing Good by Knowing Who You Are. Charles Seashore, et al.

Change Artist Super Powers series. Esther Derby