When considering change (because you have to, or because it will be good for costs, or for customer experience), you'll find that people in an organization are quite resilient and open to change if you keep a few principles in mind:

PRINCIPLES WE'VE LEARNT FROM EXPERIENCE....

1. Change is hard when political power is concentrated at the top of an organization/team.

2. People work well as people, and not as well when asked to be semi-programmable robots.

3. Layering 'change' on outdated assumptions and painful processes results in a new version of what already exists; just even more of it.

...AND THE BEST STARTING POINTS BASED ON THOSE BELIEFS

1. **Eliminate status, pain, and vague expectations from our systems.** This helps to spread political power in your group.

2. **Create systems designed to accomodate change -** its the only thing we can predict with 100% accuracy so let's make it good. This helps people engage fully, both logical and creatively, while 'baking in' transparency, learning, and adaptability to the group.

3. **Eliminating the 'un-necessaries' as much as possible in all roles.** This allows for thinking about what is possible versus managing minimums, and challenges historical bias of the way things are done.

WHAT TO EXPECT:

1. Some people will be challenged in their assumptions about their own status, their beliefs about identity and organization, and what is true.
2. Some people may feel the values of the organization are crumbling.
3. Some people may get very excited about the potential this process creates.
4. A sense of 'culture shock' which can take 6 months to 2 years to work through.

Overleaf is a couple of excercises. Have everyone in the team or organisation complete these.

DESCRIBE YOUR ROLE IN THE ORGANIZATION:

DECONSTRUCT YOUR ROLE:

In the chart below, list out your perceptions in relation to your role and any responsibilities or processes that seem not to make sense, are painful, or seem unnecessary to you. Add any thoughts as to what you would do to streamline it.Complete the chart below in regard to any 'un-necessaries' in your role.

- A blank in 'The Fix' column will indicate you are unsure (this is okay!)
- A response of "Nothing else needed" or NEN will indicate you think just eliminating the process you suggested will solve the problem without further intervention needed
- Feel free to add more pages as needed.

PROCESS	THE UNNECCESSARY	THE FIX