



Illinois Imagines

**YOU'VE CHANGED,
NOW WHAT ABOUT EVERYONE ELSE?**

CHANGING THE SYSTEM FOR IMPROVED RESPONSE

**Vernie Bruehler, Shirley Paceley, Teresa Tudor
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CHANGE

In nature, change never happens as a result of top-down, preconceived strategic plans or from the mandate of any single individual or boss. Change begins as local actions spring up simultaneously around the system. If these changes remain disconnected, nothing happens beyond each locale. However, when they become connected, local actions can emerge as a powerful influence at a more comprehensive level.

Margaret J. Wheatley, *Finding Our Way*, 2007, p. 178



CREATING SUCCESSFUL ORGANIZATIONAL CHANGE

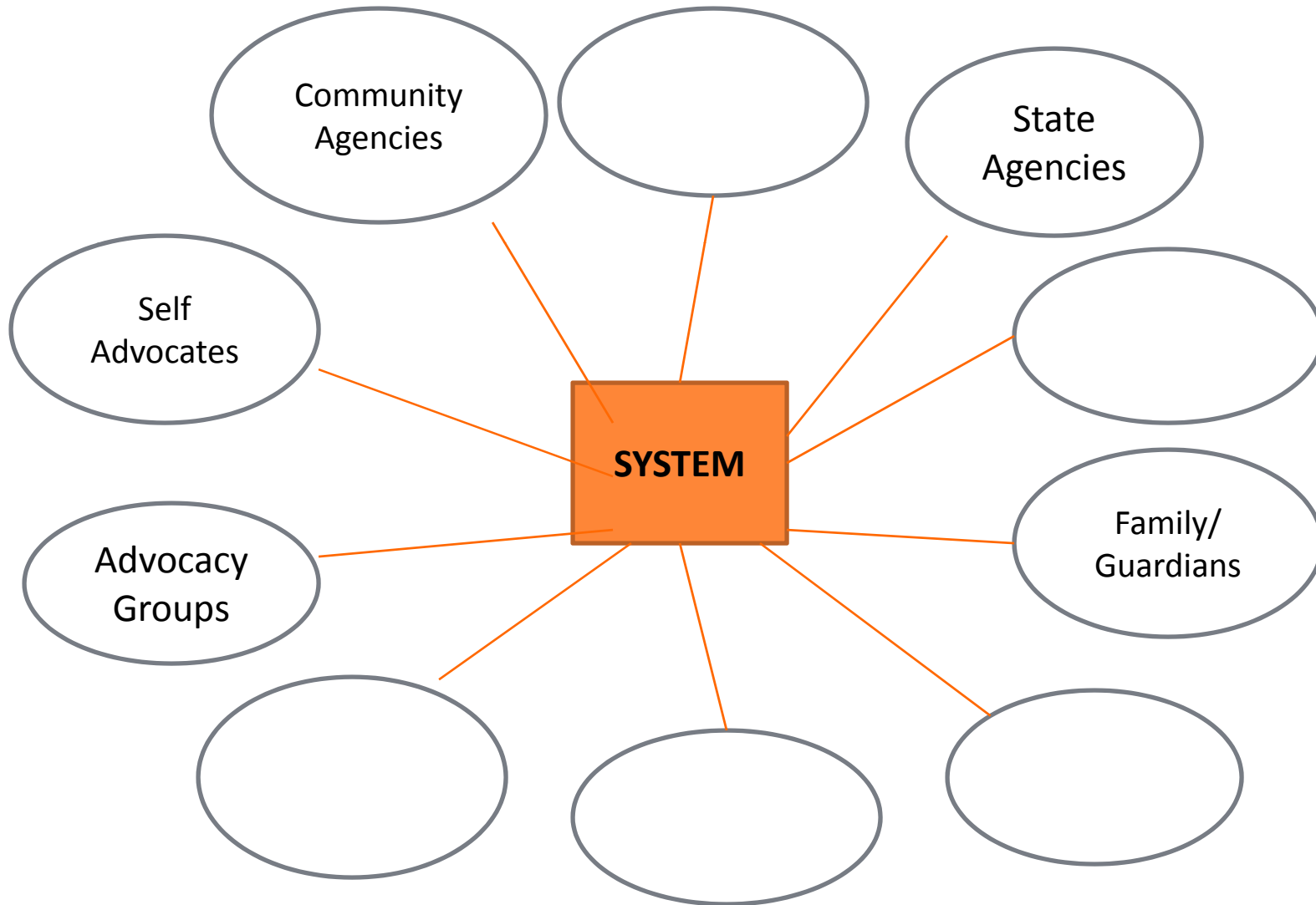
- Engage creativity through meaning
- Depend on diversity
- Involve everybody who cares
- Encourage diversity as the path to unity
- Expect to be surprised by people's contributions

- Margaret J. Wheatley, Finding Our Way, 2007, .p.77-81.

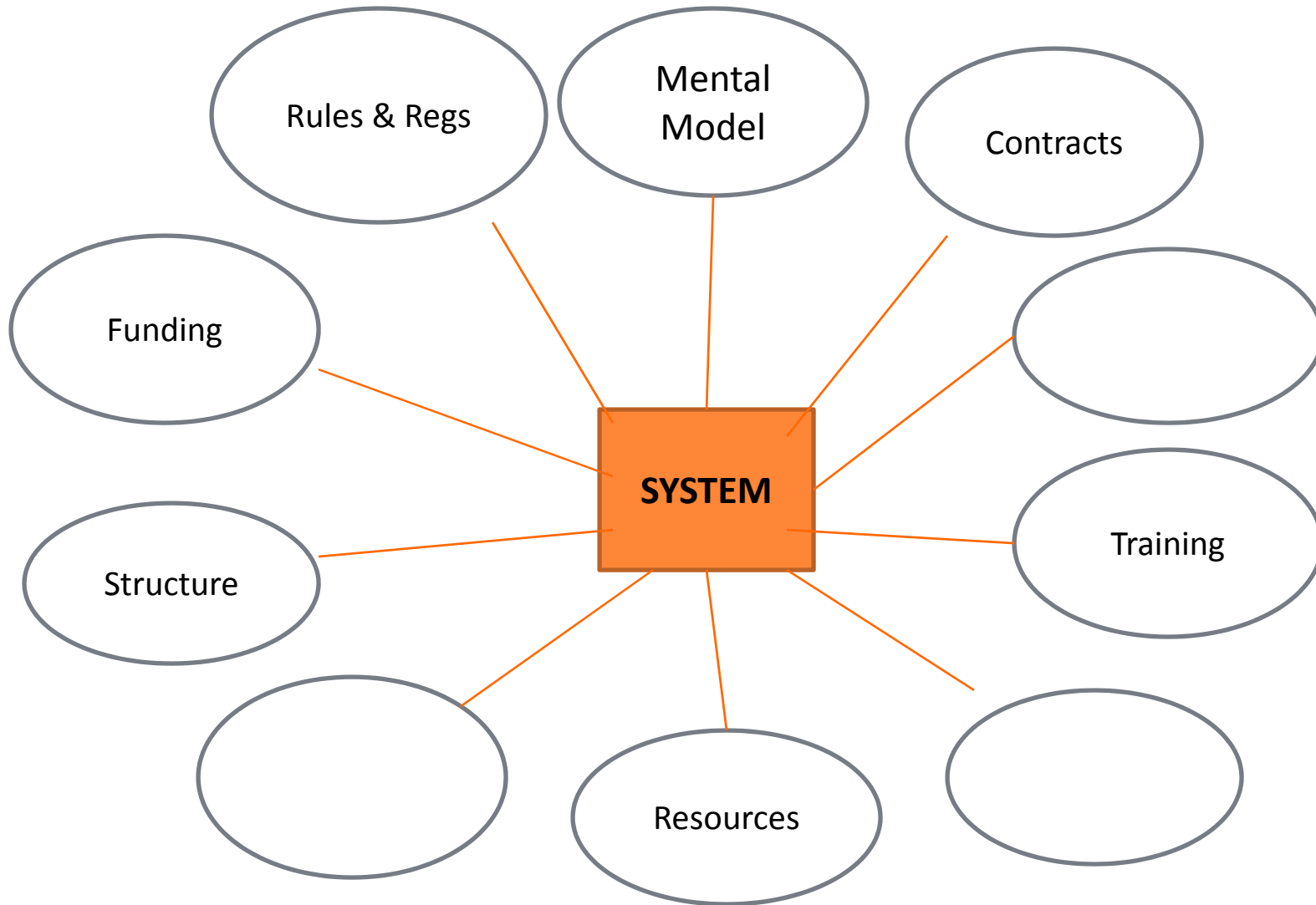


WHAT IS THE SYSTEM?

A SYSTEM IS MORE THAN THE SUM OF ITS PARTS.



WHY IS IT SO HARD TO CHANGE A SYSTEM?



LOOKING AT SYSTEMS

- Get the Beat of the System
- Expose Your Mental Models to the Light of Day
- Honor, Respect, and Distribute Information
- Use Language with Care and Enrich it with Systems Concepts
- Pay Attention to What is Important, Not Just What is Quantifiable



LOOKING AT SYSTEMS

- Make Feedback Policies for Feedback Systems
- Listen to the Wisdom of the System
- Locate Responsibility in the System
- Stay Humble – Stay a Learner
- Celebrate Complexity



LOOKING AT SYSTEMS

- Expand Time Horizons
- Defy the Disciplines
- Don't Erode the Goal of Goodness

•From Donella H. Meadows, *Thinking in Systems*, 2008.



COLLABORATION TO ACHIEVE SYSTEMS CHANGE

Stage 1:

Bring People Together

Enhance Trust

Confirm Vision

Specify Desired Results



COLLABORATION TO ACHIEVE SYSTEMS CHANGE

Stage 2:

Confirm Organizational Roles

Resolve Conflicts

Organize the Effort

Support the Members



COLLABORATION TO ACHIEVE SYSTEMS CHANGE

Stage 3:

Manage the Work

Create Joint Systems

Evaluate the Results

Renew the Effort



COLLABORATION TO ACHIEVE SYSTEMS CHANGE

Stage 4:

Create Visibility

Involve the Community

Change the System

End the Collaboration?



COLLABORATION TO ACHIEVE SYSTEMS CHANGE

A great tool for collaborations:

Collaboration Handbook – Creating, Sustaining, and
Enjoying the Journey

Michael Winer and Karen Ray
Amherst H. Wilder Foundation
1994



WORKING FOR THE COMMON GOOD

“When we work for the common good, we experience each other in new ways. We don’t worry about differences, or status, or traditional power relationships. We worry about whether we’ll succeed in accomplishing what needs to be done. We focus on the work, not on each other. We learn what trust is. We learn the necessity of good communication.”

From Margaret J. Wheatley, *Turning to One Another*, 2009, p.130.



SUSTAINABILITY

- Not contingent on individual/team
- Share with everyone
- Saturation
- Legacy issues



WHAT IS OUR ROLE IN CREATING CHANGE?

- When it's our turn to help the world.
- A leader is anyone willing to help
- The world is rich in leaders.
- If we worry that there's a shortage of leaders we're looking in the wrong place.
- Look around us – look at ourselves.
- Powerful changes begin with only a few people who decide to help.

From Margaret Wheatley, *Turning to One Another*, 2009.



CREATE YOUR PLAN

- What we have now
- What we want
- Vision – going towards, not running from
- Narrow your focus
- Identify key areas of intervention
- Timing – what else is going on
- Pacing – build in successes



GAINING COLLABORATIVE ADVANTAGE IN SYSTEMS CHANGE

“Collaborative advantage will be achieved when something unusually creative is produced that no organization could have produced on its own and when each organization, through the collaboration, is able to achieve its own objectives better than it could alone. In some cases, it should also be possible to achieve some higher-level...objectives for society as a whole rather than just for the participating organizations”

Chris Huxham, *Creating Collaborative Advantage*, 1996, p.14.



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