



Change: Challenges and Choices / Responsibilities and Response Abilities

Prepared for a workshop on:

Demand Management Strategies – Achieving Water Balance

BCWWA Annual Conference in Penticton Conference Centre

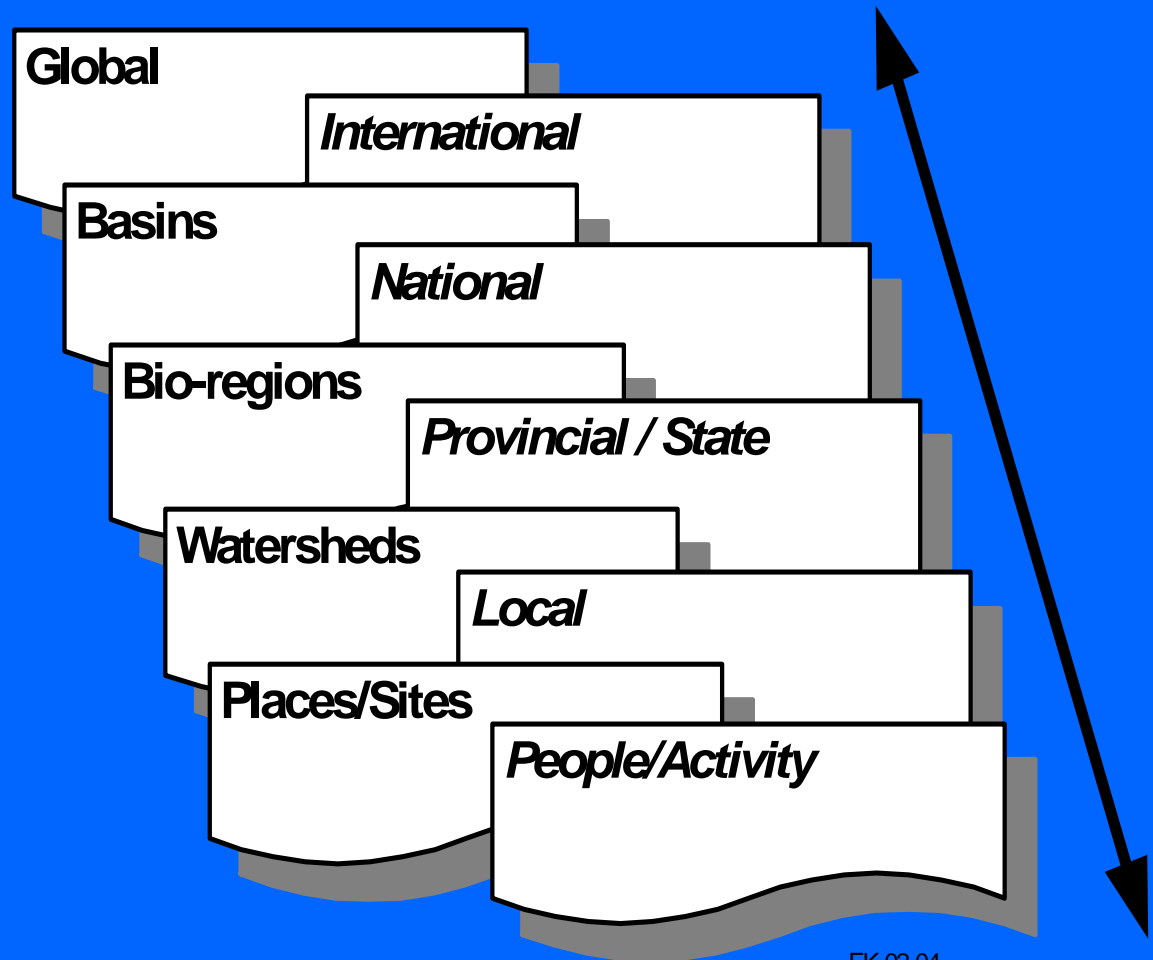
April 20, 2005, 08:00 – 16:00

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Communities of Place / Interest

Communities
of:

- ecosystems
- governments
- interests
- places
- sites
- people
- activities



EK-02-04

Change

- People
 - Population (land and resources)
 - Perspectives (values)
 - Priorities (individual and societal)
- Natural systems
 - Climate
 - Hydrograph
 - Terrestrial and aquatic systems

Challenges

- Problem complexity
- Changing minds
- Leading change

Three types of problem complexity*

- Dynamic – *extent to which cause and effect are distant in space and time*
- Behavioural – *diversity of mental models, values, aims and interests*
- Generative – *possible futures are still emerging and largely unknown*

* Senge and Scharmer – 2001
and Kahane – 2004

Dialogue

*“A Conversation
with a Center
Not Sides”*

Changing minds

Stories and Counterstories

*A checklist
of levers*

- ✓ *Reason*
- ✓ *Research*
- ✓ *Resonance*
- ✓ *Redescription*
- ✓ *Resources and Rewards*
- ✓ *Real World Events*
- ✓ *Resistances*

Phases of change

- Genesis
- Invention
- Innovation
- Early adoption
- Fast follower
- Performance tuner
- Early majority
- Late Majority
- Laggards

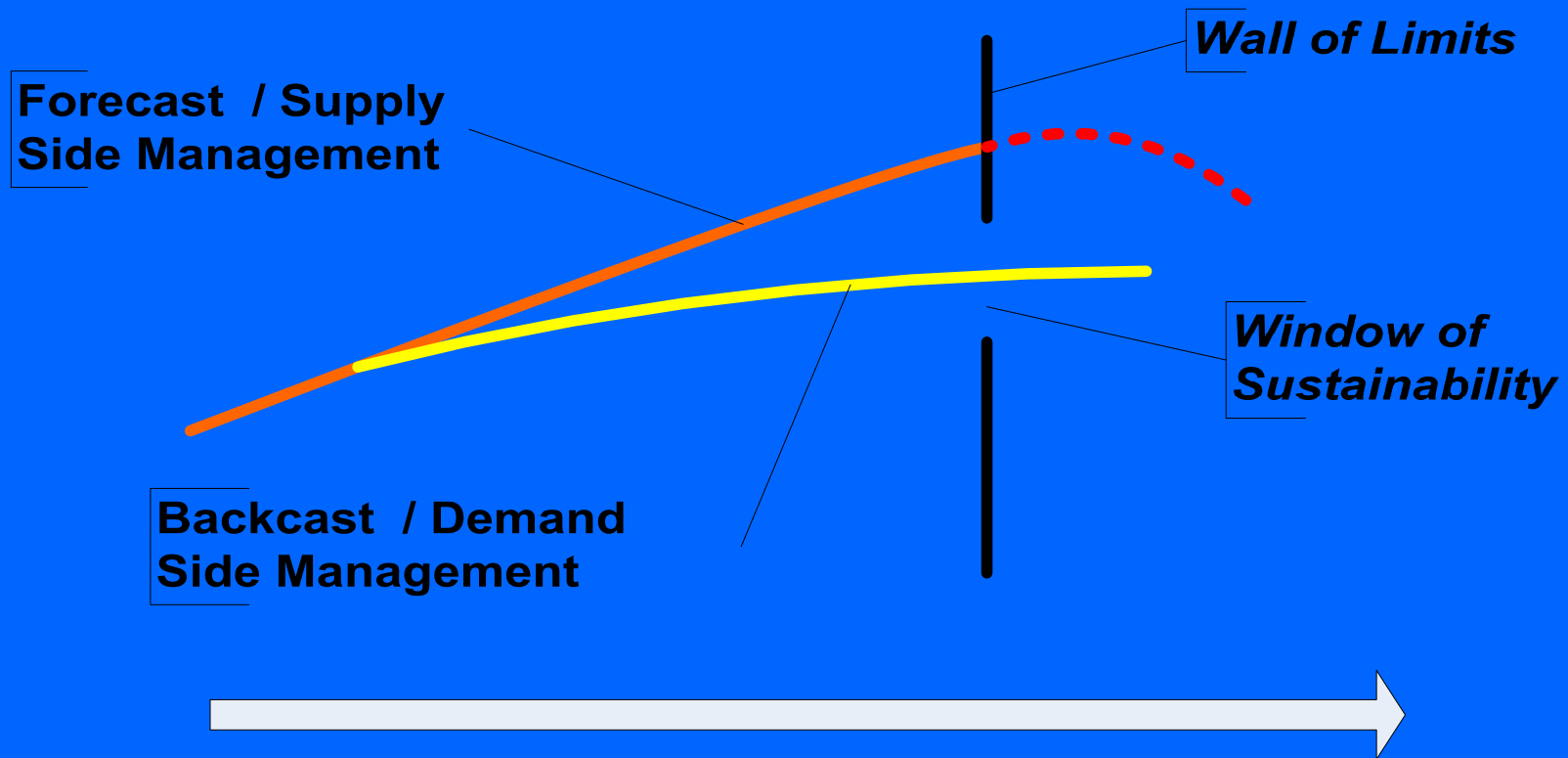
Phases of change

Brown's continuum

- Project
- Outsider
- Growth
- Insider
- Integrated

Choices

Status quo and trends or other strategies?



Answer four questions

1. *What are the conditions that create the need for change?*
2. *So what are the options and the best choice?*
3. *Now what are the strategies and commitments?*
4. *Then what will be done to monitor performance and respond to future changes?*

Leading change

Kotter's eight steps

1. *Create sense of urgency*
2. *Create a guiding coalition*
3. *Develop a vision and strategy*
4. *Communicate the change vision*
5. *Empower employees for action*
6. *Create short term wins*
7. *Consolidate gains and produce more change*
8. *Anchor new approaches in the culture*

Responsibilities and Response Abilities

- *Be clear about*
 - *The nature of problems and issues*
 - *Stories, counterstories and the levers*
 - *Stages along continuum*
- *Ask and answer the “what” questions*
- *Follow the steps*

References

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