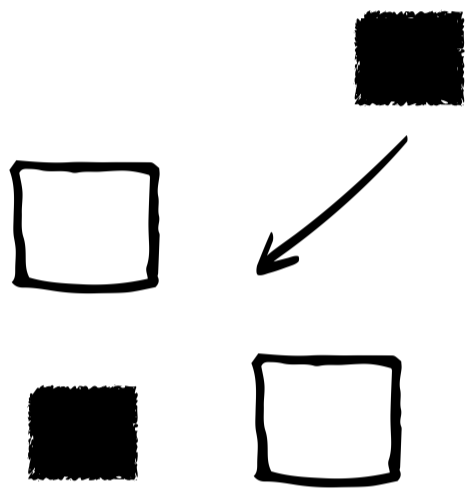


LEVERAGE

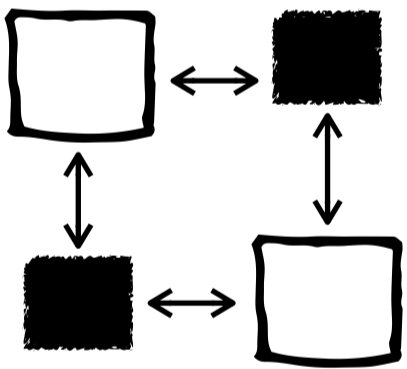
AN **ALTERNATIVE** APPROACH TO ORGANIZATIONAL CHANGE

McKinsey Corporation estimates that 70% of organizational change programmes fail. If this is the case, then the problem is not that companies are dumb, but the approach is broken. It is “the master plan” approach to organizational change. It says, “Give us one million dollars, one year, and lots of stress, we’ll work all this out.” The problem is that it doesn’t in most cases. The solution is worse than the problem in many cases. So...is there an alternative? A low-risk, low-stress, and low-cost alternative? That gets results? Yes. It’s the agile approach to organisational change, built around nine strategic leverage points, and informed by systems thinking. Every system, man-made or in nature, has three components: the parts, the interaction of the parts, and the purpose. Change these, and you can change any system.



Change the **parts**

1. Change the TECHNOLOGY or people, e.g. Uber.
2. Change the STRENGTHS accessed, e.g. Facebook.
3. Change the INCENTIVES structure, e.g. Airbnb.



Change the **interactions**

4. Change the DIGNITY of interaction, e.g. Campbell’s Soup.
5. Change the FEEDBACK loops, e.g. Ebay.
6. Change the SCALING strategy, e.g. Tesla.

Change the **purpose**

7. Change the STORIES told, e.g. Tata.
8. Change the SERVICE motivation, e.g. Zappos.
9. Change the FOCUS of the organization, e.g. General Electric.

