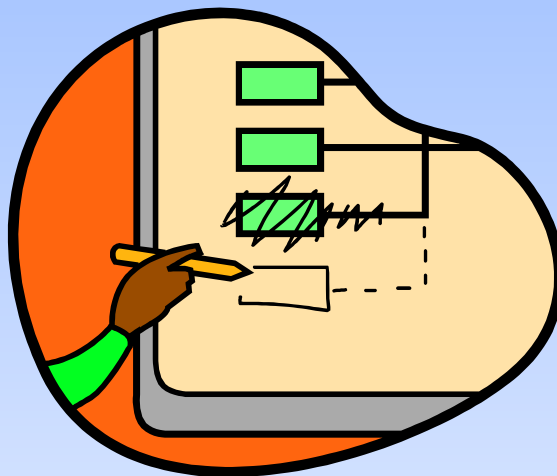


# VI. How to Sustain Change



# ***How to Sustain Change of Successful Projects***

- Document changes by the following:
  - a final report
  - a slide show presentation
  - a story board
- Obtain administrative support to continue or expand
- Create tension to expand:
  - Draw attention to the successful project by advertising it within the organization



# ***How to Sustain Change of Successful Projects***

- Gain recognition outside the organization:
  - an abstract submission
  - a story board
  - a manuscript for publication
- Monitor the change on a regular basis
  - Plan and assign the task
  - Identify the recipient(s) of the data



# *Address Fear and Anxiety*

- Start small and build momentum before confronting difficult issues
- Avoid “frontal assaults”
  - Create an environment where people feel mutuality and trust with their coworkers and supervisors
  - This takes time and can not be mandated.
- Set an example of openness
- Learn to see diversity as an asset
- Use breakdowns as opportunities for learning

Adapted from Senge *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations*



# ***Continue Assessment and Measurement***

- Appreciate the time delays that are involved in profound change
- Build partnership with executive leaders around the assessment processes
- Learn to recognize and appreciate progress as it occurs
- Make assessment and developing new abilities to assess a priority among advocates of change

Adapted from Senge **The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations**



# ***Respect Believers and Non-Believers***

- Become ‘bicultural’
- Mentor
- Build the group’s capability to engage the larger system from the beginning.
  - Some members act as ambassadors.
  - Some members may regularly ask for input from colleagues not on the team.
- Cultivate reflective openness
- Respect people’s inhibitions about personal change
- Multiple realities may exist
- Deploy language consciously; avoid jargon

Adapted from Senge *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations*

