

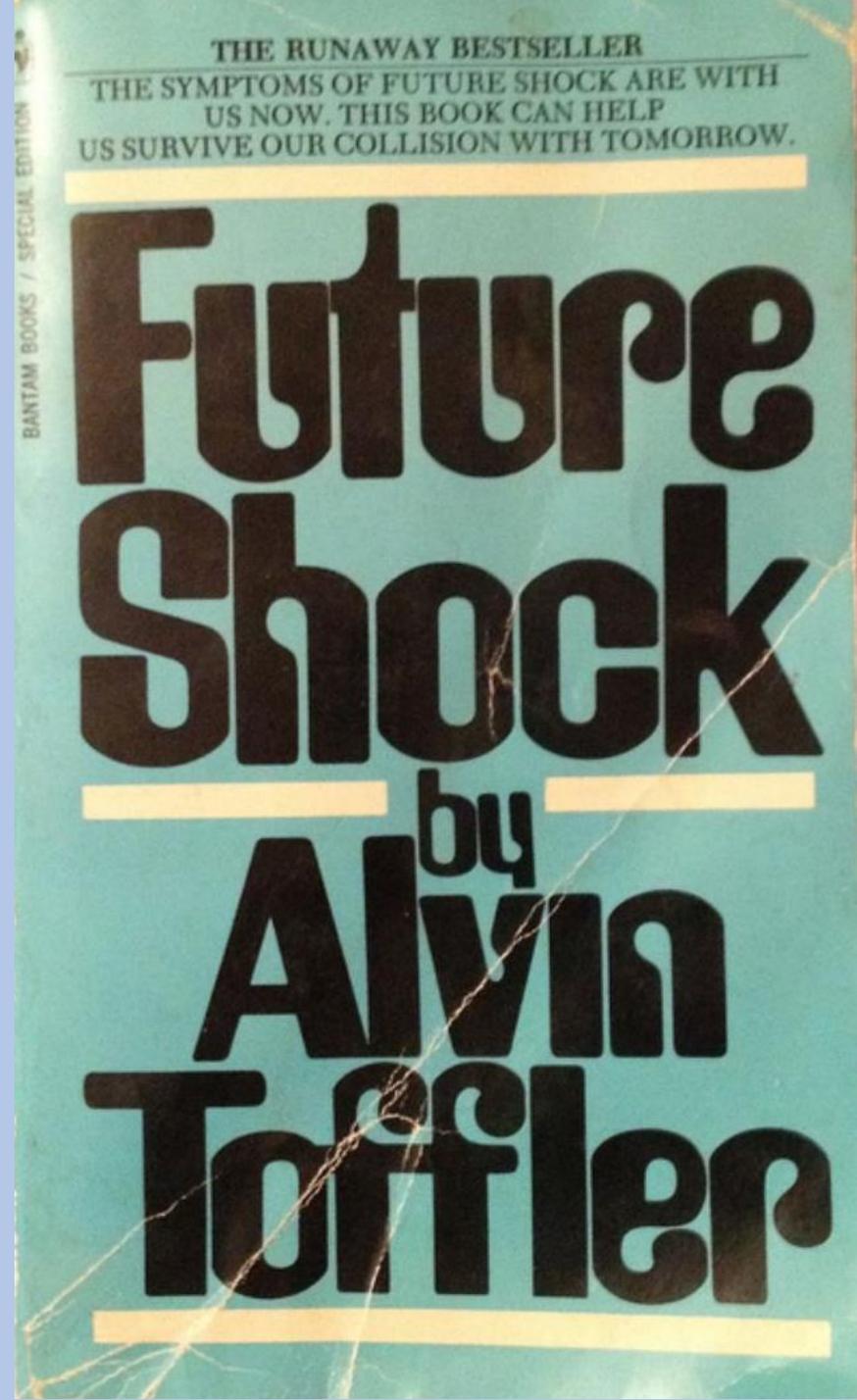
Change at the Speed of Thought

Andrew Ravenscroft

July 18th, 2019

“ The future always arrives too fast and in the wrong order.”

Alvin Toffler, futurist, author of *Future Shock*, 1970





“ The future is already here it’s just not evenly distributed. ”

William Gibson (*attrib.*), author and creator of the cyberpunk genre

“ It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change. ”

Charles Darwin, naturalist,
author of *On the Origin of Species*, 1859





“ He who can handle the quickest rate of change survives. ”

John Boyd, USAF pilot and strategist, creator of the Energy-Maneuverability theory and the OODA loop.



“ Any change initiative will be derided as *purist, theoretical, revolutionary, religion, and needing pragmatic customization for local concerns.* ”

Mark Larman,
*Larman's Laws of
Organizational Behavior*

“Attempting to change an organization’s culture is a folly, *it always fails.*”

John Seddon

IT IS
WORTH

TAKING
THE RISK



“It’s the
system,
stupid.”

W. Edwards Deming,
(attrib.)

“Command-and-control. I love it, I know how to make it work. But that’s not the future.”

John Chambers, Cisco
Chairman and CEO,
1995 – 2015





“ The business environment is unpredictable and uncertain, so we should expect the unexpected and should not plan beyond the circumstances we can foresee. ”

Steven Bungay,
The Art of Action, 2010

“ The long term competitiveness - if not survival - of organizations will increasingly depend on their **ability to manage change**, specifically, whether they have developed **agility as a core capability**. ”

Warren Parry,
Big Change, Best Path, 2015



JOSEPH KLIBANSKY

“A portrait of a woman”

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“ Becoming an adaptive enterprise means abandoning our management habits of prediction and control and developing instead the capacity to respond to change. ”

Johanna Woll, *Not All Adaptive Enterprises Are Alike*, 2003

“ Agile isn’t
a salad bar. ”

Ryan Finco,
Agile Consultant





“ In the new normal, change is an interacting flow of routines and cycles. ”

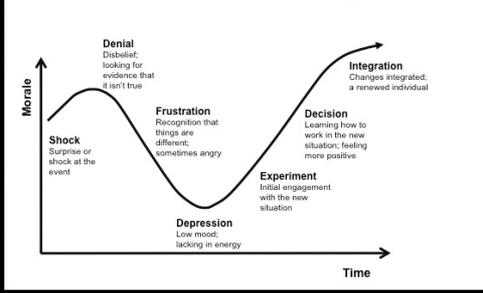
Worley and Mohrman,
*Is Change Management
Obsolete?* 2014

“ Even the most advanced change models will stumble when they face organizational designs and management practices that are **inherently anti-change.** ”

Worley and Lawler,
Designing organizations that are built to change, 2006



The Kübler-Ross change curve

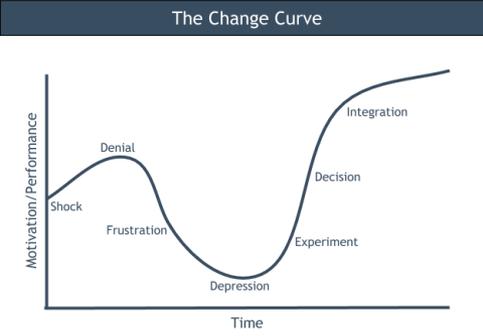
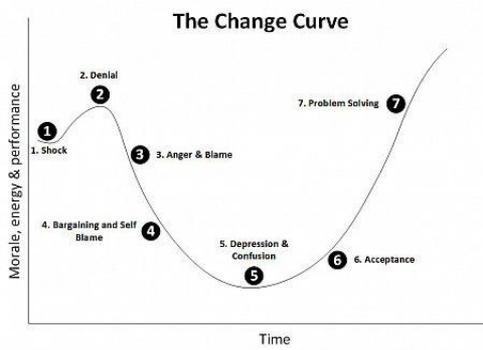
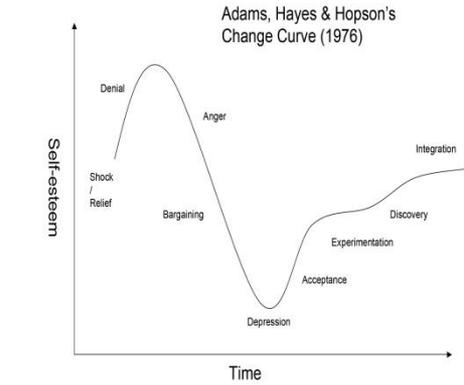
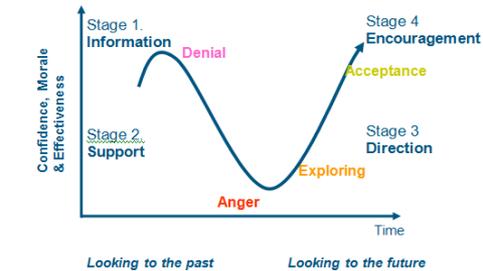


Kubler-Ross Curve Applied



“ On Death and Dying has regularly been mistakenly and mischievously construed as a research study... ”

The Change Curve



Dr Allan Kellehear, foreword to 40th anniversary edition of *On Death and Dying*, 2014

“ People are not by nature passive or resistant to organizational needs. They have become so as a result of experience in organizations. ”

Douglas MacGregor,
The Human Side of Enterprise,
2006



Stars in Your Eyes	68441	60
dataflow	15919	28
Summit	52937	147
Bridging The Gap	55098	154
Hide And Seek	14563	43
female1	94733	286
Solidarity	49530	157
Pile Of Documents	14430	46
Reconciliation	64306	221
Social Worker	22546	81
Female with Group of Males	43879	159
boardroom meeting	8804	32
Sea Of Hands		21
sweepstakes		23
	14	32
	5137	39
	9674	25
	6210	32
	7810	41
	9965	325
Outsourcing	78247	22
Shipping And Receiving	5251	118
Moor	28010	36
Greengrocer's Shop	8525	112
Oath	26222	282
On Top Of The World	64765	308
Upperdeck View	69129	34
Internet Cafe	7599	190
Composite Image	40960	491
Audience	105790	



“ People don't resist change. They resist being changed. ”

Peter Senge, author
The Fifth Discipline

“And these children
that you spit on
As they try to change
their worlds
Are immune to your
consultations
They're quite aware
of what they're goin'
through.”

David Bowie,
Changes, 1971

