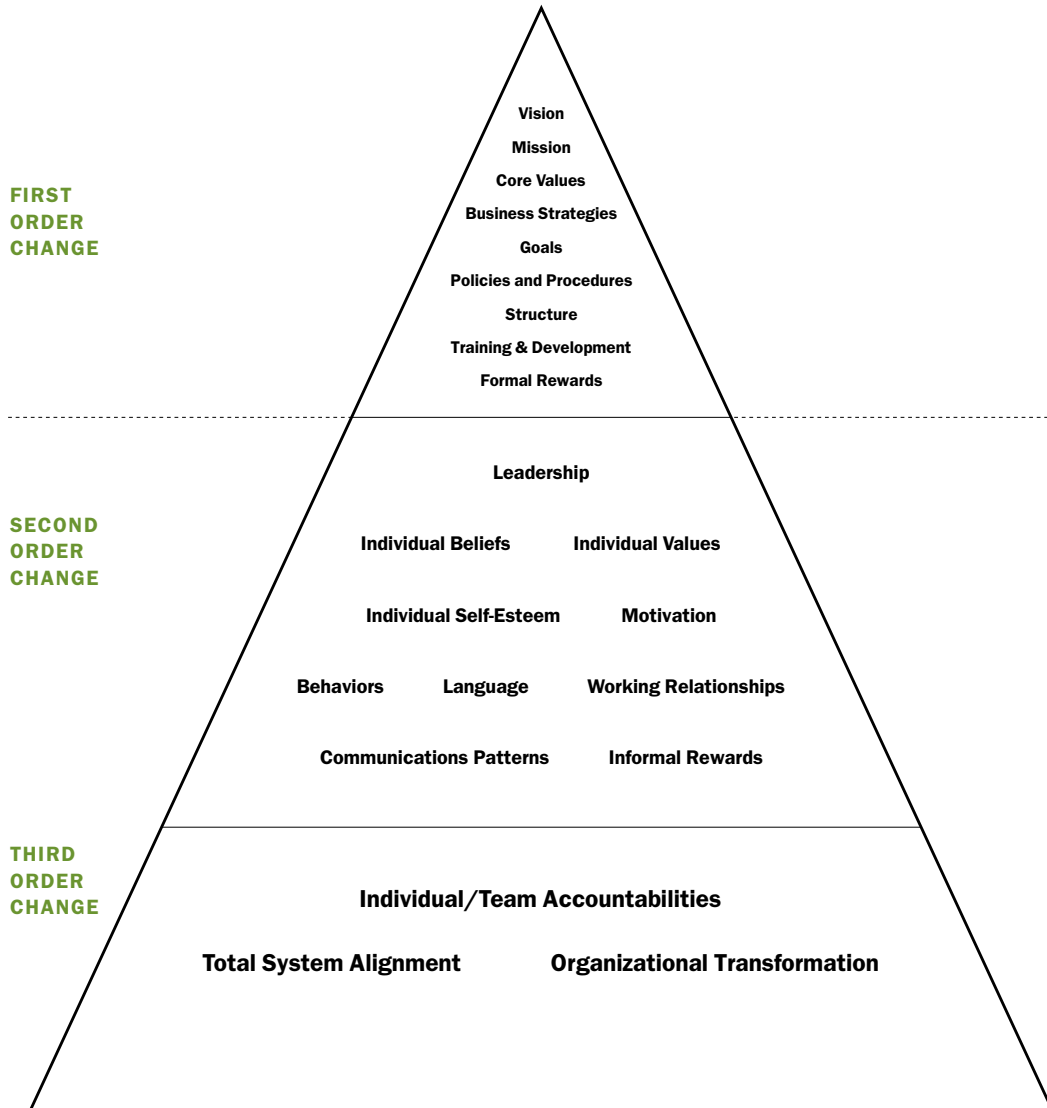


## Orders of Change



Change efforts are successful when each individual in the organization thinks, acts and feels different. Organizations traditionally spend little time analyzing whether or not the values set forth through the vision and mission statements actually are aligned and integrated into day-to-day work practices. This effort into the essence of the organization can be likened to an iceberg. The tip of the organization is FIRST ORDER CHANGE. Its components include the vision, mission, strategic goals, policies, business model, procedures, structure, formal reward system, training and development.

Most organizational change efforts concentrate on FIRST ORDER CHANGE - it is quantitative and visible. It is a prerequisite, setting out the framework for the work of the organization. The organization that intends to make fundamental changes in the way it does business will not be as successful if it does not go beyond FIRST ORDER CHANGE.

Below the tip is SECOND ORDER CHANGE. It is quantitative and much more difficult to attain. It encompasses the desired behaviors; work practices; individual values and beliefs; leadership styles; attitudes; language; motivation; communication processes; working relationships and informal rewards. It requires holding people accountable not only for what they do but HOW they do it.

THIRD ORDER CHANGE is where true alignment occurs - with equal value placed upon tasks and behaviors. It is the non-reversible condition that makes the stated beliefs and values come to life.

Although only the tip of the iceberg is visible, its movements reflect the whole iceberg. So it is with the ORDERS OF CHANGE. All must move in tandem.