

MANAGING COMPLEX CHANGE

Managing complex change requires **FIVE COMPONENTS**.

A successful team, project, or initiative requires all five essential factors. When one is missing, the result falls short of full success. Use this diagram to help identify where a gap might exist.

FACTOR +	FACTOR +	FACTOR +	FACTOR +	FACTOR +	=	OUTCOME
Vision	Skills	Incentives	Resources	Action Plan	=	CHANGE
	Skills	Incentives	Resources	Action Plan	=	CONFUSION
Vision		Incentives	Resources	Action Plan	=	ANXIETY
Vision	Skills		Resources	Action Plan	=	GRADUAL CHANGE
Vision	Skills	Incentives		Action Plan	=	FRUSTRATION
Vision	Skills	Incentives	Resources		=	FALSE START

If you have skills, incentives, resources, and an action plan but you don't have a vision – that guiding force behind what you're trying to do - you will not end up with change. You will end up with confusion because you won't have that guiding force to refer back to during the process.

If you have a vision, incentives, resources, and an action plan, but leave out the skills necessary (i.e., communication, public speaking, political or advocacy) to effect the change you seek, you will be left with anxiety among your coalition members. If you have people who are unprepared to do the work, it doesn't matter if they have a great vision.

If you have the vision, skills, resources, and action plan, but leave out the incentives – the types of things (rewards, recognition, celebrations) that keep key community stakeholders involved – you may have change, but it will be more gradual. It may take years to years to accomplish what you could have done in a shorter period of time.

If you have the vision, skills, incentives, and action plan, but leave out the resources (money, time, equipment), you will end up with a lot of frustration because you've got a plan, and you know how to accomplish it, but you don't have the resources to get the job done.

If you have the vision, skills, incentive, and resources, but no action plan – a plan broken down into steps that people can take and accomplish in small bits – you will end up with a lot of false starts. The members may take off in a certain direction, only to realize that an important step was skipped, forcing them to stop their progress and go back and take care of it.