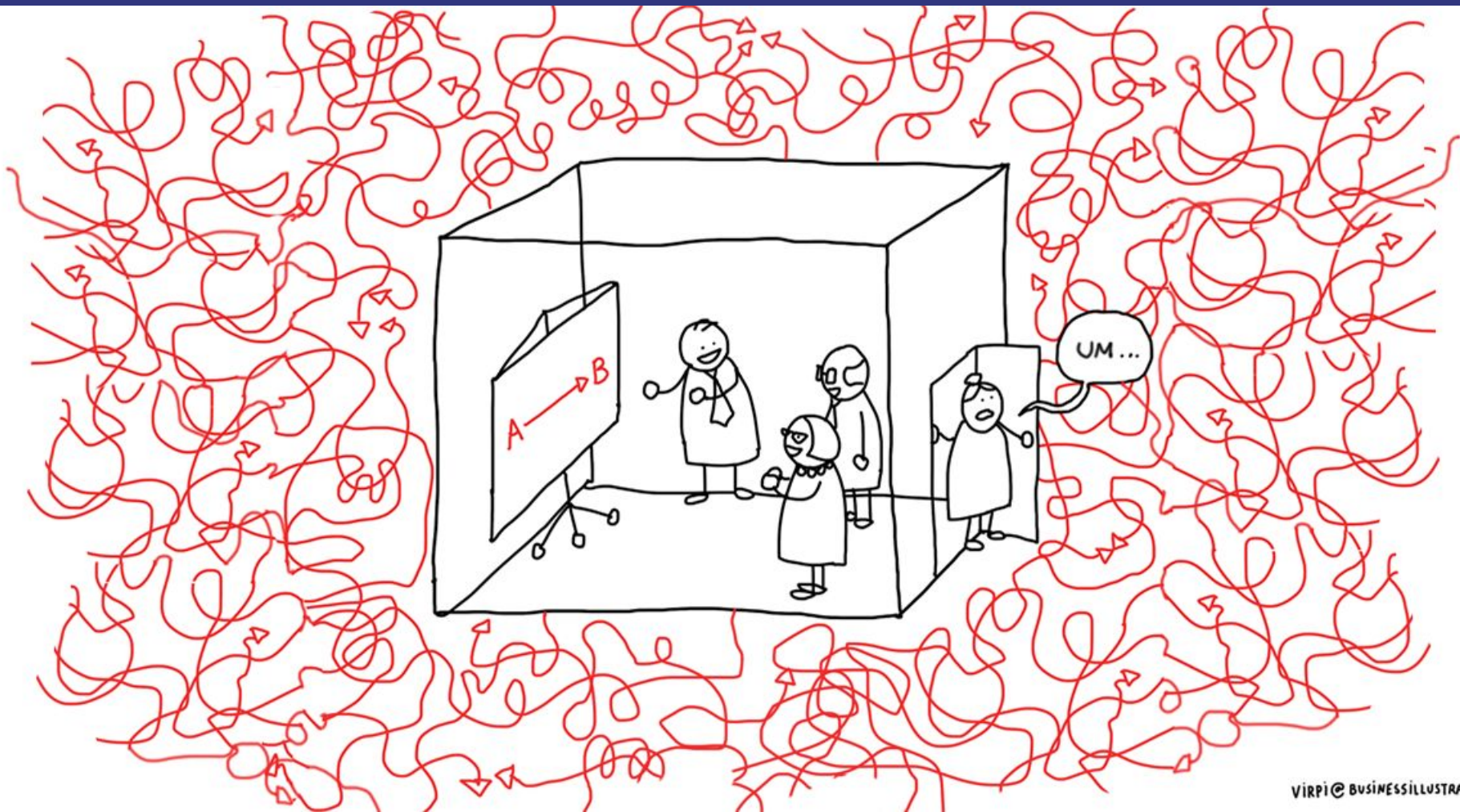**open change**

WRLC Navigating complex change

November 2023

VIRPI @ BUSINESSILLUSTRATOR.COM

Two approaches

*(Bushe and Naigaishi, 2018)*

Technical problems

- Easy to operationally define.

- Lend themselves to operational solutions.

- People are generally receptive to technical solutions they understand.

- Often can be solved by authorities or experts.

- Requires change in just one or a few places

- Solutions can often be implemented relatively quickly by changing rules or processes.

- Technical problems stay solved until something else changes.

Adaptive challenges

- Difficult to agree on what the "problem" is.

- Require changes in values, beliefs, relationships, and mindsets.

- People generally resist adopting other-defined values and beliefs.

- The stakeholders have to be involved in solving it.

- Requires change in numerous places; usually across organisational boundaries.

- Adaptation requires experiments and new discoveries as well as wrong turns and dead ends.

- Adaptation creates new problems that will have to be adapted to.
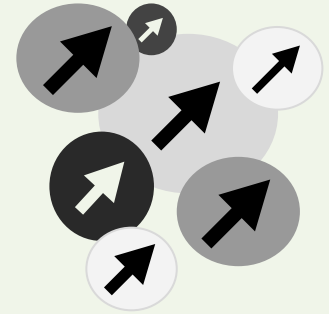
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Embracing interdependency

Building synergy

Explore

Government

Academia

Citizens

Industry
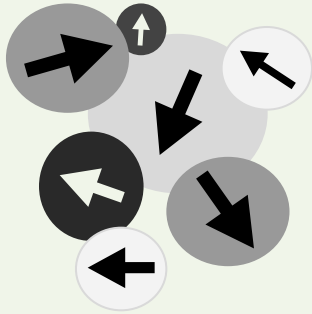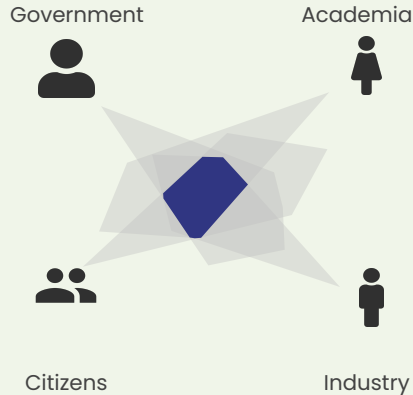
Understand

Collaborate

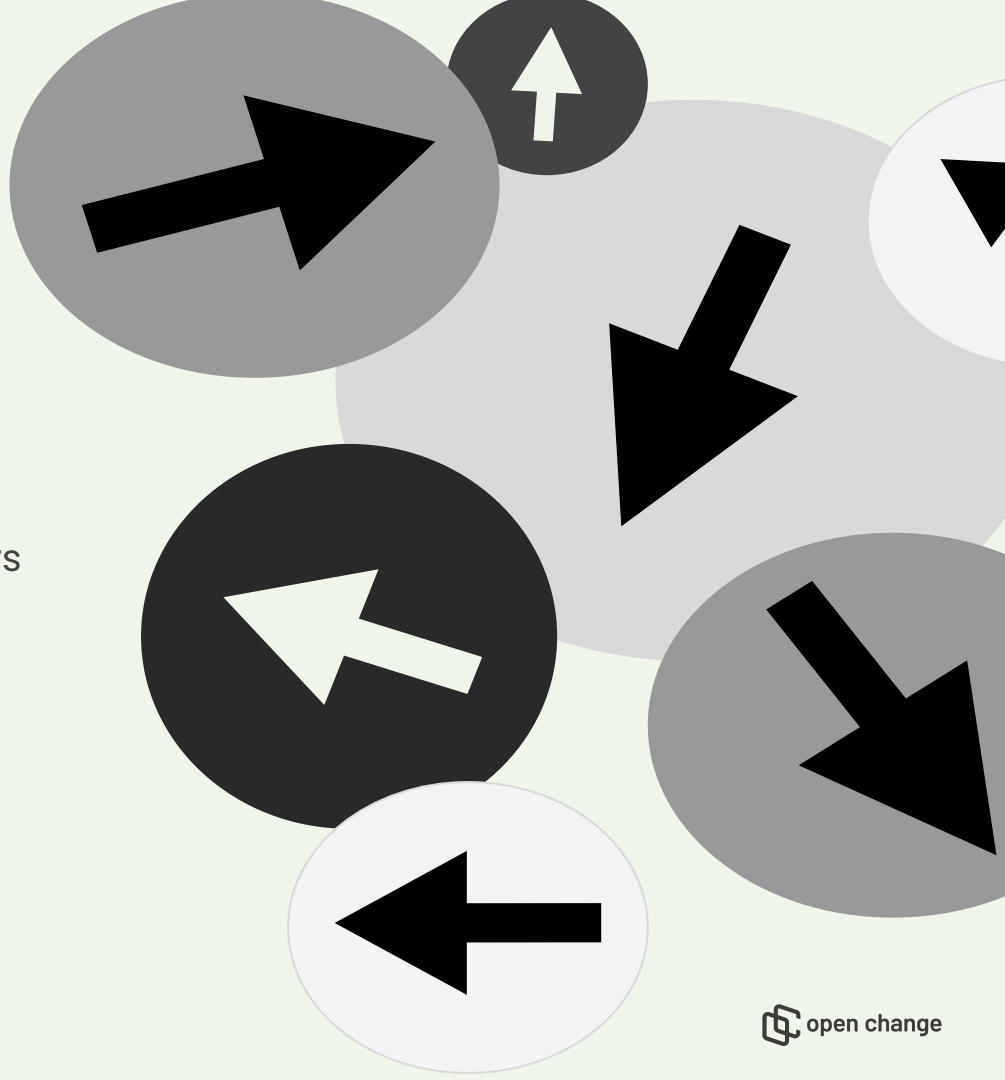open change

1. Exploring

- Who (else) cares about this?
- What matters most to people?
- Step people into a change story
- Acknowledge anti-stories
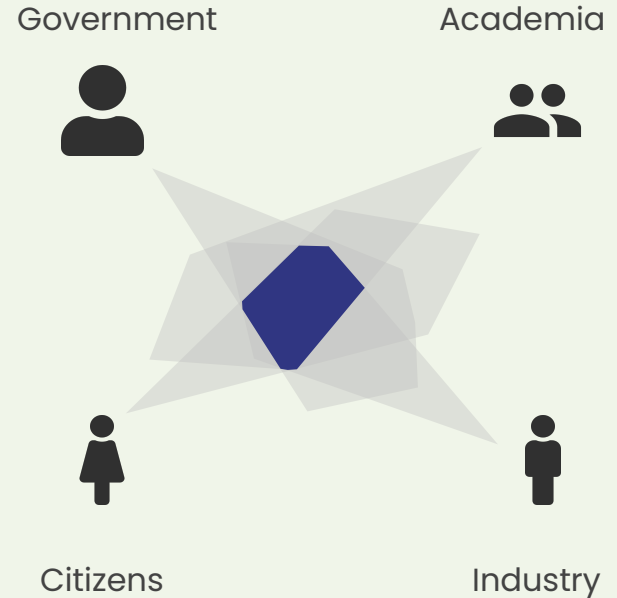- Frame issue to motivate stakeholders

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Understanding entangled opportunity space

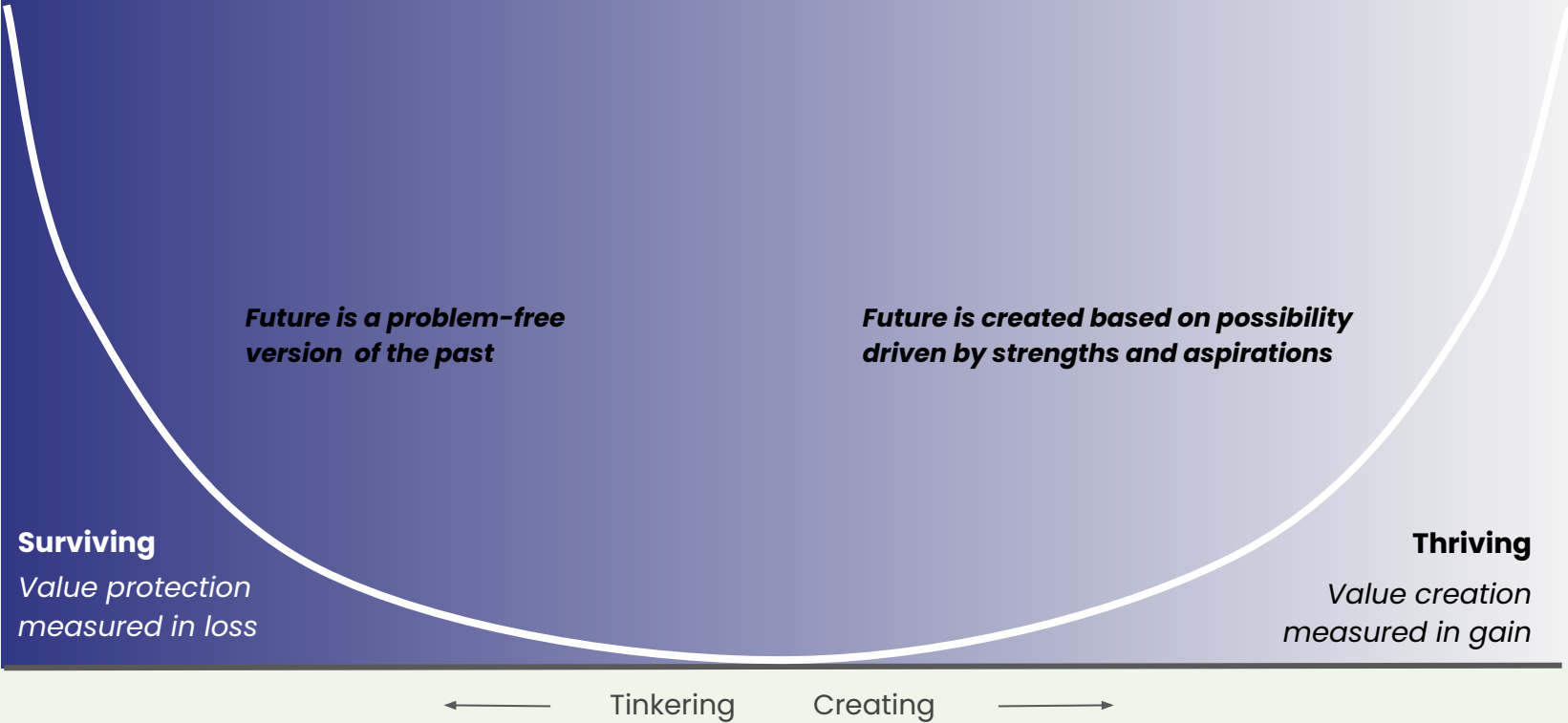*Collective ambition, distributed agency*

Including multiple actors in identifying opportunity space, invites numerous perspectives.

Multiple perspectives allows the formation of a collective challenge and ambition.

A shared portfolio with a distributed and diverse agency enables compound impact through collaboration.

Government

Academia

Citizens

Industry

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How can we create a better X?

Future is a problem-free
version of the past

Future is created based on possibility
driven by strengths and aspirations

Surviving

*Value protection
measured in loss*

Thriving

*Value creation
measured in gain*

← Tinkering   Creating →

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Creating action
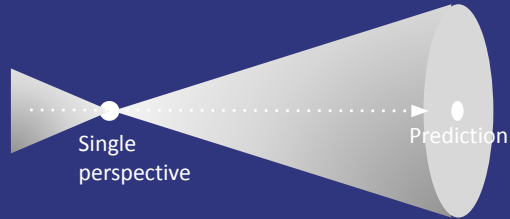
	Representative	Collective impact	Multi-actor movement
Agent of change	Single perspective → Prediction	Multiple perspective → Prediction 1, Prediction 2, Prediction n	Framework for building capabilities
Focus	A single authority empowered to make changes as a system representative, builds a portfolio of interventions	A collective of agents (e.g. organisations) builds a collective portfolio to solve identified opportunities/risks with multiple points of view.	Multiple and diverse actors are iteratively learning and building capacities and capabilities around a shared mission. The aim is to coordinate the network of portfolios from unfurling adjacent possibilities in emergent developments.
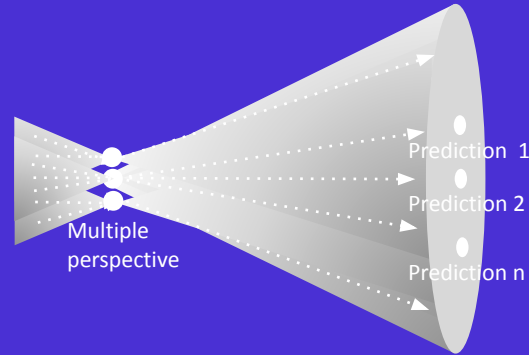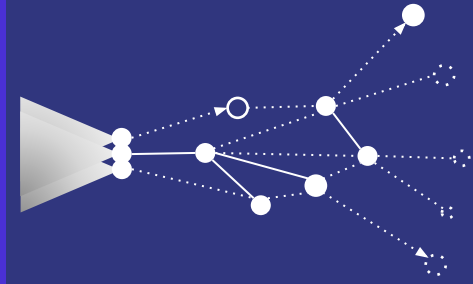
Governance, differently

Recentering voices of embodied knowledge

- Clear shared intention and mission
- Commit and invest towards mission progress
- Distributed agency - driven by care
- Devolved assets for community governance
- Establish collaborative spaces and pathways
- Build systemic capacity to learn

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In summary

Navigating complex change

- From siloed programs, to reaching up-and-out
- From single truth, to multiple realities
- From deficit fixing, to shaping futures
- From independent, to collaborative

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change

Collective futures. Shared agency. Collaborative impact