



*Different Isn't Always Better...But  
Better is ALWAYS Different*

Jennifer Haury, Organizational Anthropologist 2023

[jennifer@considerallangles.com](mailto:jennifer@considerallangles.com)



A vintage, slightly blurry photograph of a group of about eight children in a living room. The children are dressed in casual clothing from the 1970s or 80s. Some are standing, some are sitting on the floor, and one is crouching in the foreground. The room has a wooden floor, a dark sofa in the background, and a bookshelf on the left. The text "Change is Hard" is overlaid in a white, cursive font on the left side, and "FOR MANY OF US..." is in a smaller, white, sans-serif font below it. A vertical dotted line runs along the right edge of the image.

# Change is Hard

FOR MANY OF US...





*Changing for  
the Better*

# Change Challenges

- **River** of Constant Change
- **Boomerang** Changes—Nothing Sticks
- Change as the Immovable **Rock**



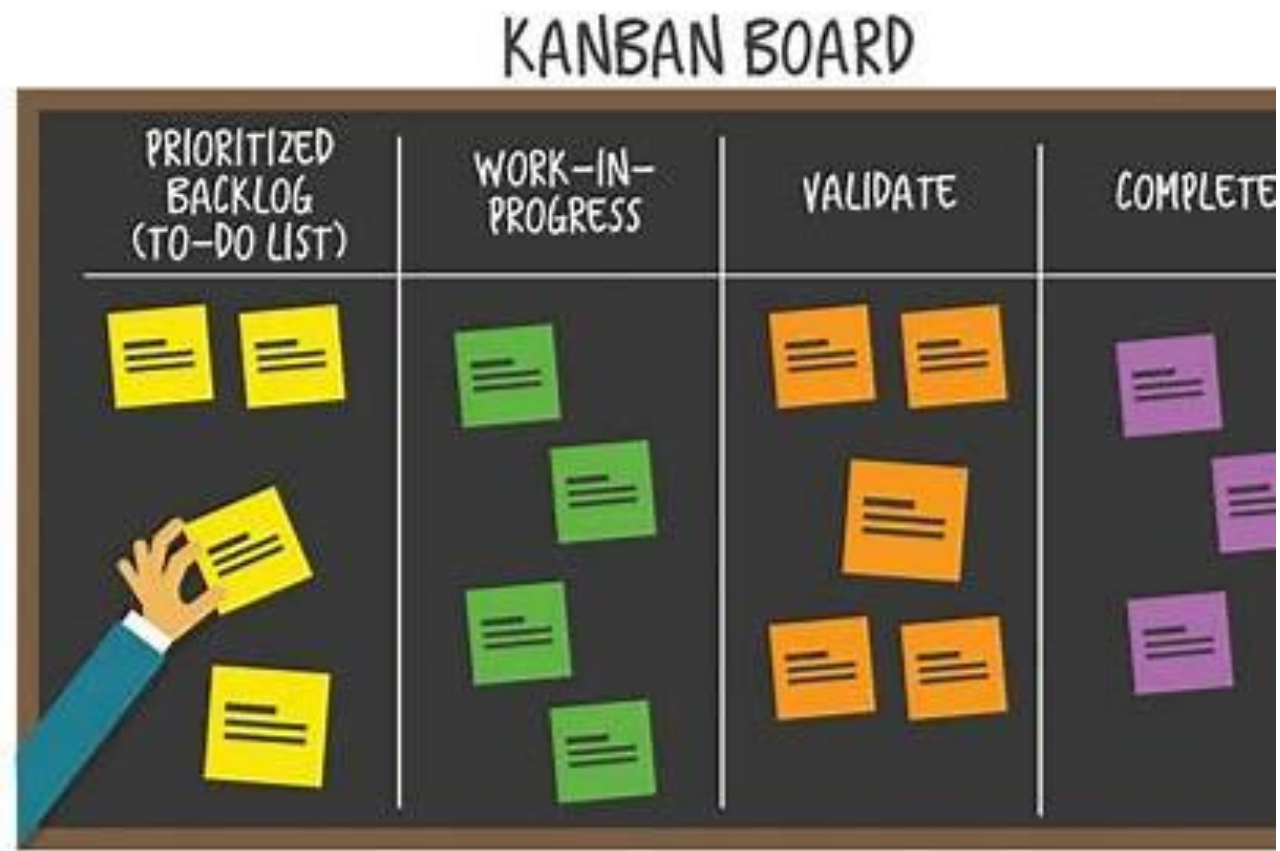
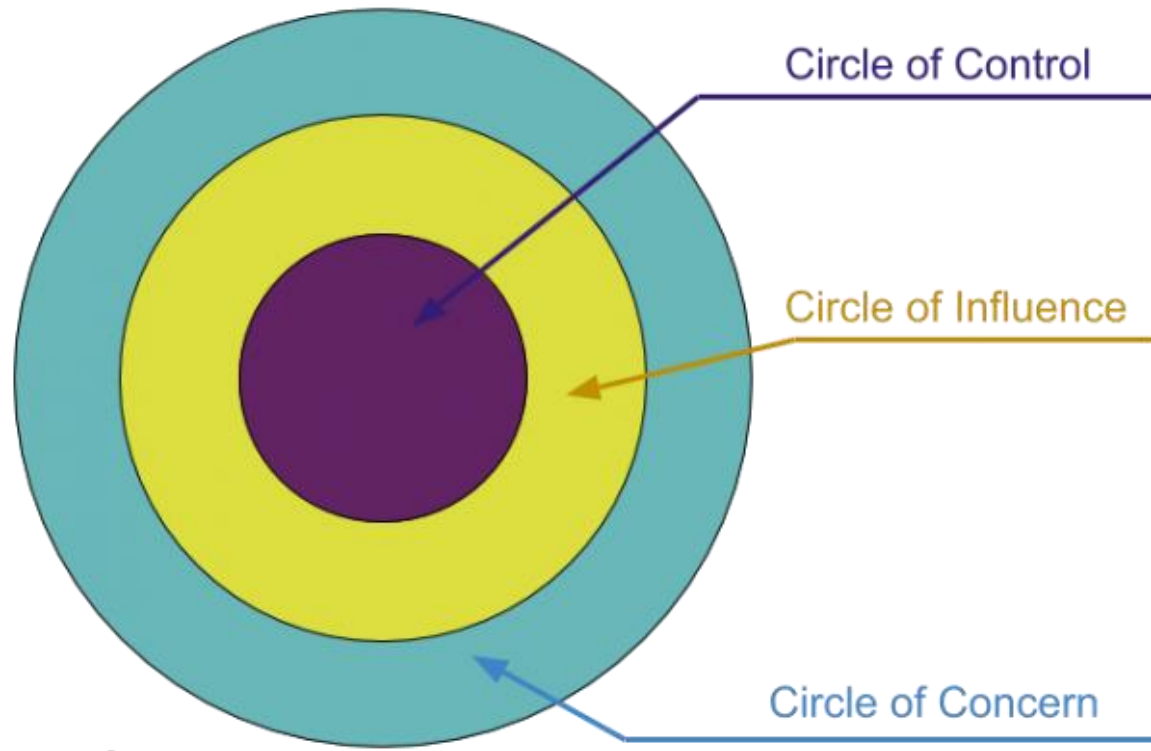
*What is a  
Change You're  
Anticipating?*





A scenic photograph of a river flowing through a dense, lush green forest. The river is characterized by white water rapids, with turbulent, frothy water cascading over rocks. The surrounding vegetation is thick and vibrant green, framing the river on both sides. The sky above is filled with dramatic, grey clouds, with patches of blue visible. The overall mood is one of natural beauty and dynamic energy.

# *River of Change*



*Manage Demand*



# Manage your Methods of Change



**A**

**Awareness** – Of the need for change

**D**

**Desire** – To participate and support the change

**K**

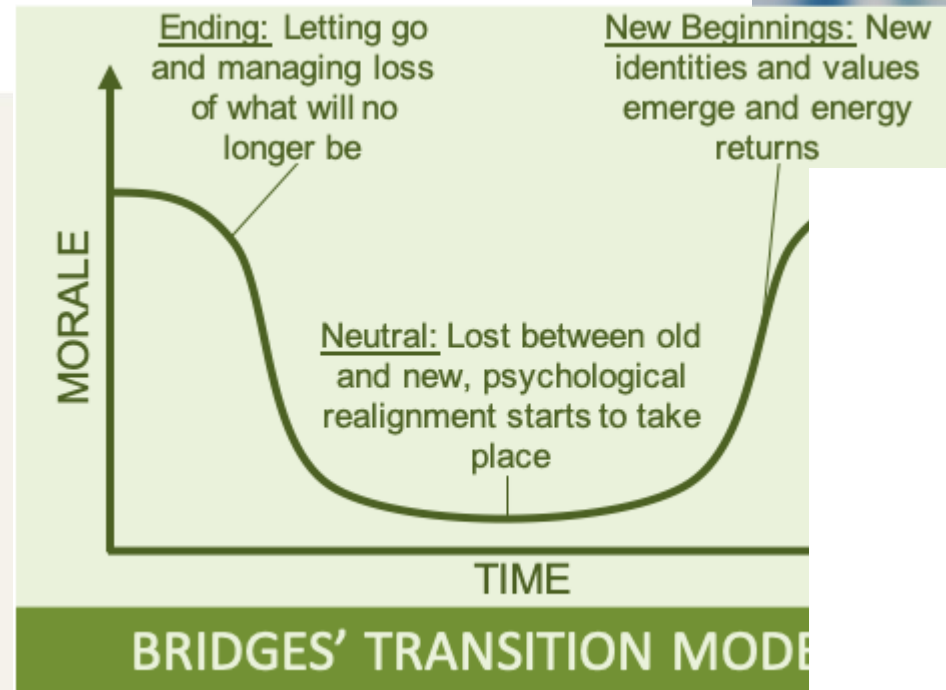
**Knowledge** – On how to change

**A**

**Ability** – To implement desired skills & behaviors

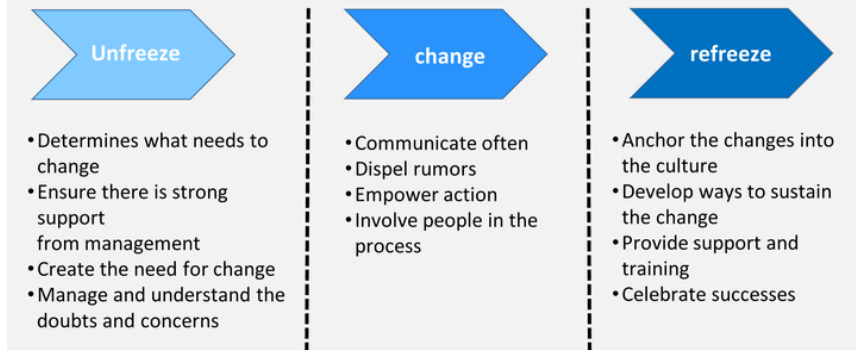
**R**

**Reinforcement** – To sustain the change



## LEWIN'S CHANGE MODEL

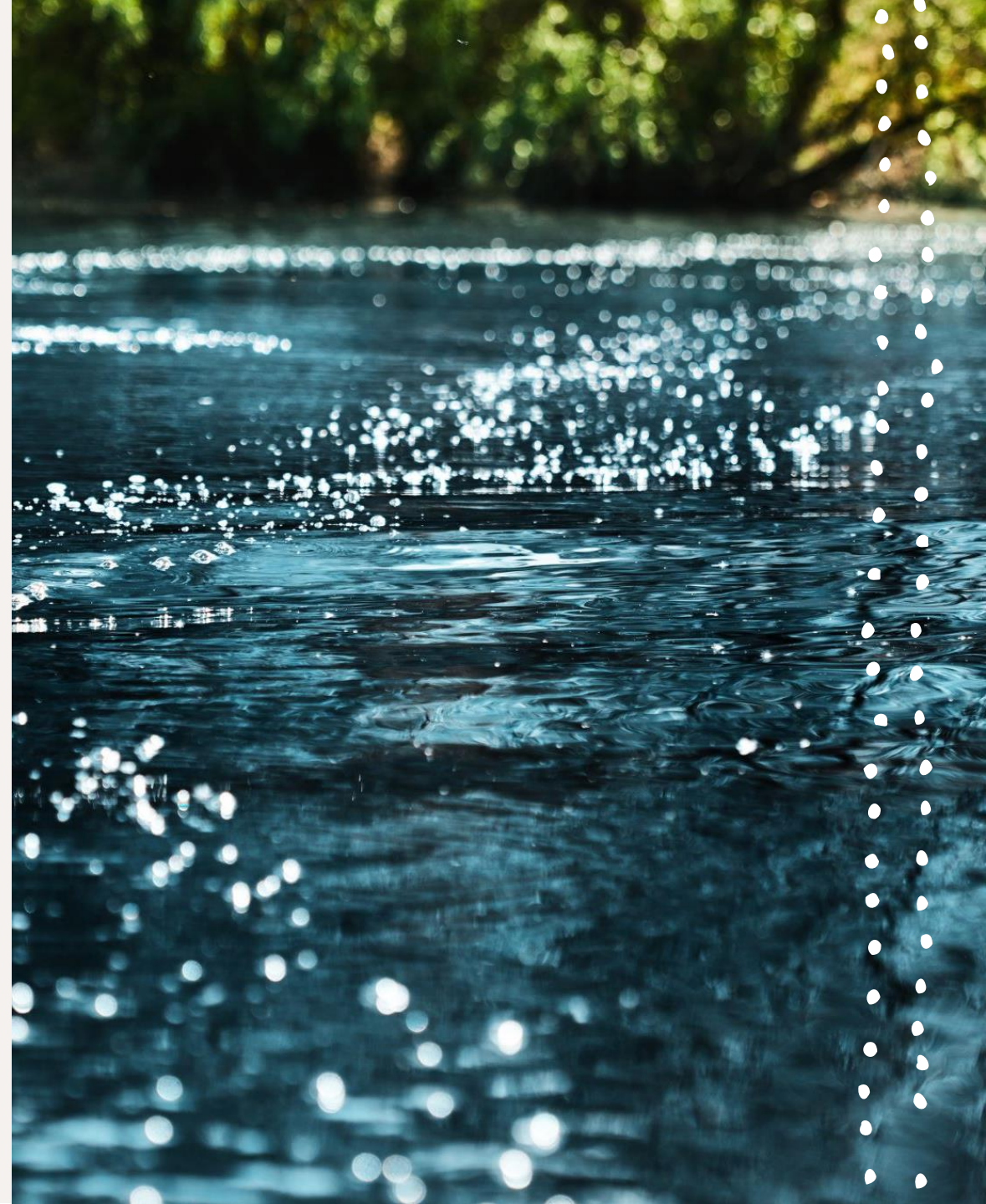
Lewin's Three Stage Change Process – Practical Steps





# Engage Teams in Building Connections

- **Identify:**
  - Who is upstream
  - Who is downstream
  - Who else does this work
- **Look for or create an opportunity to connect to:**
  - Learn more about how they do their work, best practices, impacts up/down stream
  - Ask questions about what's important to them



Boomerang!







*Controversial Opinion: Leave the "Best Practices" to Others*





# Avoiding the Backslide

Design the change to prevent  
backsliding

OR

Put systems in place to:

- Check on process
- Check on results



# Make Change Sticky





# *Tap into Team Culture*



# Pushing the Rock Uphill







# Psychological Safety

Each member of the team needs to feel safe to learn, contribute, challenge status quo, and needs to feel included in the work



# Connect Everyone

## If people support what they help to create...who might feel left out?

- In meetings
- Specialists
- Based on location
- Who is newest to the team
- Based on differences from the rest of the team

Find ways to invite and welcome into the work.





**MAKE PROBLEMS  
VISIBLE**

*The Case for Change*

A photograph of laboratory glassware. In the foreground, a beaker contains a red liquid, and a graduated cylinder next to it contains a green liquid. A test tube is also visible. The word 'Experiment!' is written in a white, cursive font over the beaker.

# Experiment!

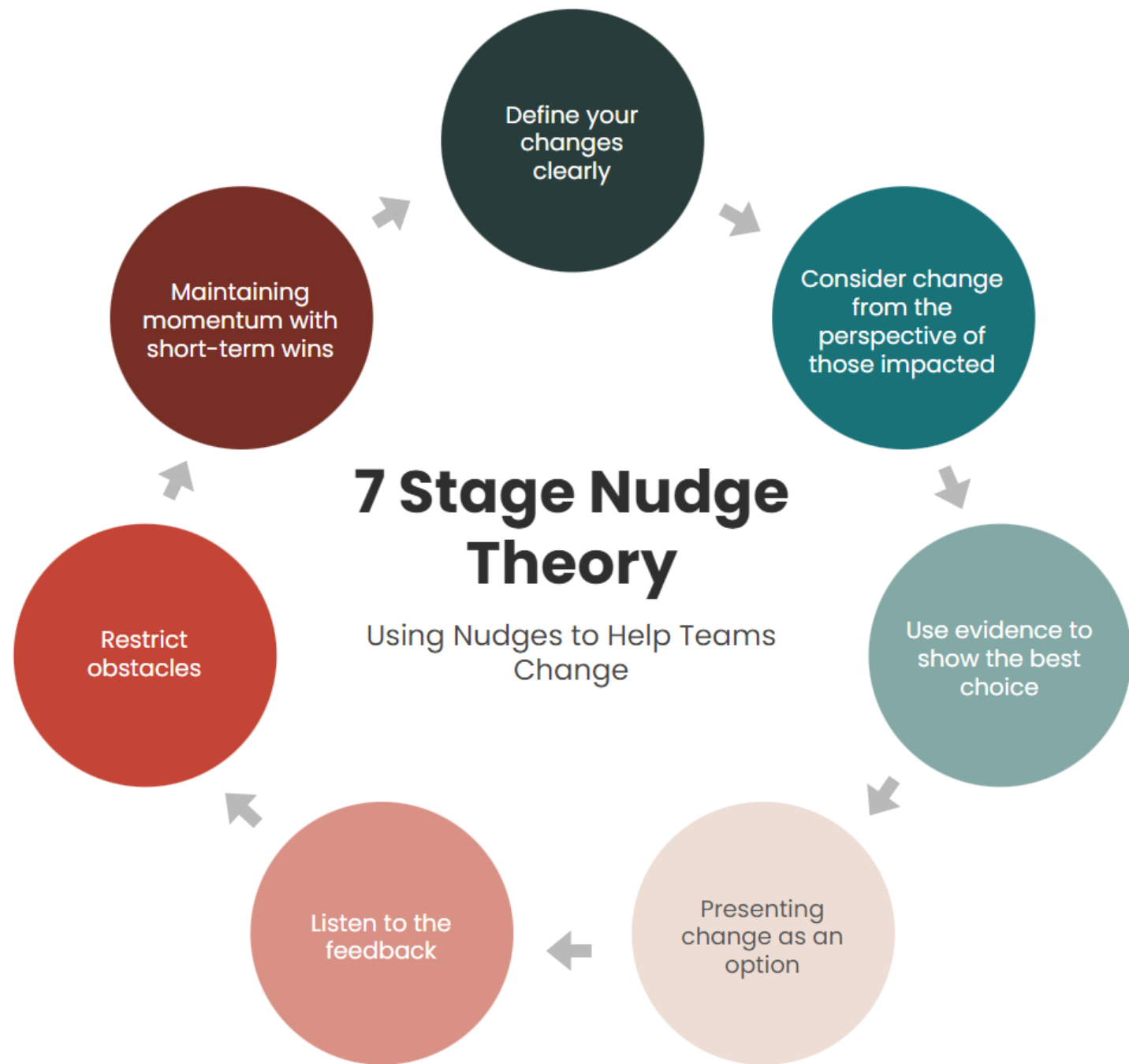
## Learn Together

- Decide what Criteria will WIN
  - Quality
  - Timeliness
  - Customer Satisfaction
  - Something Else
- Try Options
- Measure Results
- Decide on Implementation Plan



# Using Nudges







# Summary



# Q&A

Jennifer Haury

Organizational Anthropologist

[jennifer@considerallangles.com](mailto:jennifer@considerallangles.com)

