

Index

A

Ackoff, R., 45, 47

Ackoff's Fables: Irreverent Reflections on Business and Bureaucracy (Ackoff), 45

Action Research, 162–163

Active support, 117

Adams, H., 250

Alignment approach: achieving leadership excellence for, 177; economic alignment of delivery, 23, 146, 147, 177, 178–179; expansion of, 24–25

American Management Association, 20

Analytic thinking: as becoming obsolete, 42; compared to systems thinking, 45; eleven signs of, 44–45; errors using, 239–240; How You Think exercise on, 281; micro smart and dumb assumptions of, 41–42; as running amuck, 43–44; synthesis vs., 46*t*; Systems Thinking vs., 103*fig*

Anderson, D., 176

Anderson, L. A., 176

Anger/depression stage, 60, 227

Annual Plans: Yearly “Cheat Sheet” and To-Do List, 213

Annual Work Plan Format, 214

Assessing enterprise as living systems: current methods of, 162–163; describing enterprise as living system, 171–172*fig*; ECFCU case study on, 182–183; mental maps for, 168–170; new enterprise-wide assessment mental map for, 173–174*fig*, 175–183, 185; SWOT analysis used for, 185

Attunement approach: achieving leadership excellence for, 177; core values assessment, 159–160; cultural attunement of people, 24, 146, 147, 177; expansion of, 24–25

Ayers, J. B., 179

B

Backwards Thinking: for change from outside in, 82–83; described, 64–65; from your positioning, 139–146, 142*fig*

- Baldrige Quality Award Criteria for Performance Excellence, 173
- Bandt, A., 177
- Beckhard, R., 30
- Beer, M., 25
- Bellingham, R., 175
- Best Western Hotels, 151
- Beyond Reengineering: How the Processed-Centered Organization Is Changing Our Work and Lives* (Hammer), 21
- Bite-sized approach: benefits of adopting Systems Thinking Approach, 2, 281; end with the beginning in mind using, 282; engineer success up-front progress, 278–279; tailoring EWC to your needs, 278; twelve absolutes for success, 279–280
- Blair, D., 194
- Blockbuster Video, 144
- Boeing, “think differently” approach used by, 15
- Boulding, K., 47, 55, 56
- Breaking the Code of Change* (Beer and Nohria), 25
- Bridges, W., 59, 221
- Brown, P. L., 177
- Bush, G., 207
- Business glue: activities to develop, 197; shared core EWC strategies as, 194–197. *See also* Sustaining business excellence
- Business processes, 110
- Business Week*, 43, 144
- Butterfly effect, 196
- Buy-In and Stay-In bell curve, 261*fig*
- Byrd, J., 176
- 199–200*fig*, 201; 4: EWC execution vehicles, 201–207; 5: performance management and rewards, 207–208; ECFCU case study on, 209–210; wave after wave of Enterprise-Wide Change, 229–235
- Case studies. *See* East Coast Federal Union (ECFCU) case studies
- Centre for Strategic Management, 20, 153, 173, 182
- Champy, J., 21
- Change: cascading the, 194–210; defining, 11; great results/great frustrations of implementing, 26; implications of 21st Century revolutionary worldwide, 16–18; loss experience as part of, 223–224; natural and predictable cycles of, 58*t*–63; organizational, 229; processes of, 109–110; salute and execute destructive myth of, 229; as secret of constant growth, 18*fig*–19; success using Systems Thinking Approach, 24; waves of, 229–233, 232*fig*; Yearly Map of Implementation for, 107*t*, 131. *See also* Enterprise-Wide Change (EWC); Iceberg Theory of Change; Rollercoaster of Change; Structures of change
- Change failures: the “big three” enterprise-wide failure issues, 23–24, 166; fragmented reengineering fads, 21; inadequate change frameworks, 23; job cuts and downsizing, 20; lack of customer orientation, 21; resistance to change to, 22; 75 percent of all major, 19–23; silver-bullet change consulting, 21–22; strategic planning fragmentation, 22
- Change leaders: achieving leadership excellence in, 177; Achieving Leadership Excellence in the Six Rings, 271*t*–272*t*; essential skills of, 113–114; essential structures and, 113*fig*; EWC execution vehicles used by, 201–207; four stages of growth by, 115; internal and external support of, 114*t*–115*t*; leading Enterprise-

C

- Capacity. *See* Organizational capacity
- Capra, F., 19
- Carla Carter & Associates, 173, 182
- Cascading the changes: 1: shared core EWC strategies, 194–197; 2: department change plans, 198–199; 3: large-group EWC cross-functional reviews,

- Wide Change, 176; parallel involvement process for, 116–117; Program Management Offices used by, 118–120. *See also* Structures of change
- Change stages: 1: prework (Smart Start), 60, 227; 2: shock/denial (complexity), 60, 227; 3: depression/anger (chaos), 60–61, 227; 4: hang-in point (persevere), 61, 227; 5: hope/readjustment (systems), 61, 227–228; 6: rebuilding (simplicity), 61–62, 228
- Clarity of purpose: ECFCU case study on, 155–156; element 1: environmental scanning system, 135–138, 137*t*; element 2: Backward Thinking from your positioning, 139–146; element 3: revisiting core values, 146–148*t*; element 4: key success measures, 148–154, 149*t*; process to establish four missing elements, 155*t*; working on the four missing elements, 135
- “A Classification of Systems” (1972 *Yearbook*), 47
- Closed systems, 69*fig*
- Coherent joint warfare, 17
- Collier, R., 63
- Collins, J. C., 146
- Commoditization, 140
- Complexity: finding the simplicity on far side of, 232; simplicity vs., 34*fig*–37; systems thinking principle on internal elaboration and, 86. *See also* Simplicity of Systems Thinking
- Cone, H., 221
- Congruence Model* assessment approach, 164
- Content myopia, 109
- Continuous Improvement Helix, 252*fig*
- Coolidge, C., 223
- Cooperrider, D. L., 169
- Core values: attunement with people/assessment of, 159–160; importance of organization, 146–147; as organization’s social glue, 194; suggested, 148*t*
- Corporate social responsibility reports, 152
- Covey, S., 61, 64, 163
- Cowan, C., 264
- Creative Decision Making: Using Positive Uncertainty* (Gelatt), 40
- Creativity vs. innovation, 204
- Cultural attunement of people focus, 24, 146, 147, 177
- Culture: avoiding clash between change strategies and, 195–196; demonstrated commitment to changing organizational, 260–261; the People Edge and transforming, 177, 269; of performance excellence, 175
- Customer orientation failure, 21
- Customer value, 179
- Customer-focused enterprise, 177–178
- D**
- Dalton, G. W., 202
- Decision making consensus, 117
- Defined boundaries of living systems, 70–71
- Deming, W. E., 44
- Department change plans, 198–199
- Depression/anger (chaos) stage, 60–61
- Descartes, R., 3
- Dewar, D. L., 53
- The Discipline of Market Leaders* (Treacy and Wiersema), 140
- Downsizing, 20
- Duell, C. H., 39
- Dynamic equilibrium tendency, 77
- E**
- East Coast Federal Credit Union (ECFCU) case studies: capacity assessment of, 266*t*; on cascading change, 209–210; on Enterprise-Wide Assessment, 182–183; on establishing clarity of purpose, 155–156; on Smart Start phase, 125–128; on sustaining business excellence, 264–266; on waves of change process, 246–247
- Economic alignment of delivery focus, 23, 146, 147, 177, 178–179

- The Economist*, 144
- Eight States of Organizations, 264
- Einstein, A., 7, 33, 57, 89, 98, 274
- Elegant simplicity, 50*t*
- Emerson, R. W., 104
- Employee Development Board, 123–124
- Engineer success up-front, 278–279
- Enterprise: assessing as living system, 162–185; core values of, 146–148*t*, 194; customer-focused, 177–178; defining, 10; described as living system, 171–172*fig*; developing/implementing as system framework, 182; drivers of, 21; helicopter view of, 38–40, 89, 135, 282; organizational capacity of, 260–264, 266*t*; social glue of, 194; top ten fragmented parts of an, 208–209; waves of change in an, 232*fig*
- Enterprise-Wide Assessment: ECFCU case study on, 182–183; mental map for new, 173–174*fig*, 175–183, 180*t*; multiple mental maps vs., 165–168; six activities to conduct integrated, 168–170; SWOT analysis as part of, 185; uses of the, 181–182
- Enterprise-Wide Assessment mental map business excellence architecture for, 173; module 1: building culture of performance excellence, 175; module 2: reinventing strategic planning based on positioning, 176; module 3: leading Enterprise-Wide Change, 176; module 4: creating the people edge, 177; module 5: achieving leadership excellence, 177; module 6: becoming customer-focused, 177–178; module 7: aligning delivery, 178–179; module 8: superior results by creating customer value, 179; predictable failures from poor, 180*t*
- Enterprise-Wide Change (EWC): ABCs of, 65–68, 67*fig*, 162*fig*; additional characteristics of any, 13–15; the “big three” failure issues of, 23–24, 166; bite-sized approach to, 278–285; cascade wave after wave of, 230–235; cascading the, 194–210, 213–215; defining, 11–12; essential structures and players in, 113*fig*; execution vehicles for, 201–207; implications of Rollercoaster of Change for, 244; integrated Total System Thinking Approach as roadmap for, 18; key factors in vision-driven, 104–105, 194; Rubik’s Cube solution compared to, 35*fig*–37; shared vision of your, 104–105, 139, 194; six distinct characteristics of, 13–14*fig*; substructures of, 122*t*–123*t*; three goals of, 27–28; Website resources on, 287–288; the winning formula for, 283. *See also* Change; Game Plan
- Enterprise-Wide Change (EWC) elements: 1: environmental scanning, 135–138, 137*t*; 2: Backwards Thinking from your positioning, 139–146; 3: core values, 146–148, 4: key success measures, 148–154, four key, 135; process to establish four missing, 155*t*
- Enterprise-Wide Change (EWC) execution vehicles, 201–207
- Enterprise-Wide Change (EWC) goals: 1. achieve clarity of purpose, 27, 29; 2. ensure simplicity of execution, 27, 30; 3. sustaining business excellence, 27, 30; using bite-sized approach keeping in mind, 282
- Entropy: KISS method to reverse, 87–88; living systems as subject to, 75; mid-course EWC review to fight, 253–258
- Environment (community/society) ring, 238*t*
- Environmental scanning system: as EWC work element, 135–138; SKEPTIC guide to, 137*t*, 138
- Equifinality, 74
- Ericson, G., 47
- Execution vehicles for EWC, 201–207

F

- Fast Company*, 144
- FedEx, 152

Feedback: to continue living, 71–72; as systems thinking principle, 81–82; values audit, 82

The Fifth Discipline (Senge), 12, 91, 262

Forrester, J., 47

Fragmented reengineering fads, 21

Franklin, B., 98

G

Galbraith, J., 164

Gallup polls: on lack of customer orientation, 21; on resistance to change, 22

Game Plan: development of, 117; East Coast Federal Credit Union (ECFCU) case study on, 125–128; for Enterprise-Wide Change, 117, 124–125; as living, breathing document, 244–245; template based on Iceberg Theory of Change, 130–131. *See also* Enterprise-Wide Change (EWC)

Gateway Computers, 228

Gelatt, H. B., 40

General Motors, 42–43

General Systems Theory (GST), 46–48

Goethe, 217

Gerard, R., 47

The GoInnovate! System of Innovation (Papa-george), 204

Graves, C. W., 264

Guiding principles. *See* Core values

H

Haines, S. G., 48, 98, 164, 176, 177

Hammer, M., 21

Hang in/persevere stage, 61, 227

Harrison, R., 24

Harvard Business Review, 144

Helicopter view, 38–40, 89, 135, 282

Hertz, 144

Hierarchy living systems, 76

Holism: of living systems, 68–69; as systems thinking principle, 84

Holmes, O. W., 50

Hope/readjustment (systems) stage, 61, 227–228

How You Think exercise, 281

Hultman, K., 146, 175

I

Iceberg Theory of Change: building appropriate infrastructures to guide, 120–123*t*; content, processes, structure realities of, 108*fig*–113*fig*, 259*fig*; five organizational capacity components of, 259–264; Game Plan template based on, 130–131; illustration of, 259*fig*. *See also* Change; Smart Start phase

Iceberg Theory of Change components:
1: demonstrated commitment to cultural change, 260–261; 2: effective organizational change processes, 261–262; 3: effective organizational change infrastructures, 262; 4: high-level individual competencies, 262–263; 5: adequate resources, 263; described, 259–260; summary of organizational capacity, 263–264

Inadequate change frameworks, 23

Individual change, 220–223

Innovation vs. creativity, 204

Innovative process teams, 124

Inputs into outputs transformation, 71

Inter-group/cross-functional groups ring, 201–207, 205*fig*, 237*t*

Internal elaboration production, 78, 86

The International Society for the Systems Science (ISSS), 47

Interrelated parts of living systems, 76–77

J

Job cuts, 20

Johnson, J. E., 50

K

Kellner-Rogers, M., 87

Kennedy, J. F., 1
 KISS method, 87–88, 240
 Kübler-Ross, Elisabeth, 59
 Kurtyka, J., 167

L

Lack of customer orientation, 21
 Large-group EWC cross-functional reviews, 199–200*fig*, 201
 Lawrence, P. R., 202
 Leadership. *See* Change leaders
 Living systems: assessing enterprise as, 162–185; inner workings of, 79*fig*; mapping internal working of a, 240; science of, 46–47, 280; seven levels of hierarchy of, 55–58, 88; twelve characteristics of, 68–79, 94–95, 191*fig*
 Living systems characteristics: 1: holism, 68–69; 2: open systems, 69*fig*–70; 3: defined boundaries, 70–71; 4: transform inputs into outputs, 71; 5: requiring feedback to continue living, 71–72; 6: pursue multiple outcomes, 72–73, 81; 7: display equifinality, 74; 8: subject to entropy, 75; 9: hierarchical structure, 76; 10: interrelated parts, 76–77; 11: tendency toward dynamic equilibrium, 77; 12: internal elaboration production, 78; best practices for managing, 94–95; seven levels of reality and, 191*fig*
 Lorsch, J. W., 202
 Loss experience of change, 223–224

M

Machiavelli, N., 34
 Mapping living systems, 240
 Marriott Corporation, 78, 144, 152
 Matryoshka (Russian stacking dolls), 56*fig*
The Meaning of the 20th Century (Boulding), 55
 Measurement: Centre for Strategic Management suggestions for, 153–154; clarifying terminology of, 149*t*; financial

viability problem of, 150–151; metric problem of, 148, 149; Quadruple Bottom Line problem of, 151–152

Mencken, H. L., 193
 Mental maps: enterprise-wide, 173–174*fig*, 175–183, 180*t*, 185; enterprise-wide assessment vs. multiple, 165–168; example of one organization as living system, 168–172*fig*; types and purposes of, 163–165
 Menu of Change, 120–121*t*
 Metrics: defining, 148; difficulty in setting, 149; measuring comprehensive activities using, 153
 Mid-course EWC review: activities of, 254*t*–255*t*; exercise as part of, 257*t*; fighting entropy with, 253–258; as part of Rollercoaster of Change, 257*fig*; questions to ponder on, 258; reasons to conduct, 256
 Millikan, R., 39
 Mintzberg, H., 22
 Montgomery, J. M., 229
 Moore, Sir T., 164
 Moss-Kanter, R., 224
 Multiple outcomes/goals, 72–73, 81, 91

N

Nadler, D., 164
 Negative entropy, 75
 Nelson, B., 208
Neutral Zone (Kübler-Ross and Bridges), 59
 Nohria, N., 25

O

OD (organizational development) interventions: definition of, 30; errors using analytical thinking on, 239–240; using Seven Natural Rings of Reality to classify, 235, 236*t*–239
 Office Depot, 144
 One-to-one interpersonal ring, 207–209, 236*t*

- Open systems: closed vs., 69*fig*; living systems as, 69–70; systems thinking principle regarding, 87
- Operation Iraqi Freedom, 17
- Organization Development: Strategies and Models* (Beckhard), 30
- Organization. *See* Enterprise
- Organizational capacity: adequate resources, 263; assessment of ECFCU, 266*t*; demonstrated commitment to cultural change, 260–261; effective organizational change infrastructures, 262; effective organizational change processes, 261–262; high-level individual competencies, 262–263; summary of, 263–264
- Organizational Capacity to Undergo Enterprise-Wide Change Successfully, 268
- Organizational change, 229. *See also* *Change Organizational Structure and Design* (Dalton, Lawrence, and Lorsch), 202
- P**
- Papageorge, A., 204
- Participatory management, 84–85
- Patton, G. S., 165
- Peale, N. V., 9
- People edge, 177, 269
- People Edge Best Practices, 270*t*
- Performance excellence culture, 175
- Performance management, 207–208
- Persian Gulf War (1991), 207
- Piecemeal approach to systems problem, 23
- Players. *See* Change leaders
- Pogo (cartoon character), 165
- Porras, J. I., 146
- Positioning: consumers, costs, and, 140–141; defining, 139–140; five unique factors of, 141–144; pitfalls of, 145; questions to ponder about, 146; raising your Strategic IQ by 50 points by, 141; reinventing strategic planning based on, 176; world-class, 142*fig*
- Positioning factors: 1: responsiveness/convenience, 143; 2: high quality, 143; 3: caring customer service, 143; 4: personal choice, 143; 5: total cost, 143; listed, 141–142; world-class positioning using the, 142*fig*
- Prework (Smart Start) stage, 60
- Process consultation, 109–110
- Processes of change, 109–110
- Program Management Office (PMO), 118–120
- Project teams, 124, 205*fig*
- Q**
- Quadruple Bottom Line, 151–152
- Quick Fixes That Fail* (Senge), 193
- R**
- Rapoport, A., 47
- Rebuilding/results (simplicity) stage, 61–62, 228
- Red Herring*, 144
- Reengineering the Corporation: A Manifesto for Business Revolution* (Hammer and Champy), 21
- Reinventing Strategic Planning for the 21st Century*, 23
- Reston, J., 17
- Rewards, 207–208
- Ries, A., 178
- Rings of Reality. *See* Seven Natural Rings of Reality
- Rollercoaster of Change: achieving your vision using, 59*fig*, 219*fig*; finding the simplicity on far side of complexity, 232; five possible pathways of the, 224*fig*–225*t*; implications for EWC journey, 244; individual change using, 220–223; integration of Seven Rings Matrix and, 241, 242*t*, 243; mid-course EWC review as part of, 257*fig*; questions regarding, 62–63, 221–223; simplicity of, 243; six stages of the, 60–61, 226*fig*–228; when, how deeply, for how long employees with use, 60. *See also* Change

Rubik, E., 35–36

Rubik's Cube, 35*fig*–37

Russian stacking dolls (Matryoshka), 56*fig*

S

Salute and execute change myth, 229

Schein, E., 110

Science of Living Systems, 46–47, 280

Science of Systems Thinking, 68

Secret of constant growth, 18*fig*–19

Senge, P., 12, 45, 91, 193, 262

Seskin, S., 229

Seven Natural Rings of Reality: Achieving Leadership Excellence in, 271*t*–272*t*;
between-departments ring, 199–200*fig*,
201; classifying mainstream OD change
interventions with, 235, 236*t*–238*t*, 239–
240; environment (community/society)
ring, 238*t*; illustration/overview of,
57*fig*; implementing change using the,
189*fig*–190, 191*fig*; integrating the
Rollercoaster of Change and, 241, 242*t*,
243; inter-group/cross-functional
groups ring, 201–207, 205*fig*, 237*t*; one-
to-one interpersonal ring, 207–209, 236*t*;
organization environment ring, 238*t*;
People Edge Best Practices correlation
with, 270*t*; self mastery ring, 207–209,
236*t*; total-organization ring, 194–197,
237*fig*; work-teams ring, 198–199, 236*t*

7-S Framework assessment approach, 164

Shamblin, A., 229

Shared core EWC strategies: activities
developing business glue, 197;
described, 194–197; web of functional
silos and, 202*fig*

Shared vision, 104–105, 139, 194

Shelley, M., 51

Shock/denial (complexity) stage, 60, 227

Silver bullet: change consulting using a,
21–22; searching for the latest, 24

Simplicity of Systems Thinking: ABCs of
Enterprise-Wide Change and, 65–68,
67*fig*; ABCs of, 64*fig*–65; as Backwards

Thinking, 63; complexity vs., 34*fig*–37;
found on the far side of complexity,
232; keys to, 192–193; KISS method of,
87–88, 240; as macro Systems Thinking
model, 204–205*fig*, 206*t*; on the path to
clarity and, 191–194; Rollercoaster of
Change as, 243; simplicity of execution
from, 190; simplistic knee-jerk imple-
mentation techniques for, 193; simplis-
tic vs. elegant, 50*t*; Strategic Thinking:
ABCs Template, 275. *See also* Complex-
ity; Systems Thinking Approach

Six-Box Model assessment approach, 164

SKEPTIC, 137*t*, 138

Skeptics, 117

Smart Start offsite: activities listed, 105*t*;
change leader's/staff attendance at,
106–108; described, 105*t*, 106; example
of two-day sessions, 106–107

Smart Start phase: change leaders during,
113–120; four activities of, 105*t*; Game
Plan development during, 117, 124–128;
prework stage, 60; questions to ponder
during, 108; as Rollercoaster of Change
stage, 60, 227; sample tasks during,
129*t*–130*t*; structures of change during,
110–124; three main premises guiding,
105; Yearly Map of Implementation
outcome of, 107*t*, 131. *See also* Iceberg
Theory of Change

Social glue, 194

Social responsibility reports, 152

Society for General Systems Research
(SGSR), 47

Southwest Airlines, 29, 144, 145, 151

Spiral Dynamics concept, 264

SPOTS syndrome (Strategic Plan on Top
Shelf...gathering dust), 22

Star Model assessment approach, 164

"Strategic IQ," 141

Strategic people plans, 177

Strategic planning fragmentation, 22

Strategic planning models research, 22

Strategic Thinking: ABCs Template, 215,
275

- Strategies: Annual Plans: Yearly “Cheat Sheet” and To-Do List, 213; Annual Work Plan Format, 214; cascading the change, 194–210; shared core EWC, 194–197; web of functional silos and core, 202*fig*; yin and yang of, 26*fig*. *See also* Work plans
- Strategy Safari* (Mintzberg), 22
- Structures of change: Employee Development Board, 123–124; essential structures and players as part of, 113*fig*; examples of internal/external support of, 114*t*–115*t*; expanded and tailored to your needs, 111–113; how behavior is affected by, 110–111; innovative process or project teams, 124; menu of additional change infrastructures, 120–121*t*; parallel involvement process for players and, 116–117; Program Management Office supporting, 118–120; substructures of EWC, 122*t*–123*t*. *See also* Change; Change leaders
- Stuberger, R., 188
- Sustaining business excellence: Achieving Leadership Excellence in the Six Rings for, 271*t*–272*t*; annual review of organizational capacity for, 259–266*t*; Continuous Improvement Helix, 252*fig*; ECFCU case study on, 264–266*t*; mid-course EWC review for, 253–258; Organizational Capacity to Undergo Enterprise-Wide Change Successfully, 268; People Edge best practices for, 269–270*t*; performance excellence culture for, 175; rewards as part of, 207–208. *See also* Business glue
- SWOT analysis: comparing environmental scanning to, 136; Enterprise-Wide Assessment using, 185; purpose of, 162
- Systems: different kinds of, 48–49; General Systems Theory (GST) on, 46–48; inner workings of the, 220*fig*; natural and universal laws governing, 49–51; scientific disciplines recognizing processes/patterns of, 51; simplistic thinking vs. elegant simplicity of, 50*fig*
- Systems boundaries: living systems, 70–71; systems thinking principles regarding, 87
- Systems Thinking Approach: ABCs of, 98, 102, 134, 162, 188, 218; achieving superior results using, 13; analytic thinking vs., 103*fig*; benefits of adopting, 2, 281; defining, 12; four outcomes of using, 2; grabbing the world using, 282–283*fig*; How You Think exercise on, 281*t*; successful change using, 24; as the winning formula for EWC, 28. *See also* Simplicity of Systems Thinking
- Systems Thinking Approach foundation: 1: seven levels of living systems, 55–58, 57*fig*; 2: natural and predictable cycles of change, 58*t*–63; 3: simplicity of Systems Thinking is backwards thinking, 63–68; 4: twelve characteristics of living systems, 68–79*fig*; underlying simplicity of, 54–55
- Systems Thinking Approach outcomes:
 1. building frameworks for facilitating change, 2;
 2. conduct holistic organizational diagnosis/design, 2;
 3. provide superior decision-making abilities, 2;
 4. achieve and sustain unique marketplace position, 2
- The Systems Thinking Approach to Strategic Planning and Management* (Haines), 22
- Systems thinking principles: 1: systems are multiple-goal-seeking organisms, 81; 2: flexible and adaptive feedback loop, 81–82; 3: work/align entity to be changed from outside in, 82–83; 4: whole is more important than parts, 83–84; 5: focus and strengthen basic units/systems of organizations (holism), 84; 6: participatory management, 84–85; 7: overcoming steady-state equilibrium, 85; 8: on internal elaboration and complexity, 86; 9: on root causes and effects, 87; 10: KISS method to reverse entropy, 87–88; 11: change as individual act, 88; 12: problems can't be

solved at level where they were created, 89; 13: paradigm shifts leading to breakthroughs, 90; 14: we are holistic beings searching for meaning, 91; 15-18: you tell us..., 91; preconditions before applying, 80; tips on using the, 92
Systems within systems concept, 56–57, 189

T

Tailored-to-Your-Needs exercise, 278, 284–285
Teams: ABCs of high-performance project/process, 205*fig*; innovative process, 124; inter-group/cross-functional groups ring, 201–207, 205*fig*, 237*t*; project, 124; ring of work, 198–199; systematic work creating effective, 206–207; work-teams ring, 198–199, 236*t*
TEC (The Executive Committee), 178
Theory E (creation of economic value), 25
Theory O (development of human capability/culture to implement strategy), 25
Todorovic, N., 264
Toffler, A., 179
Total-organization ring, 194–197, 237*fig*
Treacy, M., 140
Trout, J., 178
Twelve absolutes for success, 279–280
21st Century revolutionary changes, 16–18
TWOAI (The Coaches), 173

U

University Associations, 25
U.S. Coast Guard, 28–29

V

Values audit, 82
Veltrop, B., 259
Vergun, D., 17
Vickers, G., 47
Vision: change driven by, 104–105; using Rollercoaster of Change to achieve,

59*fig*, 219*fig*; successful EWC using shared, 139, 194
Von Bertalanffy, L., 33, 46, 47, 68

W

Wal-Mart, 144, 145
Watson, T. J., 40, 41
Waves of change: in cascade of Enterprise-Wide Change, 230–233, 232*fig*; ECFCU case study on, 246–247; examining cascade of change and, 229; salute and execute destructive change myth and, 229
Website resources listed, 287–288
Weisbord, M., 164
Welch, J., 18
Wheatley, M. J., 87
Whitney, D., 159
Wiersma, E., 140
WIIFM (What's in It for Me?) questions, 60, 223
Wilson, R. A., 135
Winning formula, 283
Work plans: Annual Work Plan Format, 214; for department change plans, 198–199; large-group EWC cross-functional reviews of, 199–200*fig*, 201; shared core EWC strategies used in, 194–197. *See also* Strategies
Work-teams ring, 198–199, 236*t*
Worldview: additional historic paradigm shifts in, 39; complexity vs. simplicity, 34*fig*–37; helicopter view, 38–40, 89, 135, 282; historic shifting view of the, 37–38*fig*; paradigm shifts leading to breakthroughs, 90; Rubik's Cube and, 35*fig*–37

Y

Yearly Map of Implementation, 107*t*, 131
Yin and yang of strategies, 26*fig*

Z

Zero-based budgeting process, 78