



ORGANIZATIONAL GROWTH, INC

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CREATING DEEP ORGANIZATIONAL CHANGE

Developed by Nate Terrell, LCSW and Anita Foeman, Ph.D.

- 1) Develop the courage, wisdom and tenacity to choose deep organizational change over slow death.
- 2) Become a transformational leader by transcending outdated organizational norms and structures, revitalizing your organization and, when appropriate, acting on your own self-authorizing and internalized vision.
- 3) Ask the hard questions and speak your own truth.
- 4) Look to underlying principles such as personal responsibility, integrity and honesty for guidance when faced with difficult circumstances, choices, etc.
- 5) Promote excellence through clear expectations for employee performance, ongoing feedback and rigorous coaching/training.
- 6) Create empowerment and synergy by mobilizing all employees to work collaboratively to achieve a clearly defined organizational mission.
- 7) Continually challenge the validity of your assumptions/myths and remain open to new learning as you enter unknown territory.
- 8) Recognize that the process of deep organizational change always involves taking calculated risks.
- 9) Focus on curing root causes rather than surface effects.
- 10) Employ elegant solutions by thinking “outside the box” and developing “type II” solutions by changing the underlying “system” rather than simply the pieces within the “system.”
- 11) Develop a comfort level with the uncertainty which is integral to the change process.
- 12) Anticipate and effectively manage “lag” and resistance as you are implementing organizational change.
- 13) Maintain patience and persistence until you are “over the hump” and the changes you creating are consolidated within your organization.
- 14) Have the courage to “walk alone” since most people are unable to let go of control and make the “leap of faith” necessary to realize deep internal and/or organizational change.

15) Know that the only person you can change is yourself and that you change your organization in the process. This process is deeply compelling for transformational leaders who have the wisdom and experience to recognize that the paths and solutions they seek are usually found within.

