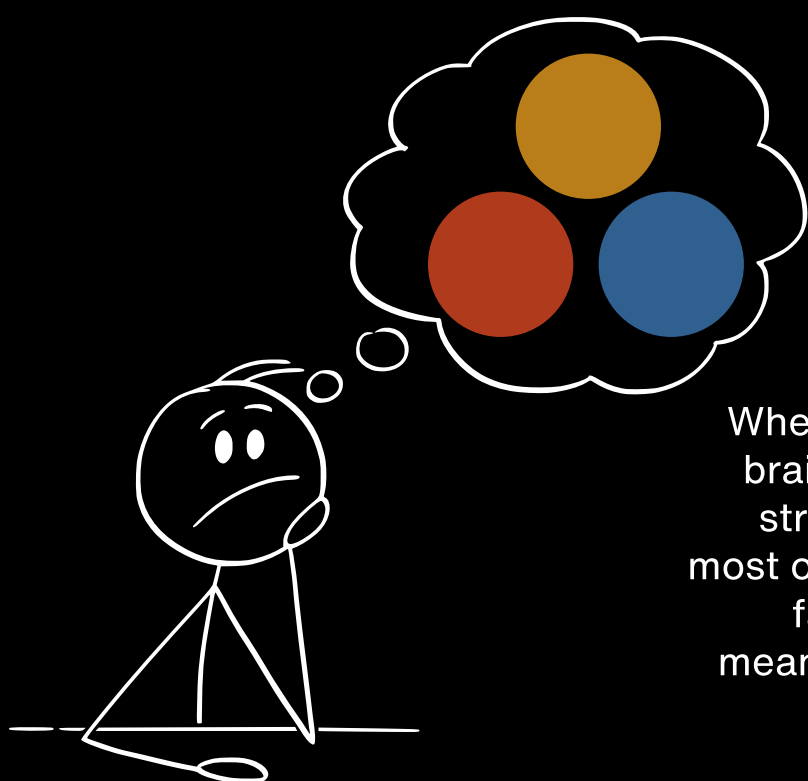


# Change Management Lives in the Nexus

*How combining problem-solving approaches turbo-boosts change management*

## Why Do So Many Change Management Efforts Fail?

It might not be the fault of the management textbooks, executives, consultants, or even the economy. One reason could be a change management philosophy that was over-reliant on one or two "tried-and-true" approaches or pieces of expert advice. Instead, organizations need to tap their creativity by finding **the right nexus of approaches** for their particular situation. This approach also works for strategy creation and program design, as you'll see from our example!



**We tend to use singular approaches to change...**

When there is a need for change, our brains tend to gravitate towards one straight-forward solution. However, most of the time, the problems that we face are multi-dimensional, which means that a singular approach is not always the best choice.

## ...But what if we combined multiple approaches?

The solution we need will be found at the intersection of multiple approaches that align with our goals and the context that we are operating in. By incorporating the nexus into our strategy or change management design, we can harness the power of diverse perspectives and methodologies.

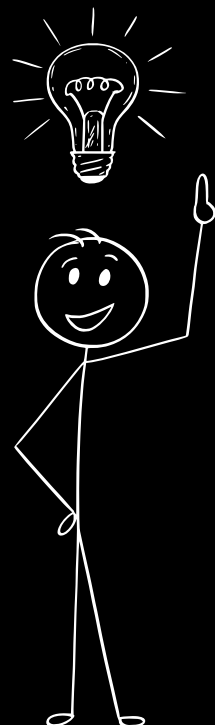


## Why the Nexus?

We've drawn on the nexus concept from a work entitled *Design Theory Nexus* (Pries-Heje & Baskerville, 2008) which outlines a unique problem-solving approach that is particularly helpful for addressing ill-structured or messy problems.

# Mix and Match

## Approaches to Change



*The next time you and your team feel stuck within a change management effort, consider combining a few of the below approaches. Note that what's listed here is only a small sample of the myriad techniques to sparking change. Lean into your imagination to explore other options and create new combinations!*

### WHEN...

### CONSIDER THIS APPROACH TO CHANGE

<p>A need for change arises among employees and a uniform approach isn't needed</p> <p style="text-align: right;">●</p>	<p><b>EMPLOYEE DRIVEN</b></p> <p>Change driven by the bottom of organizational hierarchy</p>
<p>The relationship between means or capacity and goals are unclear</p> <p style="text-align: right;">●</p>	<p><b>LEARNING DRIVEN</b></p> <p>Built upon organizational/ individual learning, and individual and collective reflection on goals</p>
<p>The situation is stable and change is measurable. Old measurements are available to help make decisions</p> <p style="text-align: right;">●</p>	<p><b>METRICS DRIVEN</b></p> <p>A reliance on metrics and measurements to guide decisions</p>
<p>Formal structures need to change and fast</p> <p style="text-align: right;">●</p>	<p><b>COMMANDING</b></p> <p>Change dictated by upper management</p>
<p>The situation is dynamic and complex</p> <p style="text-align: right;">●</p>	<p><b>EXPLORATION</b></p> <p>Change driven by the need for flexibility, agility, or a need to explore new ideas</p>
<p>The target group for change is diverse and individuals are highly educated and self aware</p> <p style="text-align: right;">●</p>	<p><b>OPTIONALITY</b></p> <p>Change driven by motivation or need of an individual; to a degree, up to individual to put innovation into use</p>
<p>There is a need for major change, crisis is imminent, and decisions are made but nothing changes</p> <p style="text-align: right;">●</p>	<p><b>REENGINEERING</b></p> <p>Change driven by fundamentally rethinking and redesigning processes to achieve dramatic improvements</p>
<p>Organizational skills need to be developed and no unhealthy power dynamics exist in target group</p> <p style="text-align: right;">●</p>	<p><b>SOCIALIZING</b></p> <p>Change driven by social relationships. Diffusion of innovation comes from personal contacts rather than plans and dictates</p>

● Appropriate for gradual and long term changes

● Appropriate for medium-term, relatively fast changes

● Appropriate for short-term and rapid changes

# Let's Give it a Try

## The Problem

A well established food bank is struggling with retaining volunteers. While the organization attracts volunteers initially, a significant number of them disengage or drop out after a relatively short period of time. This issue seemed to emerge out of the blue and the organization can't pinpoint what is driving the low retention rate. A lack of volunteer support impedes the food bank's ability to effectively deliver services and ultimately fulfill their mission.

The organization wants to figure out why volunteers stay for such a short amount of time and then make changes to address the problem.

## The Solution

Keeping in mind that there is no silver bullet or one correct approach to change, we suggest the food bank take on a strategy that is rooted in learning, optionality, and reengineering. Our reasoning is described below.



**Hint:** We think all approaches to change work better when paired with a **learning mindset**. Understanding a problem better will inevitably lead to more effective solutions.

### LEARNING DRIVEN

Implementing a learning-driven approach would help the food bank better understand what's causing low retention rates in volunteers. Perhaps the food bank establishes feedback loops so staff can better understand the volunteer experience and adapt.

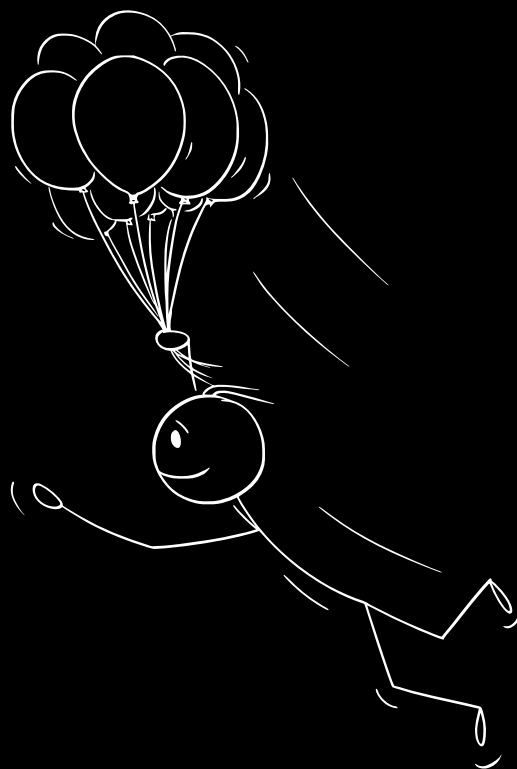
### OPTIONALITY

Since the volunteer base is made up of different types of people, it could be helpful to develop tailored approaches to engagement. Putting volunteers in the driver's seat of change would allow the food bank to develop differentiated strategies of engagement rather than a one-size-fits-all approach.

### REENGINEERING

The food bank may need to completely reimagine what a volunteering commitment with the organization even looks like. This approach calls on teams to redesign processes and in doing so, address structural barriers to success.

**Finding the right nexus of approaches will help the food bank get to solutions that stick!**



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