



ITTC

International Technology Transfer Center

A program of the International Consortium of Universities
for Drug Demand Reduction

Facilitating Transformative Change Using a Systems Change Framework

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Relationships & Power Dynamics

Session 3



**Current
State**

The Change Process

**Desired
Future**



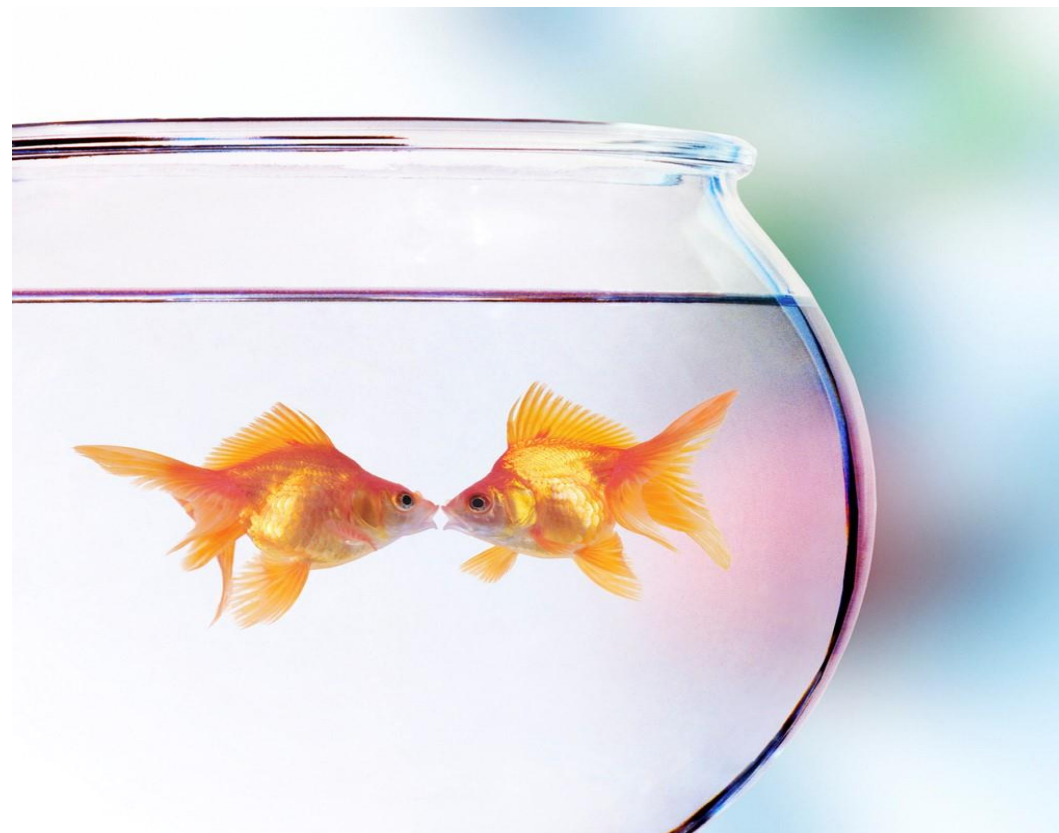
If the bike represents one of your TTC's current "change process", what part of the bike are you?



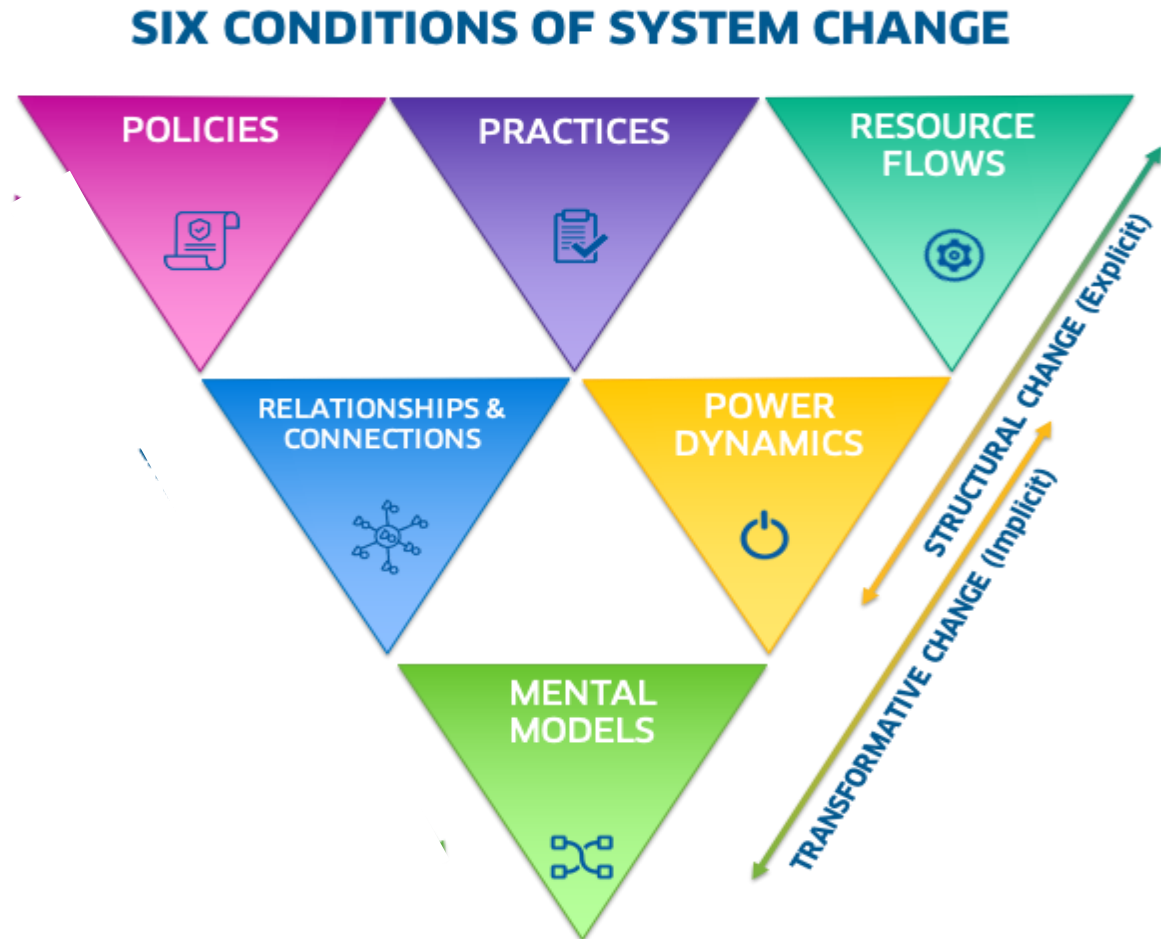
Water of System Change

The Water of System Change (June 2018) John Kania, Mark Kramer, & Peter Senge

[The Water of Systems Change - FSG](#)



Six Conditions of System Change



Level 2: Semi-Explicit



Relational Change (semi-explicit)

Relationships & Connections: Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

Power Dynamics: The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.



“Transforming a system is really about transforming the relationships between people who make up the system.”

Water of System Change

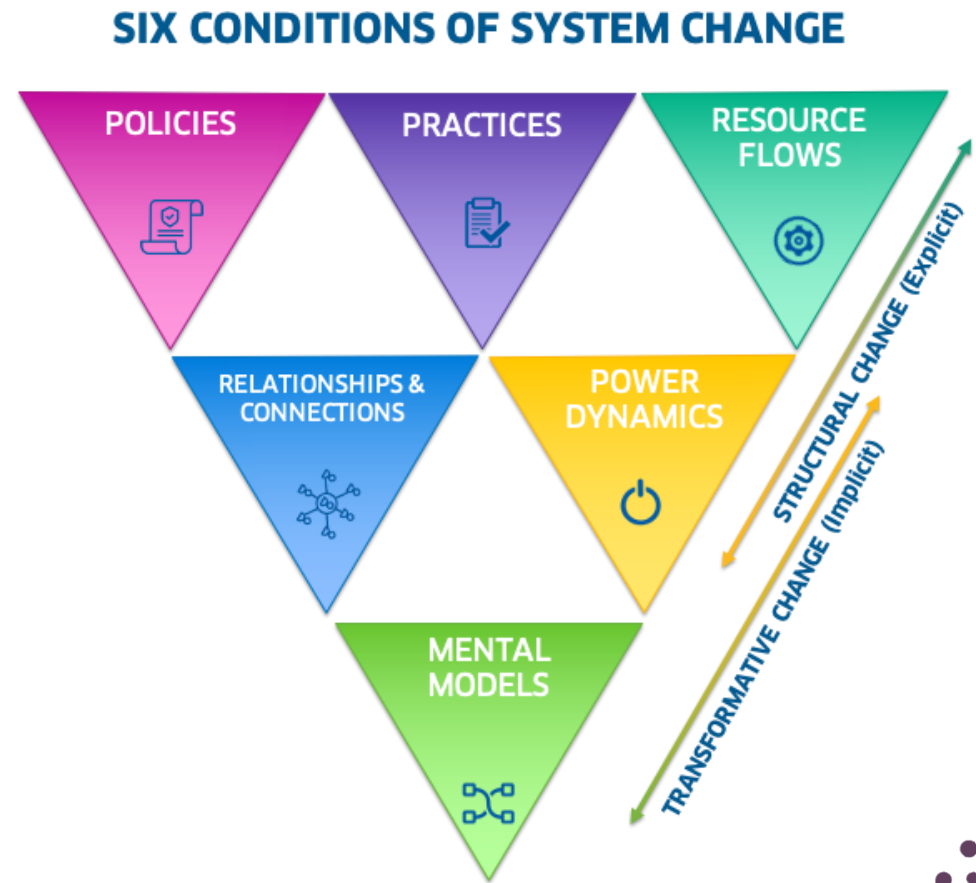


Complex systems operate through webs of **interdependent** relationships. Everyone's success is bound up with everyone else's.

But we tend not to think or operate that way.

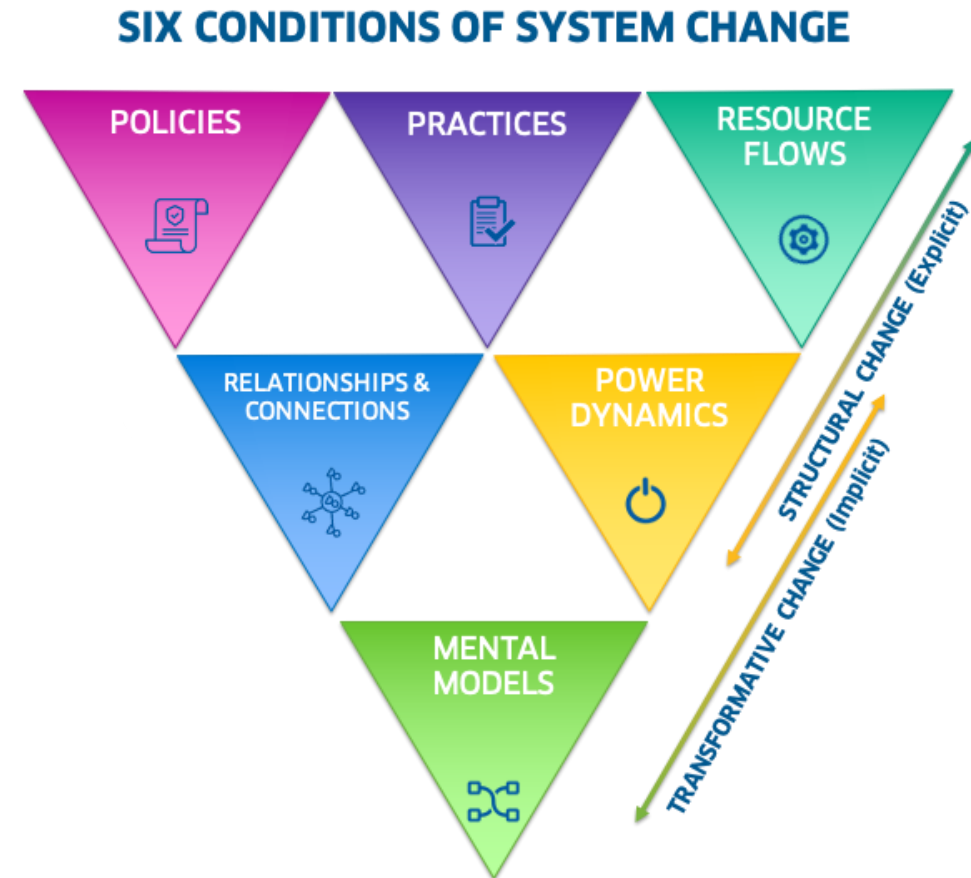
We get absorbed in the small part of the system that we have some control over.

When we think about interdependence, it's often in a way that's reactive and negative.



When there's a lot of **negative interdependence**, people and groups

- Interact sporadically and don't really know each other
- Lack good standards for communicating and coordinating
- Chronically misunderstand each other's actions and motivations
- Engage in unproductive struggles that produce a lot of problems but very little motion



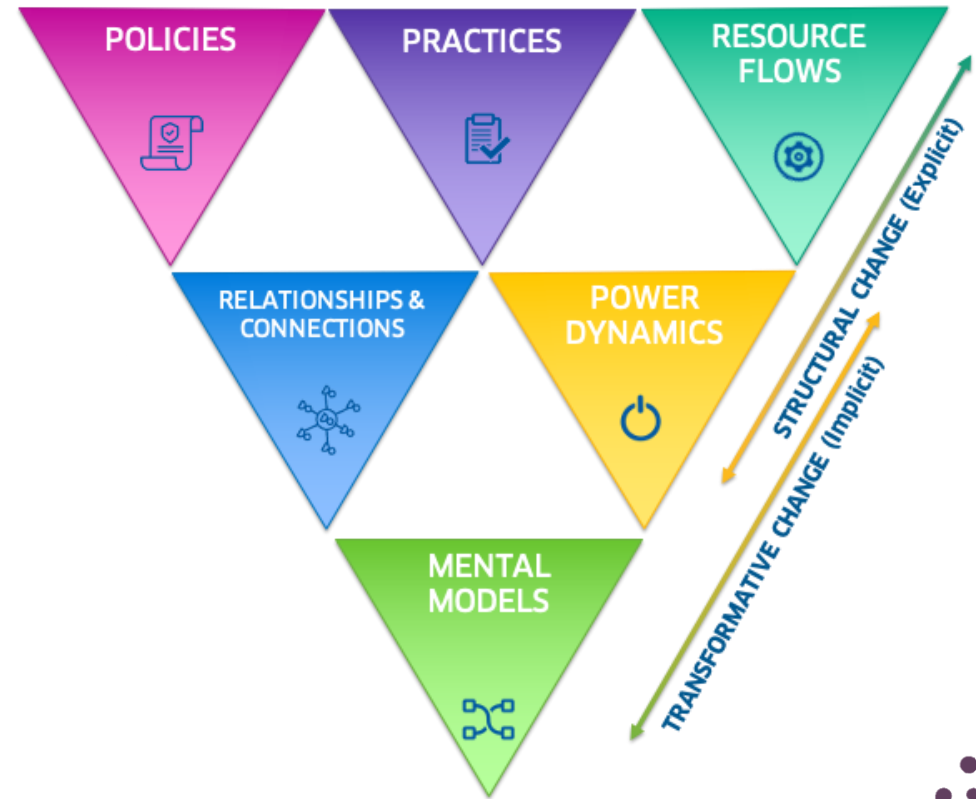
Fear of the unknown is very powerful.

Even if we don't love the status quo, we know how to navigate it. So, attempts at transformation can threaten our **security and sense of control**.

We might not fully understand our own reactions or motivations – or may not want to state them directly.

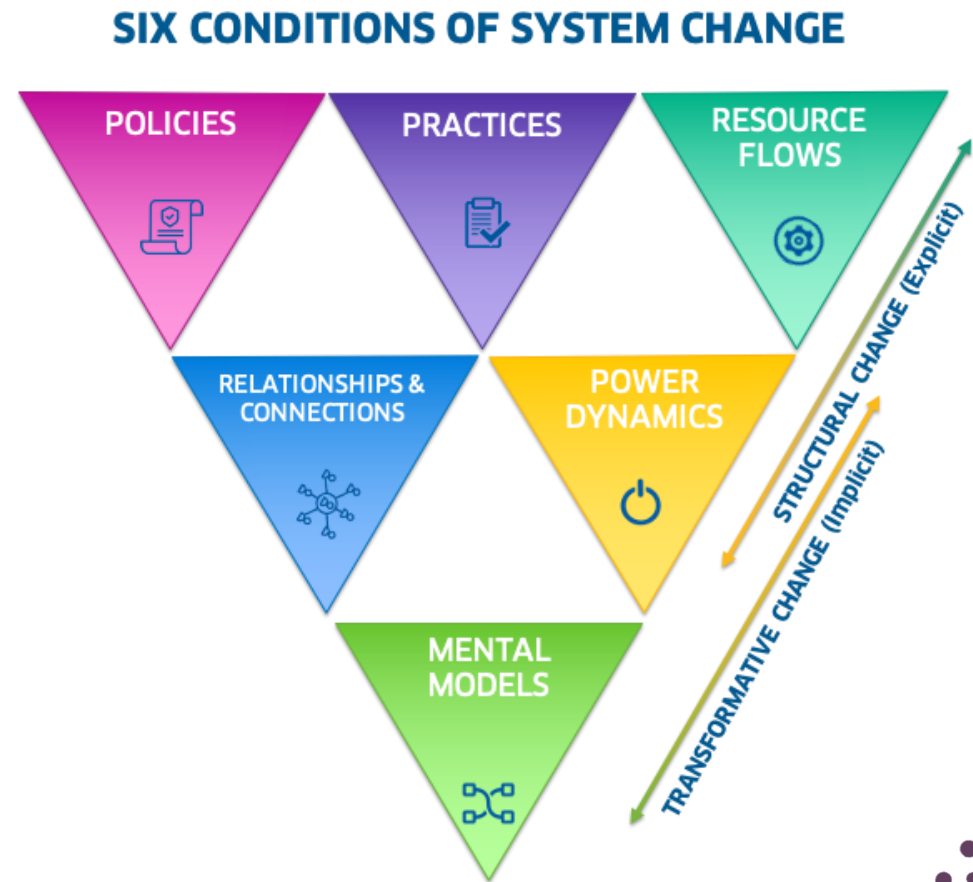
Resistance frequently takes the form of behavior that's indirect and passive aggressive.

SIX CONDITIONS OF SYSTEM CHANGE



Examples of passive aggressive opposition. . .

- I ask for things to be explained and re-explained as a way of stalling
- I keep adding requirements that the backers of change need to satisfy
- I make it hard for people to understand the processes that I control
- I drag my feet hoping this will just go away or be replaced by the newest thing

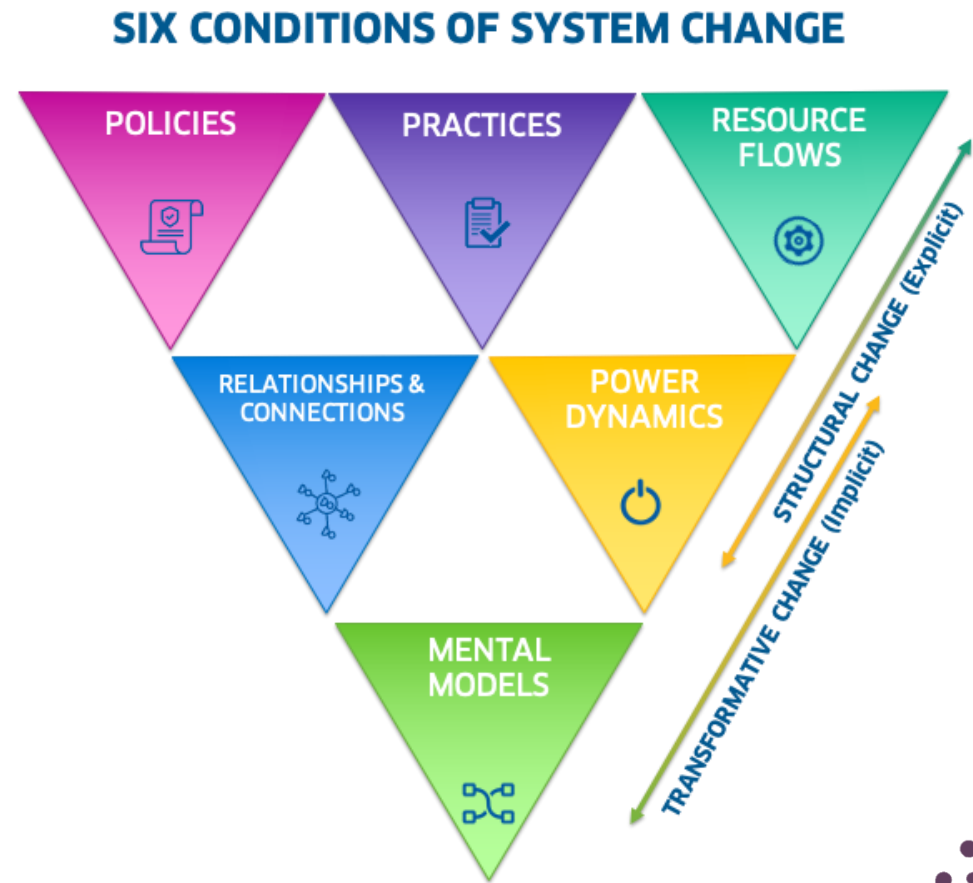


We can avoid this if we trigger optimism and hope instead of fear – if we frame change as the best way to *strengthen what people value most*

That requires having honest conversations about potential costs and how to deal with them

A good *persuasion strategy* tells an emotionally resonant story and convinces people that . . .

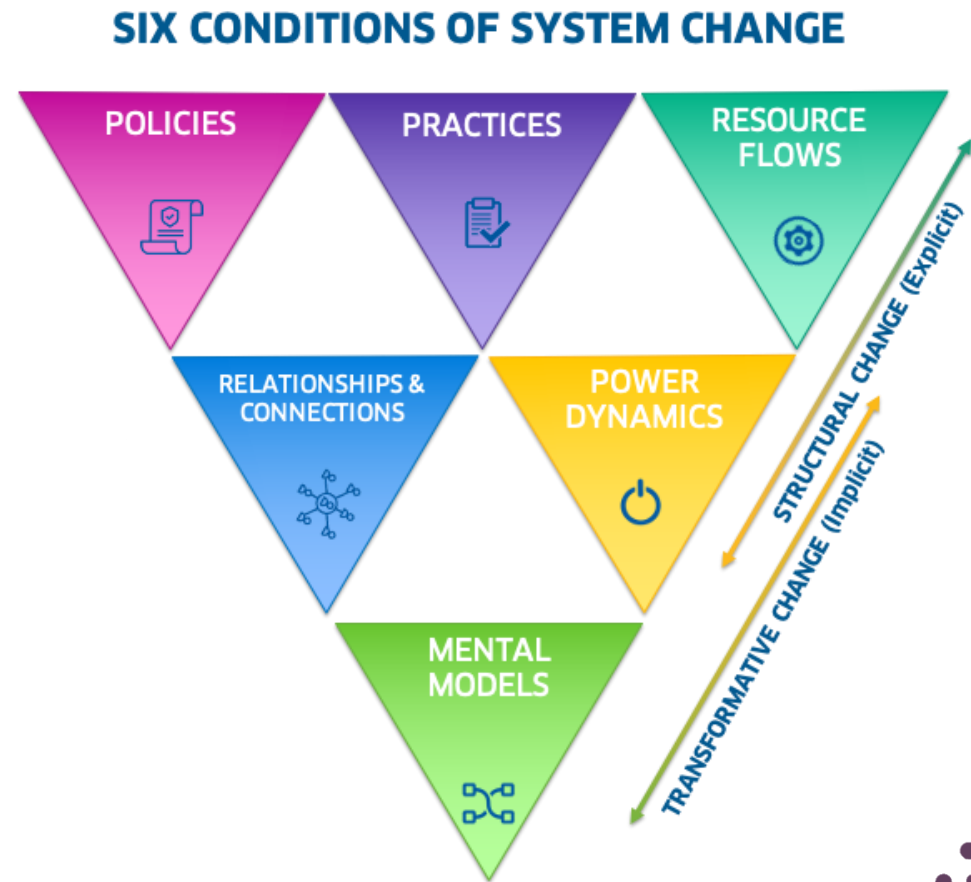
- The change is realistic and will improve big-picture outcomes that they care about
- Even if a few good things get lost, they (and the people they care about) will be better off *overall*



Instead of having interdependence that's reactive and negative, we want it to be **intentional and positive**.

To get there

- We need to be honest about our needs. And honest about our past mistakes.
- We need to work through our disagreements in a problem-solving spirit.
- And we need to pay close attention to power dynamics and mental models.

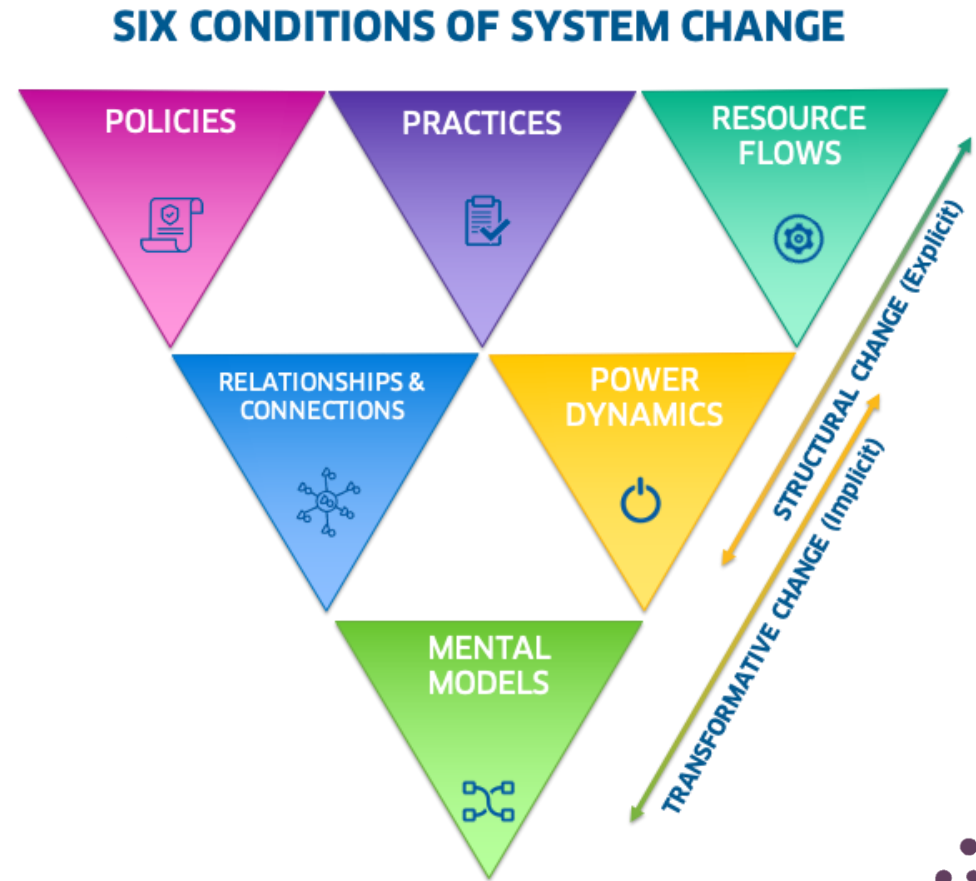


No matter what, there will be disagreements and tensions.

We need to get good at working through our disagreements in ways that are constructive.

That means not personalizing conflict. And it means working hard to avoid *us vs. them* power struggles.

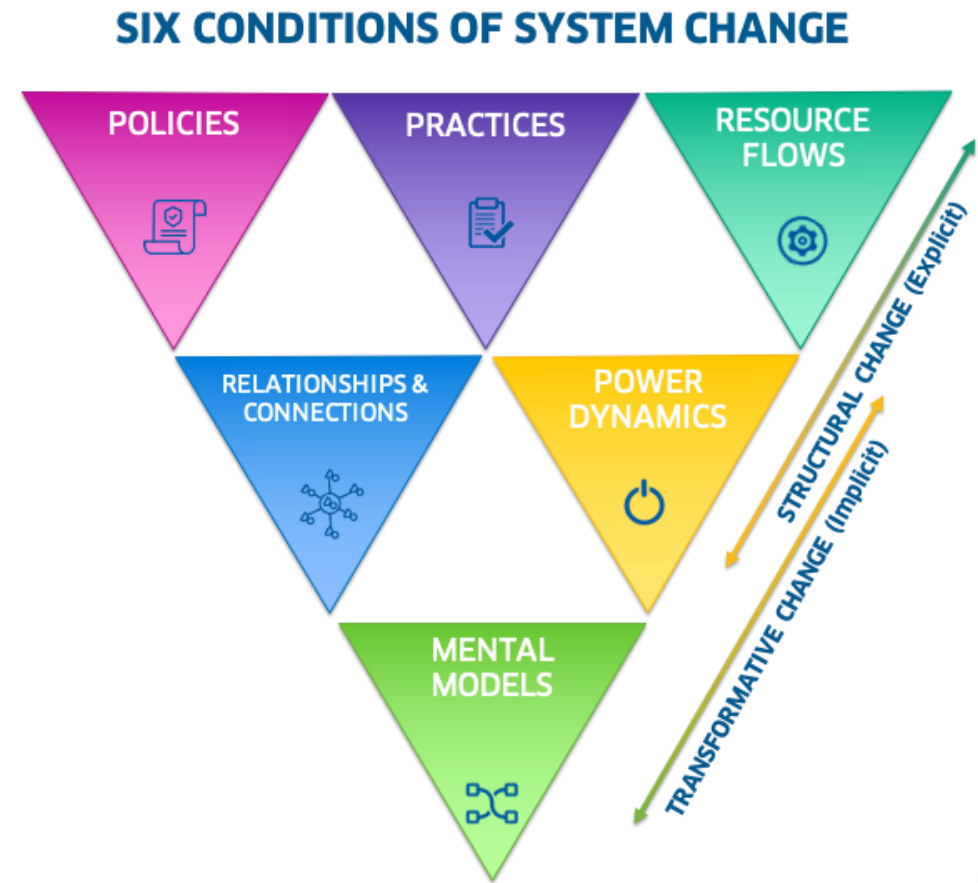
The goal is to adopt a mindset that's based on **collaboration and mutual benefit** instead of a mindset that's based on authority and control.




Usually, it helps to take a step back and solidify our agreement on a big-picture vision – **the future that we all want.**


Once we're clear on goals, we can work backwards from there to decide on methods.


When there's strong agreement on *what* and *why* it becomes much easier to come to agreement on *how*.




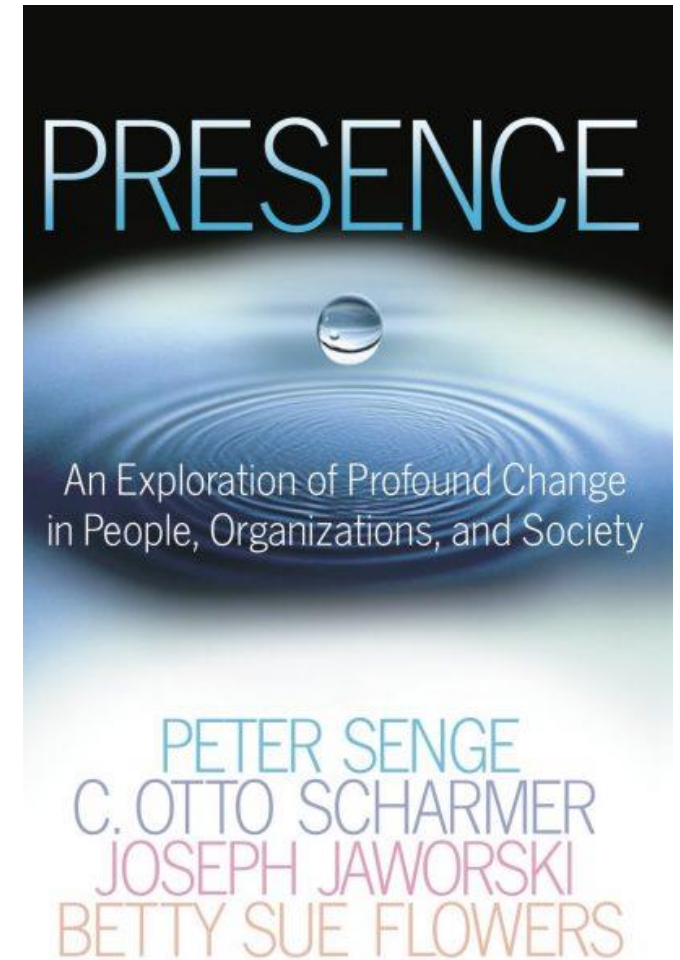
Example: Healthcare in Germany

Level 1: Doctor and Patient Relationship is Transactional. 

Level 2: Focus is not only on the broken part, but also on how the brokenness relates to behavior. 

Level 3: Doctor as coach helping the person to understand their behavior. 

Level 4: Doctor and patient enter into a relationship of mutual influence and vulnerability 



Let's learn from your experiences.....

If transformative change is really about transforming relationships between all of the people in the system, what has been your experience of what helps create an environment where people trust each other, speak their truth, and learn from one another.

1. We will assign you a partner and you will be interviewing each other.
2. This is what you will be asking each other, “Think about a successful change project you have been involved in and tell me about what the qualities or characteristics of the relationships that you think contributed to the success of the project.”



Strategies and Tools for Relationship Building

Appreciate Inquiry: questions and dialogue about strengths, successes, hopes and dreams. Starts people thinking about what is possible and creating a shared vision.

World Café: a process for hosting conversation about an issue to deepen the understanding and learn about multiple perspectives.

System Mapping: map out the current system in relation to a specific problem with multiple stakeholders.

Listening Sessions: interview stakeholders from diverse backgrounds to better understand the issue.



Individual Consultation Sessions

If you are interested in scheduling a consultation time with Denna Vandersloot to discuss applying the System Change Model to one of your ITTCs projects, please use the following google sheet link to identify a date and time that works for you.

<https://docs.google.com/spreadsheets/d/1Qe7s6R2o2khy1bgo9ALFeITUadSqjob-/edit#gid=556304079>

Denna to send you a calendar invite and zoom link once a mutual time has been identified.



