

Contents

List of Tables, Figures, and Exhibits	ix
Foreword to the Series	xi
Introduction to the Series	xiii
Statement of the Board	xvii
Foreword	xxiii
Dedication	xxx
Preface	xxxi
Acknowledgments	xxxix
Self-Diagnosis	xli
1. An Emerging Paradigm of Organization Change	1
Organization As Machine	2
Problem with Traditional Approaches	4
Alternatives to the Machine Model	6
Toward an Integrated Framework	7
	v

From the Part to the Whole	10
From the Whole to the Part	10
Emergent Patterns Through Self-Organization	11
Conditions for Self-Organization	11
The Self-Organizing Process	15
No Condition Stands Alone	16
CAS and the Change Agent	18
Summary	19
Method: Self-Organizing Dynamics	20
2. Change Through Connections (Not Top-Down Control)	25
Story: Hospital Merger	26
Entangled Connections	27
No Single Source of Change	29
Leadership and Influence in a CAS	31
Role of Formal Leader	33
Change Agent Role	37
Summary	39
Method: Feedback Analysis	40
Method: Leader As Change Agent	45
3. Adapt to Uncertainty (Not Predictable Stages of Development)	49
Nonlinear Organization Change	51
Story: Unpredictability vs. Need for Control	52
Consulting to Uncertainty	54
No Sequence of Events	55
Speed of Adaptation	56
Change Agent Role	60
Summary	62
Method: Decision Making Under Conditions of Uncertainty	63
4. Emerging Goals, Plans, and Structures (Not Clear, Detailed Plans or Goals)	69
Case: Knowledge Management Firms	71
Planning in a CAS	72

Vision in a CAS	73
Goal Setting in a CAS	75
Structures in a CAS	75
Change Agent Role	80
Summary	81
Method: Self-Organizing Exercise	81
5. Amplify Difference (Not Build Consensus)	85
Story: The Hidden Difference	86
Unbraiding Differences	88
Differences in a CAS	89
Differences and Organization Resilience	90
Differences and Organization Change	91
Change Agent Role	93
Summary	94
Method: Difference Matrix	95
6. Self-Similarity (Not Differences Between Levels)	101
Story: The Hidden Difference (Continued)	102
Self-Similarity in Organizations	103
Scaling	104
Scaling in Organizations	104
Simple Rules	106
Change Agent Role	107
Summary	108
Method: Fractal As Metaphor	108
7. Success As Fit with the Environment (Not Closing the Gap with an Ideal)	115
Story: Focusing on Fit	116
Success As Fitness	118
Performance Feedback	121
Competition and Cooperation	122
Change Agent Role	124

Summary	125
Method: Same and Different	126
8. Self-Organization and the Change Agent: Tips for Thriving in the New Paradigm	131
Story: Just Do It!	132
Self-Organization and Traditional Change Methods	134
Change Agent Responsibilities	135
Entering the System	138
Assessment	139
Intervention	141
Evaluation	144
Skills for a Complexity Approach	146
Summary	148
Method: Reflection Evaluation	149
9. Making Self-Organization a Reality: Evolution in Organizations	155
Work with the Conditions for Self-Organization	157
Conclusion	164
Continuing the Co-Evolution	165
References	167
About the Authors	173
About the Editors	175
Index	179

List of Tables, Figures, and Exhibits

Table 1.1	Traditional and CAS Models of Organization Change	1
Figure 1.1	Self-Organizing Dynamics	9
Table 1.2	Assumptions About Change	19
Exhibit 1.1	Assessment of Needs for Self-Organization	20
Exhibit 1.2	Sample Assessment of Needs for Self-Organization	22
Exhibit 1.3	Sample Goals and Actions	23
Figure 2.1	Massive Entanglements of Agents	27
Table 2.1	Role of the Change Agent	38
Exhibit 2.1	Feedback Analysis Form	42
Exhibit 2.2	Sample Completed Feedback Analysis Form	44
Exhibit 2.3	Leader As Change Agent	45
Exhibit 2.4	Sample Leader As Change Agent	46
Figure 3.1	Uncertainty in a CAS	50

Table 3.1	Role of the Change Agent	61
Figure 3.2	Decision Making Under Conditions of Certainty and Uncertainty	63
Figure 4.1	Emerging Goals, Plans, and Structures	71
Table 4.1	Role of the Change Agent	80
Figure 5.1	Surfacing Differences	86
Table 5.1	Role of the Change Agent	94
Figure 5.2	Difference Matrix	96
Figure 6.1	Similar Patterns Across Levels	102
Table 6.1	Role of the Change Agent	108
Figure 6.2	Computer-Generated Fractal Patterns	109
Figure 7.1	Establishing Fit with the Environment	116
Table 7.1	Role of the Change Agent	124
Exhibit 7.1	Similarities and Differences	127
Figure 8.1	The Change Agent and the Self-Organization Cycle	132
Table 8.1	Traditional vs. CAS Assumptions About Change	137
Table 8.2	A CAS Approach to Various Issues	140
Exhibit 8.1	Adaptability Questionnaire	146
Exhibit 8.2	Self-Assessment	147
Exhibit 8.3	Reflection Evaluation Form	152
Table 9.1	Sources of Energy for Change	158
Table 9.2	Coping with Uncertainty	159
Table 9.3	Constructing Goals, Plans, and Structures	160
Table 9.4	Managing Differences	161
Table 9.5	Diffusing the Change	162
Table 9.6	Defining Success	163