

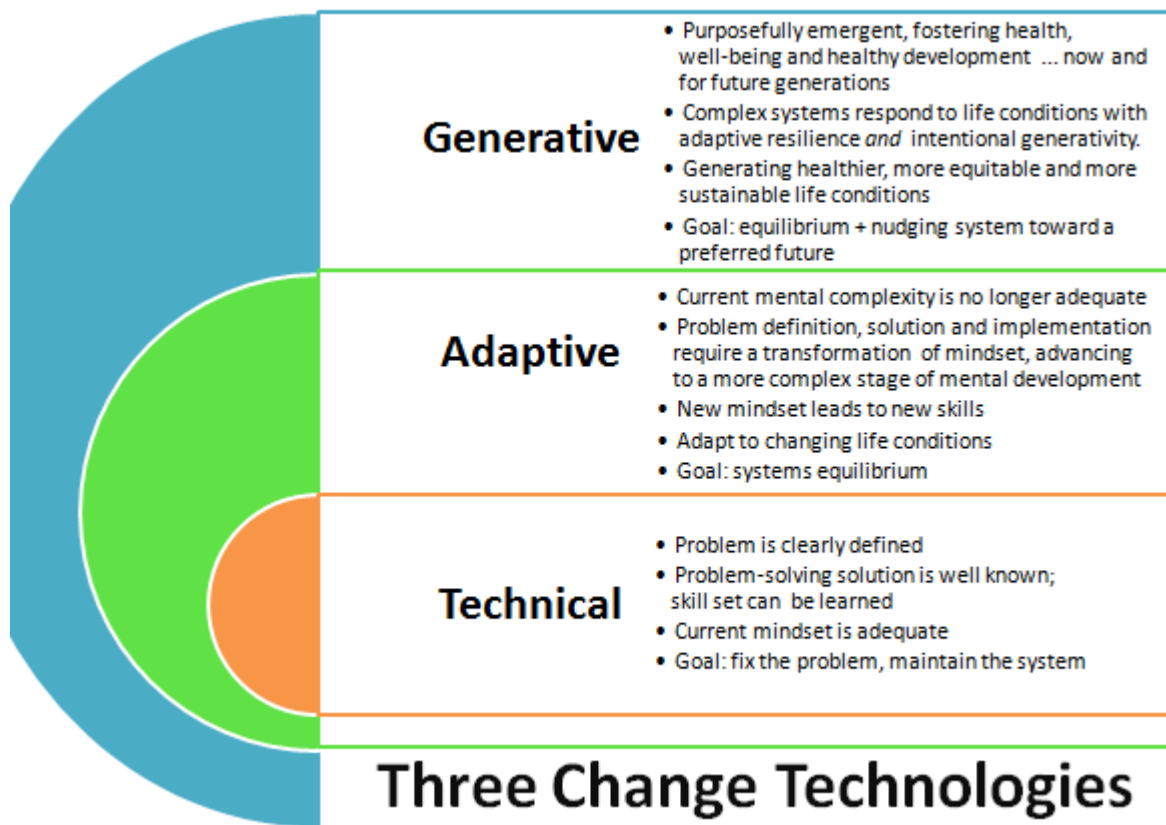
Generative Change-making

“When adaptive change just isn’t enough ...”

Three change equations: Finding functional fit

Since change challenges differ in their complexity, the approach we take must be a good fit:

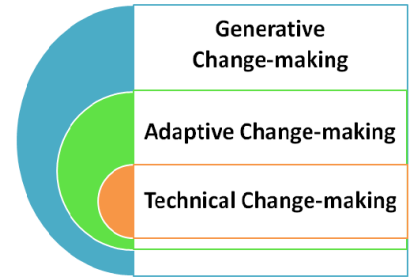
- If we’re simply looking to maintain healthy aspects of the current system, fixing problems as they arise, then technical change may be all that’s required.
- If our intention is to seek stability in a changing world, even bounce back from adversity and shocks, then adaptive change may be the very best change equation.
- If our goal is to maximize potential – with a focus on what the individual or the system can become – then generative change-making is the best fit.



To nimbly navigate 21st century change challenges, we’ll need to be as comfortable with adaptive and generative change approaches as we are with technical solutions. With each new change challenge, we’ll want to discern the change-making approach that offers the best functional fit.

So consider: what is your goal?

- Is it to fix problems?
(survive, maintain status quo)
- Is it to adapt to changing life conditions?
(find renewed balance, equilibrium)
- Is it to purposefully choose and generate a healthier future?
(thrive, transform)



When transformation is the goal ...

Generative change-making is key to transformative change: purposefully emergent, fostering health, well-being & healthy development in people, organizations, communities and in the natural environment, now and for future generations.

Tam Lundy, PhD

Director of Learning

Communities that Can! Institute

www.communitiesthatcan.org

Note: The Three Change Technologies model builds on and expands Ronald Heifetz' initial work to differentiate technical and adaptive change challenges. Heifetz' framing was later included by Robert Kegan and Lisa Laskow Lahey in *Immunity to Change* (2009, Harvard University Press).