



XPLANE™

DNA of CHANGE

DESIGN PRINCIPLES FOR ORGANIZATIONAL TRANSFORMATION

Organizations that thrive in changing circumstances behave more like organisms than machines. They adapt and evolve rather than reprogram and retool. They share a common DNA that helps them bend without breaking.

INSPIRATION



Success and failure leave clues all around us. Search inside the organization for barriers and bright spots that build empathy and understanding. Look outside the organization for new ways of thinking about challenges. These insights become guiding principles authentic to each organization.

CO-CREATION



People support what they help build. Communication alone is insufficient for engagement. Fully engaging stakeholders in a co-creative process brings diverse perspectives, increases the quality of ideas and instills ownership. The effect is an army of evangelists ready to create change instead of a mob of victims fighting it.

TRANSPARENCY



Ambiguity and uncertainty are natural byproducts of change. The antidote to ambiguity is not certainty, it is trust. Trust is the result of two-way communications, shared goals, and a history of promises kept. Establish a tempo of activity with open communication and transparent program structure that ensures visibility of successes and failures. Trust doesn't require perfection, but it does demand responsiveness.

RESILIENCE



Failure - in fact, repeated failure - is a core characteristic of successful change. Its counterbalance is a continuous improvement mindset that values rapid iteration, safe sandboxes for experimentation, and responsive feedback loops. Resilience and adaptation mechanics are designed into the best change programs.

CLARITY

Change begins with clarity about the current state, the future state and the terrain that lies between the two. Assess the existing situation with honesty, driving alignment about the starting point and case for change. Create a clear vision of the future state and what success will look like. But don't mistake that clear view for a short distance! Diagnose the factors and forces that will impact the journey.



VISUAL ALIGNMENT

The future doesn't exist yet, so it's especially tricky to see. Visuals make the invisible visible. Shared mental models are critical for maintaining alignment among people working collaboratively over space and time. Visuals accelerate this alignment by removing the ambiguity words often hide.



ACTION

Actions speak louder than words. Change requires new behaviors and new values. The best way to express new priorities is to courageously and visibly model them within the organization, early and often. Successful organizations keep their words to actions ratio low.



HARMONY

Change does not happen in a vacuum. It has a ripple effect, and where it encounters friction it will slow and eventually stop. Consider the organization as a system in balance. When changing one part of the system, understand how other parts will need to shift to reinforce the change and maintain congruence and harmony in the system.

