

THE CASCADE OF CHANGE

The Systems Thinking Approach™

How Does Change Occur?

• *Person-by-Person* •

~ *Level-by-Level* ~

- Top Executives
 - Middle Managers
 - Skilled Professionals
 - All Other Employees

* *Unit-by-Unit* *

- Small Units / Sections
- Functional Work Teams
- Cross-Functional Teams
- Project / Process Teams

➤ *Department* ➤ *by* ➤ *Department* ➤

- Operations
- Human Resources
- Information Systems
- Legal
- Finance
- Marketing
- Sales
- Engineering

❖ *Different Subcultures* ❖

- Operating Business Units
- Ethnic/Cultural/Linguistic
- Field Locations
- Social / Professional
- Male/Female

⚡ *Adversarial Cultures* ⚡

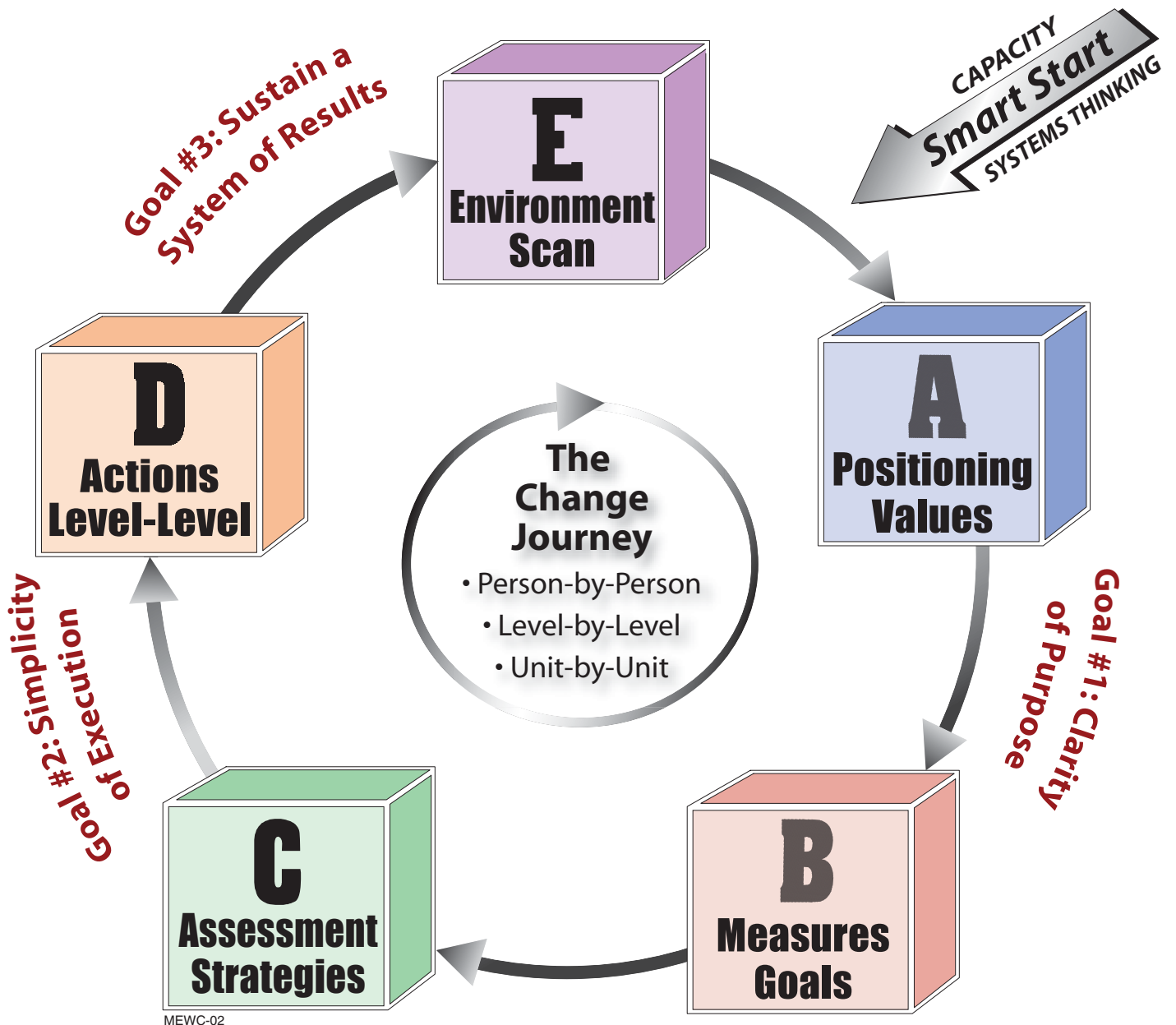
- Line vs. Staff Departments
 - Manufacturing vs. Marketing
 - Headquarters vs. Field
 - Division vs. Division
 - Union vs. Management

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THE ABCs OF ENTERPRISE-WIDE CHANGE™

The Systems Thinking Approach™



Result:
Business Excellence and Superior Results!

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