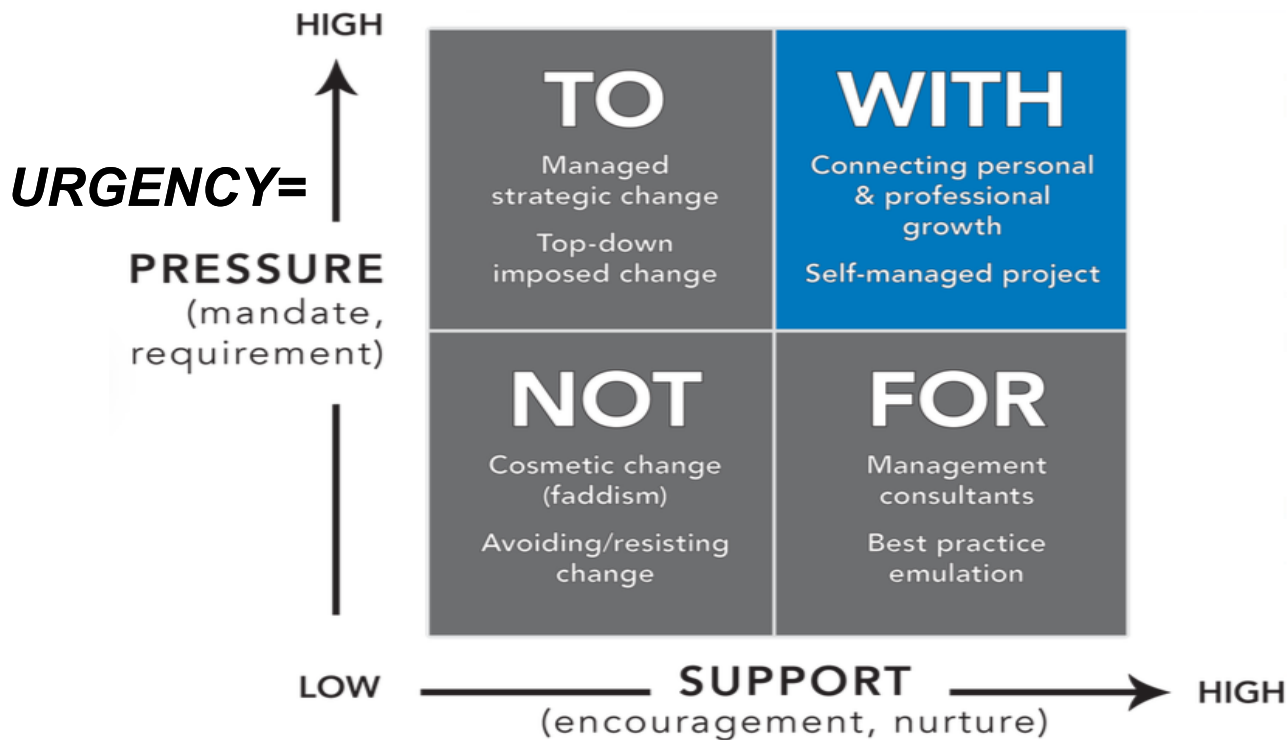
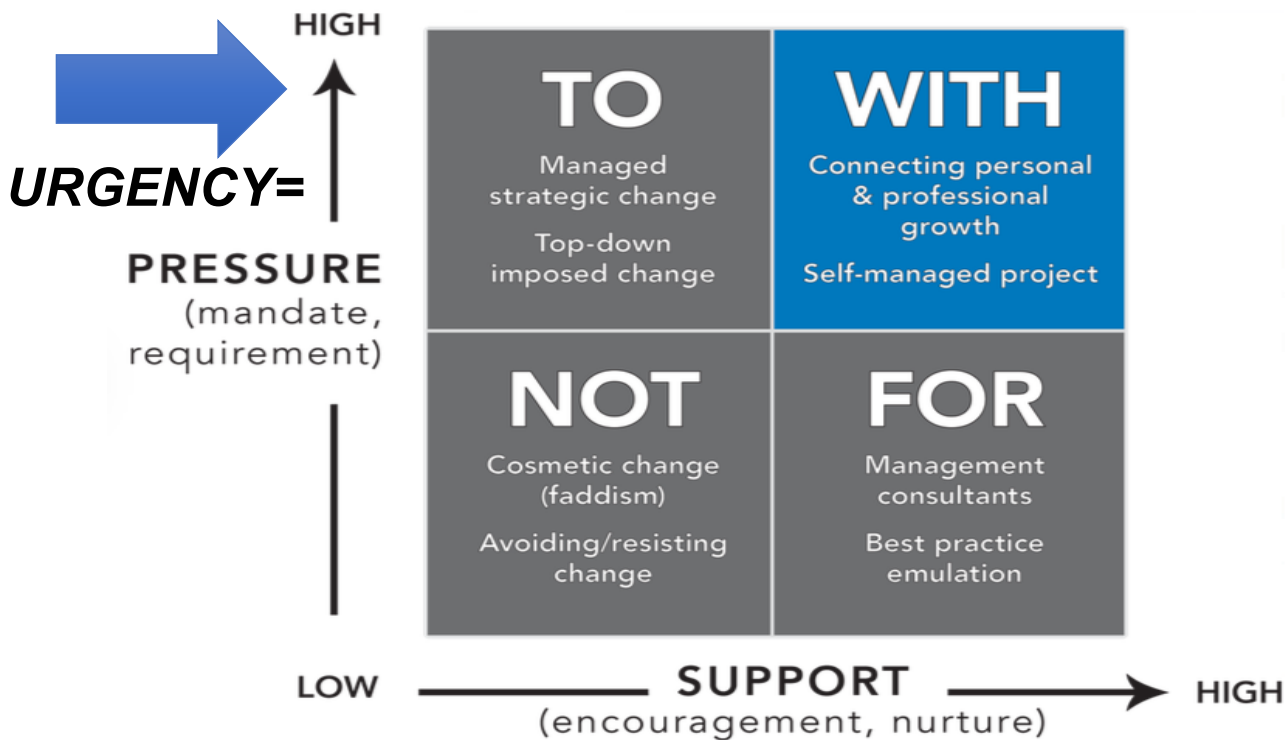


Organizational Change Window



Adapted by Paul McCold and Ted Wachtel from Glaser, 1969

The **Organizational Change Window** is a modification of the Social Discipline Window. The Support scale remains the same. Instead of the Control/Expectation scale, it becomes “Pressure.” Another way to think of “pressure,” is to think about “Urgency.” What kind of *urgency* is there to make the changes? The pressure or urgency can be low, or it can be high. Without any pressure or urgency, organizations just won’t change.

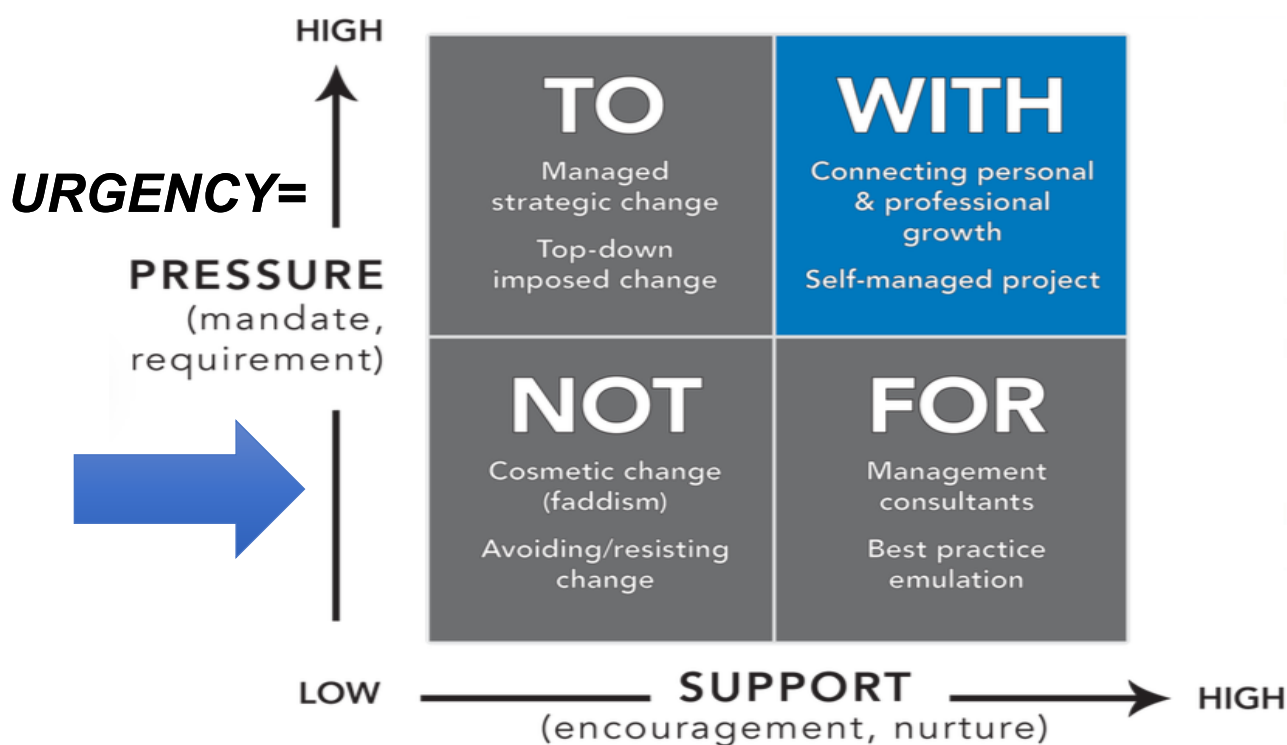


Adapted by Paul McCold and Ted Wachtel from Glaser, 1969

TO: Managed strategic change; Top-down imposed change

The *high* control, or what we could call '*pressure without support*' is the **TO** strategy. This is the management strategy that we typically think of in organizations. Bosses (Leaders/Superintendents/Principals) make decisions, inform the staff and the staff is expected to carry them out. While this approach tends to save time, it breeds resentment and resistance.

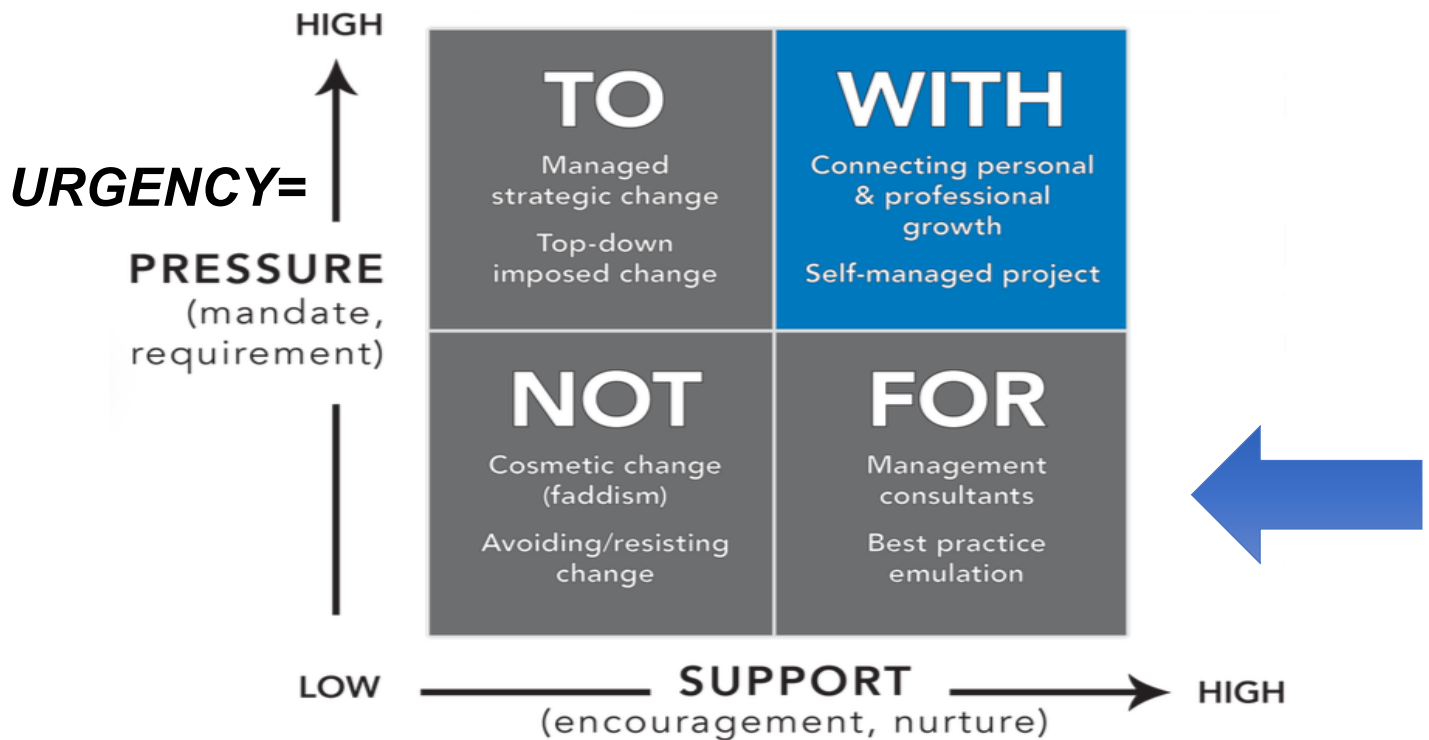
Conversations around the copier and Kuriieg machine are negative and demoralizing!



Adapted by Paul McCold and Ted Wachtel from Glaser, 1969

NOT: Cosmetic change (faddism); Avoiding/resisting change

If you provide neither pressure/urgency nor support, naturally, nothing is going to happen. While this may seem obvious, many bureaucracies operate with the **NOT** box. There are frequent discussions and meetings about change, but no pressure to do anything or resources to actually help it happen. Those who are routinely in the **NOT** box are more interested in the appearance of change than in change itself...We might call this, *Admiring the Problem...*

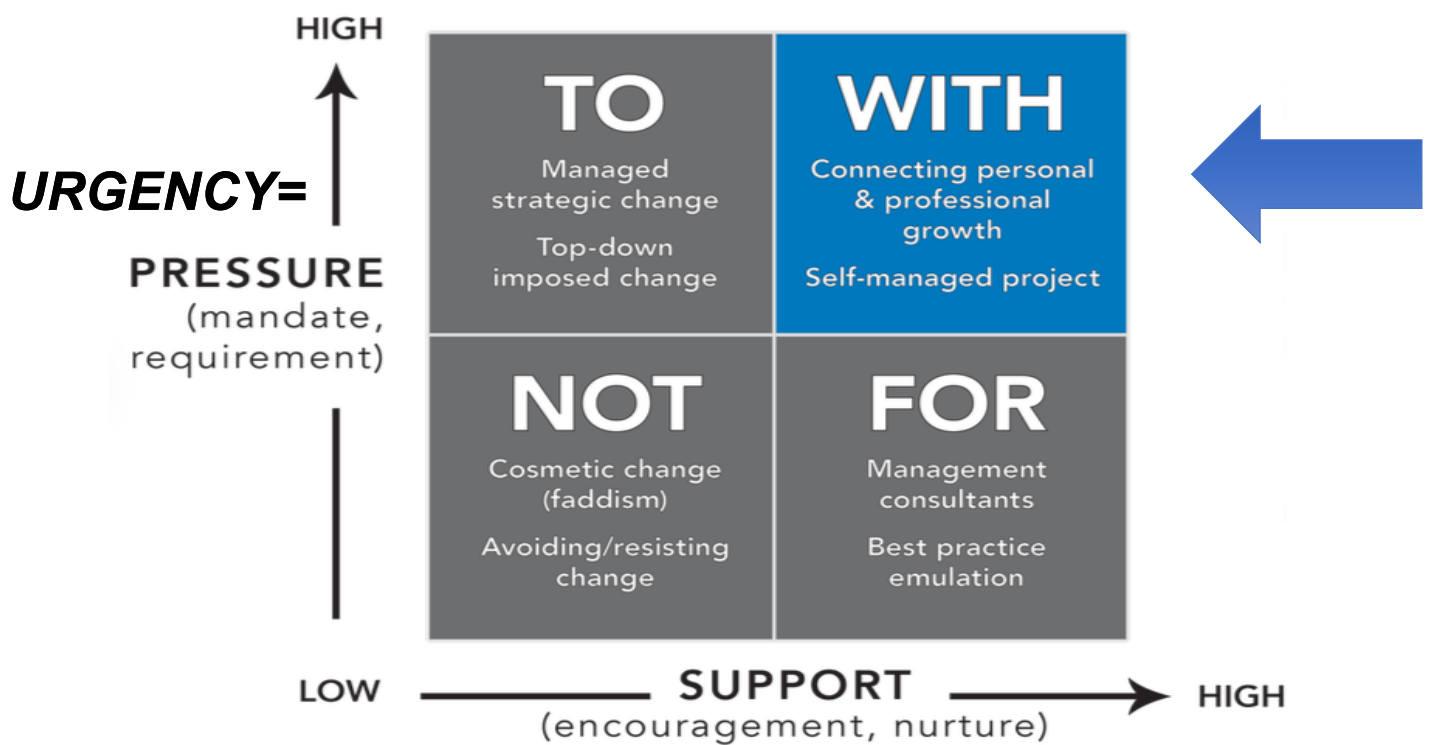


Adapted by Paul McCold and Ted Wachtel from Glaser, 1969

FOR: Management consultants; Best practice emulation

If however, you provide resources and assistance with no pressure or urgency to follow through, you'll be doing things **FOR** people and wasting resources. Managers who practice in the **FOR** box have an unrealistically optimistic view of human nature – *"if we give our employees the tools they need, they will strive to do their best."* Most of us don't operate that way. We also need clear expectations before we change.

"Just tell me what to do!"

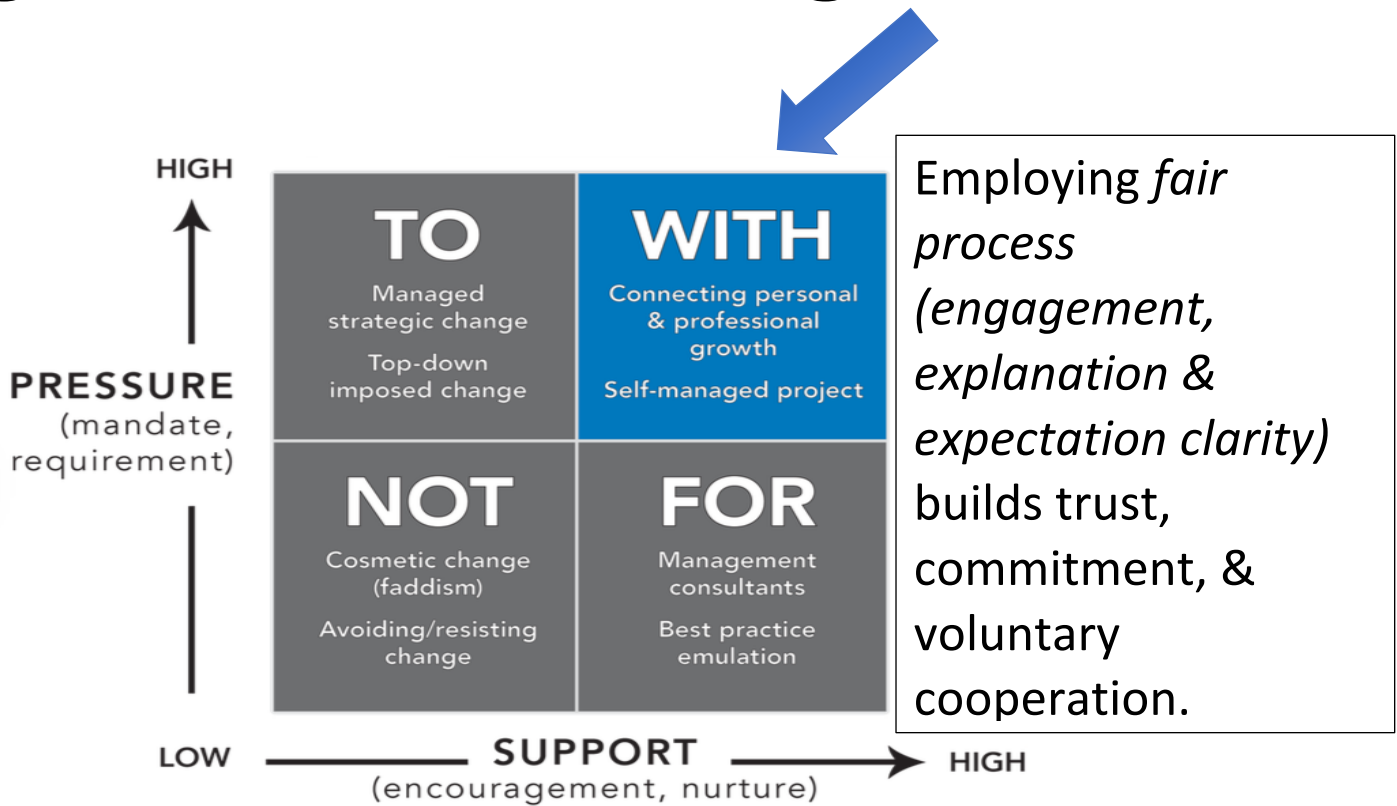


Adapted by Paul McCold and Ted Wachtel from Glaser, 1969

WITH: Connecting personal and professional growth; Self-managed project

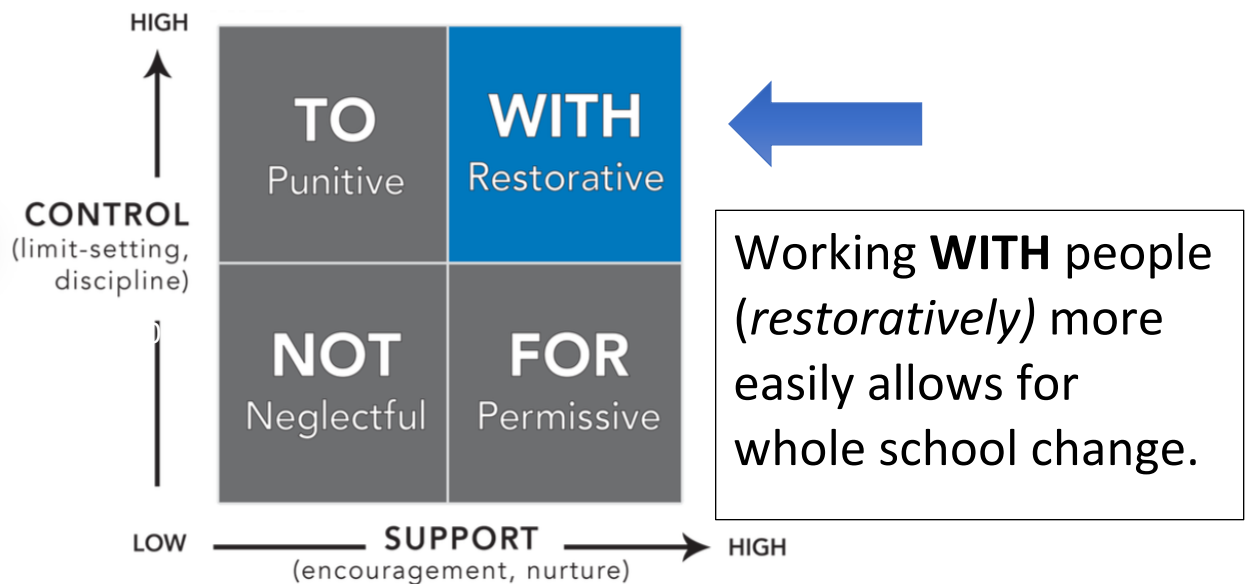
The best way to bring about a change in an organization is to provide both *pressure (URGENCY)* and support. By doing things **WITH** people, you allow them the opportunity to self-manage projects. This gives them a greater sense of ownership and allows them to help decide the direction of the change. This increase in investment helps employees connect their personal and professional growth. When people are actively engaged, they bring their personal skills and ideas to bear on their work.

Organizational Change Window



Adapted by Paul McCold and Ted Wachtel from Glaser, 1969

Social Discipline Window



Adapted by Paul McCold and Ted Wachtel from Glaser, 1969