Heapes Model for Creating and Sustaining Adaptive Change

Step One – Identify & define Target Problem

 Tool: Situate Problem within Organization

 Needs Assessment

Step Two – Assumption Testing

 Tool: Challenge assumptions at all levels

Step Three – Develop Evidence-Based Argument for Change

 Tool: Gap Analysis

Step Four – Link Evidence to Action

 Tool: Logic Model – Theory of Action

 Cost – Benefit Analysis

Step Five – Explicate Outcomes

 Tool: Differentiate between Measureable Outcomes and Sustainable

 Success

Step Six – Sustainable Success Criteria

 Tool: Project specifics about culture when this change is successful

 embedded within it

Step Seven – Cultural alignment and Change Readiness for Next Change Initiative

***Technical Change:***

 Doing things the way they have always been done

Completing goals

Scheduling

Budgeting

Most actions can be accomplished within existing operational system

 Does not require drastic new ways of thinking - doing

Management is more important than leadership

1. Based on existing processes
2. Works when all is stable - no improvement is required or desired
3. Top-down, delegation
4. Actions are directed, then trickle down system

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***Adaptive Change:***

1. Move organization drastically away from current ways of thinking and being
2. Set a *direction* (not a goal)
3. Adapt new *ways of thinking & being*
4. Respond to specifics need

Requires entirely new operating system

Leadership is more important than management

Challenge cannot be met with existing process

Does not maintain equilibrium-balance

Forces things to happen that otherwise would not

Responds to immediate needs

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