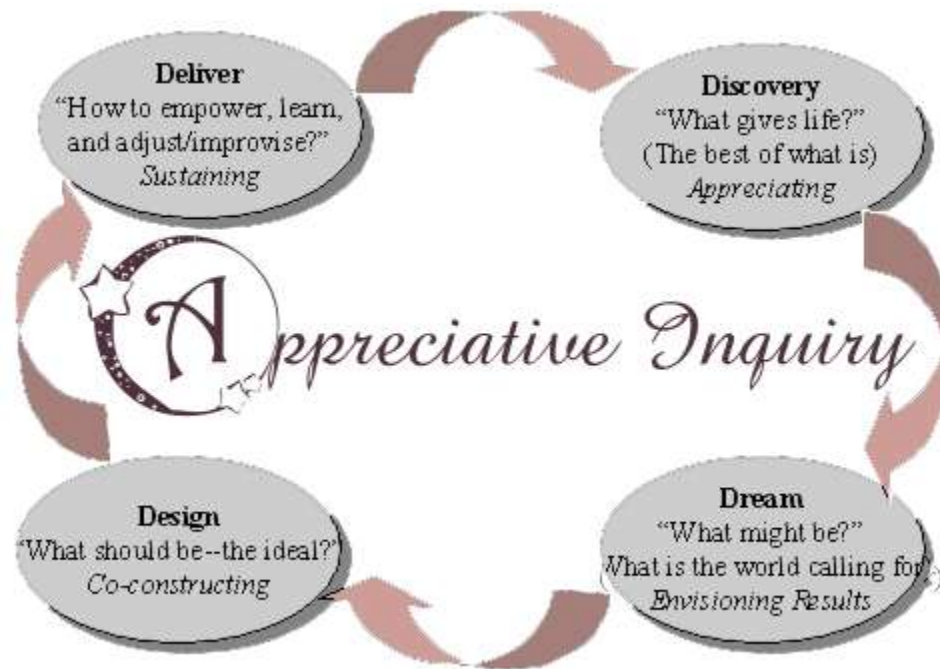


<b><i>PLANNED PERSONAL CHANGE</i></b>	
<b>VISUALIZING</b> 1. Recognize Disequilibrium 2. Weigh the Pros and Cons of NonChange 3. Brainstorm, Envision Goals Desired 4. Reality Check 3. Visualize the Change	
<b>PLANNING</b> 1. Set Clear Goals or Objectives 2. Define Action Plan 3. Identify Resources	
<b>TRANSITIONS</b> 1. Motivate Yourself, Give Incentives 2. Organize, Monitor, Measure (timelines) 3. Communicate Your Intention 4. Deal with Resistance 5. Maintain Some Stability	
<b>EVALUATION</b> 1. Relax, Reflect on Progress 2. Take Baby Steps 3. Review Notes, Plans, Evaluate	

**Table 1: Personal Planned Change**

(go to <http://www.grandfolkies.com/prchan~1.htm> for indepth details)

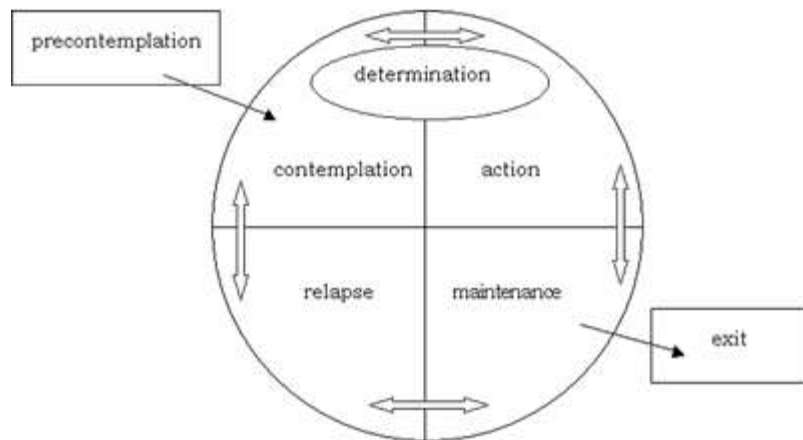


**Figure 1: – AI 4-D Change Model for Organizational or Societal Change**

Appreciative Inquiry (AI) is a capacity building approach that selectively seeks to locate, highlight, and illuminate the life-giving forces within an organization or community. AI seeks out the best of “what is” to help ignite the collective imagination of “what might be”. The aim is to generate new knowledge that expands the “realm of the possible” and helps people envision a collectively desired future and to carry forth that vision in ways which successfully translates images of possibility into reality, and belief into practice. AI is not a methodology. It is a philosophy, an orientation to change, and a way of seeing and being in the world!

**The AI 4-D Model entails four stages**

- (1) **Discovers** what gives life to an organization; what is happening when the organization is at its best;
- (2) **Dreams** about what might be; what the world is calling the organization to be;
- (3) **Designs** ways to create the ideal as articulated by the whole organization; and,
- (4) **Delivers** through an on-going and iterative processes. This is not a static solution but rather a dynamic process of continuous change.



**Figure 2: Stages of Change Model**

CHANGE EQUATION  
(Gleicher, Beckhard, Harris)

$$\mathbf{C = D \times V \times F > R}$$

**C** = Planned Change  
**D** = Dissatisfaction with status quo  
**V** = Vision  
**F** = First Steps  
**R** = Resistance to Change

**Table 2: Change Equation Model for Organizational Change**

## **Change Equation Model**

It is important to **note** that the three components must all be present to overcome the resistance to change in an organization:

- **Dissatisfaction** with the present situation,
- a **Vision** of what is possible in the future,
- and achievable **First steps** towards reaching this vision.

If any of the three is zero or near zero, the product will also be zero or near zero and the **Resistance** to change will dominate.