Kavi Cutlure Change Model
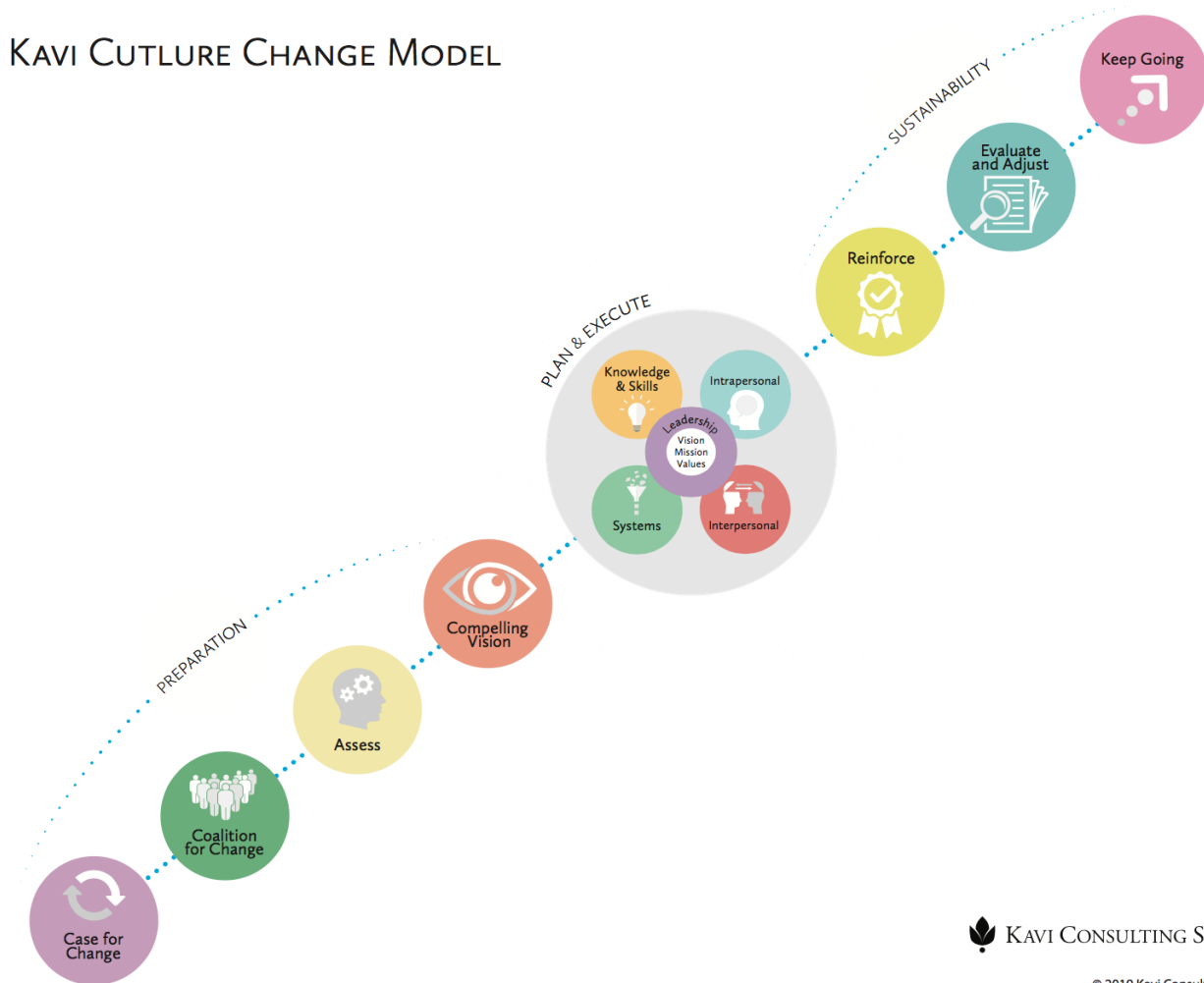
Sustainable Change

The change model above outlines the stages organizations must go through to create sustainable change. The stages are described in more detail here:

1. **The Case for Change:** An event happens that generates awareness that change is needed. When the cost of not changing is greater than the cost of the change, the desire for change is generated.

2. **Coalition for Change:** The desire for change compels a coalition of individuals to advocate for change and begin the change process.

3. **Assess:** Sustainable change requires having a clear understanding of the symptoms that are creating the desire for change, their underlying causes as well as the institutional strengths and weaknesses that must be factored into the change plan.

4. **Compelling Vision:** The process will falter unless there is a clear and compelling vision of the desired culture. This is usually developed and articulated by involving stakeholders throughout the system.

5. **Plan & Execute:** Organizations must create a plan for shifting the culture to the desired state that includes new skills, behaviors, and system changes. For more information, see the diagram below.

6. **Reinforce:** Sustain the change by baking the culture into the organization. Reward change. Build in early wins.

7. **Evaluate & Adjust:** The nature of change is that we are unable to see the totality of it without an objective evaluation. Regular evaluation will help organizations understand what is and isn't working and adjust accordingly.
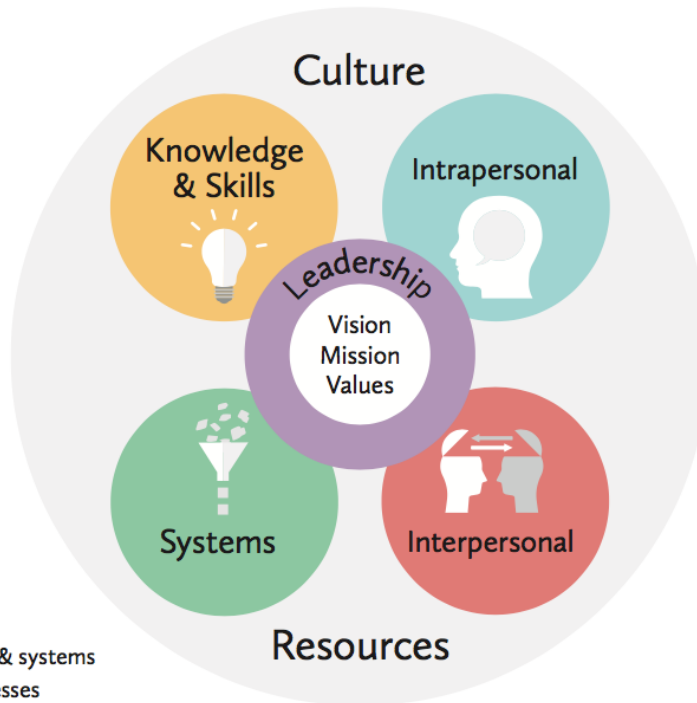
Kavi Catalyst Model

Sustainable culture change requires actions in these four domains.

Knowledge

– Job specific knowledge
– Communication
– Conflict management
– Equity & inclusion
– Strengths
– Resiliency

Intrapersonal

– Self-aware
– Self-led
– Strategic
– Growth mindset

Culture

Knowledge & Skills

Intrapersonal

Leadership
Vision
Mission
Values

Systems

Interpersonal

Resources

Systems

– People systems
– Organizational structures & systems
– Policies, procedures, processes
– Decision making structures
– Communication
– Cross-functional work
– Continuous quality improvement
– Facilities & equipment

Interpersonal

– Relationship & team building
– Empathy, collaboration, flexibility
– Communication & feedback
– Productive conflict
– Equity & inclusion

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All sustainable change, requires action in each of the four domains outlined above: Knowledge & Skills; Systems; Intrapersonal; and Interpersonal. The items listed for each domain in the diagram above are the areas that most commonly need action, but the list is far from exhaustive. Leadership is included in its own domain because it is the key to holding the entire process together and because sustainable change does not always require changes at the leadership, mission, vision, or values level.