After the WAS*IS
Ecstasy, the Laundry…

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The “Going Home Talk”

- The ecstasy: Where are you at?

- … and the laundry:
  - Where is the rest of the world?
  - Likely challenges of practicing WAS*IS at home

- Some perspectives on change

- Strategies for next Monday… and for the long haul
After the WAS*IS Ecstasy…

- Where are you?
  - Excitement about what you learned and gained
    - New perspectives and knowledge (theory, concepts)
    - New tools (methods, approaches, skills)
    - New language
  - New friends and colleagues
  - New or renewed commitment to WAS*IS
  - Motivation and desire to do things differently
  - A little exhausted, a little worried maybe?
... the WAS*IS Laundry

- When you get back home, back to work
  - They weren’t here!
  - They did the “laundry” while you were gone (the kids, dishes, garbage ... the meetings, phone calls, never-ending to-do lists ... the way we’ve always done it)
  - Most of your fellow WAS*IS’ers aren’t down the hall (but some may be)
  - The rest of the world probably isn’t waiting to change its habits
    - thinking, behavior, incentives, job descriptions, institutions... still the same
... the WAS*IS Laundry (cont.)

- In a week, a month from now...
  - You’re alone
  - Isolated geographically, intellectually, institutionally
  - Limited resources
  - Never enough time
  - Wishing for greater depth or experience in knowledge, methods, communication skills

▶ INTERDISCIPLINARY WORK IS MUCH HARDER THAN YOU THOUGHT IT IS
So...

You changed -
You want to change something else -
What you want to change may well resist.

This is all NORMAL!

But how to deal with “normal”??
Becoming a Master Interdisciplinary

From Directed Learner to

Independent Performer

Expert

Leader

Visionary
Creating Change

- The two tasks of change agents:
  1. Elevate motivation to change
  2. Lower resistance/barriers to change

- Implications:
  - Identify a vision and clear goals
  - Strategically assess leverage points, windows of opportunity, key players, specific needs to implement the change, and likely barriers
  - Take a realistic, but long-term view

The Cycle of Change: Motivation and Resistance

Source: Lessons for Living (2006)
Another Perspective on Change

Motivation & Confidence

Competence/ability

Creating Change (cont.)

Response to change

Why change projects fail

First-Order Strategies

- Before you say anything else: Check in on “the laundry,” thank them for doing it, do some yourself…
- Identify or create a “receptive moment”
- Who are you talking to?
  - Tell them (only) what they need to know
  - Speak in their language
  - Help them see how what you bring will help them
- Offer something to them
- Only then ask for what you need to implement the change
- Offer to check in regularly, report back
- Do this with everyone who needs to be involved in the change
Support for Change Agents

• Build your local team (because you can’t do it alone and not all at once)
  – Skills, support, sharing the work, etc.
  – Establish clear rules, timeline, authority, responsibility, accountability
  – Communicate more than you think is needed

• Plant the seeds, let it become everyone’s garden

• Continue to build skills
  – Yours
  – Everyone else’s

• Make use of WAS*IS connections, resources, discussion list
  – Maybe a “buddy system,” mentoring, …
Others need what you need…
… and then some

What Else? – Your Own Ideas

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Bread for the Journey …

If you focus on results, you will never change.
If you focus on change, you will get results.

Jack Dixon

Good luck and stay in touch!