



Contrarian Principles of Change

Disorder can be a source of new order.

- Certain systems reorganize themselves into greater order when confronted with changes in their environment.
- *Autopoiesis* (self-production or self-making) is life's fundamental process for creating and renewing itself, for growth and for change.

Disequilibrium, not equilibrium is necessary for a system's growth and renewal.

- When the environment shifts and the system notices it needs to change, it always changes in a way that it remains consistent with itself, creating the need for a clearly defined purpose or reason for being.
- The more freedom given to self-organize, the more order that is created.

Chaos is necessary for new creative ordering.

- Chaos reminds us that faith is needed more than control.
- Chaos awakens creativity.

Creativity, not certainty, is the goal of organizational change.

- Creativity happens with a shared vision and shared values.
- Releasing your people to create is the power of personal leadership.

It is our interconnectedness, not our independence that drives change.

- Small, local actions can create global influence through endless webs of relationships.
- There is greater strength in alliances rather than in isolation.

The invisible, rather than the visible, factors greatly influence organizational behavior.

- A compelling and inspiring vision drives the organization to its future.
- A healthy culture is the glue that holds the organization together on its journey of growth and significance.