APPRECIATING CHANGE: MENTAL AND BUSINESS MODELS pdf

1: Action Record - Change management : altering mindsets in a global context

This book presents a new and fundamentally different way of understanding organizational change. The authors present a new model of change management which i.

In Category Blog Tags: Change Management , Leadership , Strategy Early in my career, I hesitated to speak up on client calls with senior leaders. I thought my opinions were wrong and needed strong validation from my team in order to share. Only when I challenged my assumptions and way of thinking was I finally able to change my behavior and speak up in meetings with these leaders, even in the same room. It was a big step in realizing that I needed to break my old mental model. Mental models are frameworks consisting of our underlying assumptions from socialization, values, beliefs, education, and experience that helps us organize information. Put simply; our mental models dictate how we understand our world. Individuals, leaders, teams, and organizations need to understand the why behind their thinking and behaviors. Mental models influence not only leadership reasoning and behavior but also organizational outcomes. And often, mental models become barriers to change, rather than enablers. Pivotal Thinking Senge states that every important decision we make usually goes through this cycle: Taking actions based on my beliefs, Adopting beliefs about the world, Building conclusions, Drawing assumptions based on meaning, Adding meanings culturally and personally , Selecting information that you observe, and Observing information and experiences. It also works as a reflective loop; our beliefs influence what we observe. Most people start at the top of the Ladder, diving right into action. But what if we start at the bottom? We can change where we focus our attention, for example, by observing information and a range of data we relate to without quickly assigning meanings. When adopting meaning, from a cultural or personal standpoint, we tend to tune-in into our own experience and want to hear what others have to say. We may also end up keeping our meanings in our heads or reserving our opinions for ourselves. The way to break this cycle is to challenge our beliefs through: Challenging your beliefs and assumptions is never easy, but can be achieved using: Inquiry asking questions to check your assumptions Dialogue working together to tackle complex problems Reflection paying attention to your thoughts, feelings and behaviors and what effect these may have on you and others around you Breaking mental models is a powerful practice for individuals and leaders alike. But how can we apply this practice to an entire organization? What can we do as Organizations? Unfortunately, many great ideas are never put into practice in organizations, typically because they conflict with our internal understanding of how the world works. But if we keep making the same mistakes over and over again, we are not learning. Two people with different Mental Models can see the same situation and describe it differently. At gothamCulture, our team facilitates various exercises to show participants new ways of thinking, various points of view, and different communication styles. According to a paper by Magzan , there are several ways to shift organizations to new mental models: Promote organizational and individual learning what do you read? Promote innovation keeping that energy and excitement for the innovation! Once a leading innovator, Kodak missed moving from physical to digital products, and in filed for bankruptcy. The company overlooked important trends, like cameras merging with phones, and people started to abandon printing pictures to post them on social media instead. Surely there were many reasons why this happened, including the lack of investment in digital innovation and not realizing that online photo sharing is not just a small expansion of business but the new business. The great lesson from Kodak is that the well-established view of the company will be forced to change with the new technologies, customers, competitors or an emerging environment. This is one of the reasons why it is so important to promote organizational innovation and not to miss opportunities to pivot when needed. Learn how to get unstuck reorganization, work and interact with different people from various departments and range of jobs, observe different perspectives People thrive as I have seen in bigger organizations when they learn what people do in other departments, how they work, what do their daily life look like, their pressures, and their world. People often do not understand and thus do not appreciate what others do. They are hungry for more understanding. Discover potential inhibitors of your organization, such as: Leadership not driving the organization: We look at leaders to set the right example for other employees in

the organization. If the strategy is missing or unclear, there is no common direction or criteria for decision-making. Misaligned people practices, including incentives or rewards: These consequences often manifest as an absence of motivation, low standards and morale, frustration, high turnover, and lower performance. Working in functional organizational silos over extended periods of time will create tunnel vision, which is often reinforced by individuals trying to protect established mandates and processes. Moreover, this tunnel vision restricts knowledge sharing and learning. Our mental models dictate our thinking, mental images, decisions, and the way we act. But in order to innovate, create, and grow as individuals we need to break the pattern. Breaking old embedded mental models implies changing behaviors, which is never easy and takes time. Step ahead now to challenge your mental model to avoid falling behind your competitors like Kodak, and instead, innovate to stay ahead. We often fail to adapt to our rapidly changing environment due to those deeply embedded ways of seeing the world. But, leaders can help advance learning and innovation by promoting teamwork and collaboration, creating a safe environment for people to share, ensuring open dialogue and reflective conversations, being able to discuss their own mental models, and project mental models in the future through strategic planning. Culture Change is a Complex Process Make sense of it with actionable advice from experts on the front lines. There was an error submitting your subscription.

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2: Mental Well-Being and Resilience Learning Community Mental Health Promotion

APPRECIATING CHANGE: MENTAL AND BUSINESS. MODEL â€¢ Describes four types of changes. â€¢ Identifying two strategic errors that can arise while appreciating change.

Recovery from addiction is not an easy task. In fact, change of any sort is usually somewhat stressful and uncomfortable. Whether or not someone attempts natural recovery or gets help, "something" must change. In other words, "something" must cause them to move away from addiction and toward recovery. That "something" is the motivation to change. Throughout this topic center on addiction, we have stressed that recovery is fundamentally about the motivation to change. The difference between those who successfully make the needed changes, and those who do not, comes down to motivation. Since motivation is so critical to recovery, it is important for therapists and therapy participants alike to understand the motivation for change. This includes understanding the degree of motivation; the type of motivation; as well as understanding various ways to increase motivation. Once sufficiently motivated, people can and do change. Most of us recognize that change is not an event that suddenly occurs. Rather, it is a process that gradually unfolds over time. The most popular framework for discussing motivation to change is the Stages of Change Model developed by James Prochaska, Ph. Their work began during the late s when they became interested in the way people change. They developed, tested, and refined the Stages of Change Model. This model is one of the most widely used and accepted models within the field of addiction treatment. Pre-Contemplation People at this stage may be aware of the costs of their addiction. However, they do not see them as significant as compared to the benefits. Of course, others may view this situation differently. Characteristics of this stage are a lack of interest in change, and having no plan or intention to change. We might describe this person as unaware. Contemplation People in the contemplation stage have become aware of problems associated with their behavior. However, they are ambivalent about whether or not it is worthwhile to change. Characteristics of this stage are: We might describe this person as aware and open to change. Between stage 2 and 3: A decision is made. People conclude that the negatives of their behavior outweigh the positives. They choose to change their behavior. They make a commitment to change. This decision represents an event, not a process. Preparation At this stage people accept responsibility to change their behavior. They evaluate and select techniques for behavioral change. Characteristics of this stage include: We might describe this person as willing to change and anticipating of the benefits of change. Action At this stage people engage in self-directed behavioral change efforts while gaining new insights and developing new skills. Although these change efforts are self-directed, outside help may be sought. This might include rehab or therapy. We might describe this person as enthusiastically embracing change and gaining momentum. Maintenance People in the maintenance stage have mastered the ability to sustain new behavior with minimal effort. They have established new behavioral patterns and self-control. We might describe this person as persevering and consolidating their change efforts. They are integrating change into the way they live their life. Termination At the termination stage people have adopted a new self-image consistent with desired behavior and lifestyle. They do not react to temptation in any situation. The relapse prevention plan has evolved into the pursuit of a meaningful and healthy lifestyle. As such, relapse into the former way of life becomes almost unthinkable. Relapse to a prior stage can occur anywhere during this process. For example, someone in the action stage may move back to the contemplation or pre-contemplation stage.

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Based on their extensive research and work with organisations, V Nilakant and S Ramnarayan present a new model for organisational change that identifies four core tasks crucial to the success of any change initiative: appreciating change, mobilising support for change, executing change and building change capability.

Immediate access to this article To see the full article, log in or purchase access. She completed a family practice residency at Good Samaritan Hospital in Dayton. Address correspondence to Gretchen L. Reprints are not available from the authors. Smoking cessation in hospitalized patients. Effectiveness of physician-based interventions with problem drinkers: How to help your patients stop smoking: In search of how people change. What really drives change? Miller WR, Rollnick S. Stages of change and decisional balance for 12 problem behaviors. Assessing the stages of change and decision-making for contraceptive use for the prevention of pregnancy, sexually transmitted diseases, and acquired immunodeficiency syndrome. Use of the stages of change in exercise adherence model among older adults with a cardiac diagnosis. Stages of change in adopting healthy diets: An algorithm for smoking cessation. Brief interventions with substance-abusing patients. Med Clin North Am. Am J Public Health. Mediators of change in physical activity following an intervention in primary care: Experimental evidence for stages of health behavior change: Paraprofessional delivery of a theory based HIV prevention counseling intervention for women. A cross-national trial of brief interventions with heavy drinkers. Effectiveness of brief interventions in reducing substance use among at-risk primary care patients in three community-based clinics. The Health Belief Model: Generalized expectancies of internal versus external control of reinforcement. Enhancing motivation for change in problem drinking: J Consult Clin Psychol. Drug and alcohol review. Matching alcoholism treatments to client heterogeneity: Project Match Research Group. Motivational interviewing to improve adherence to a behavioral weight-control program for older obese women with NIDDM. Helping smokers make decisions: Miller WR, Rollnick W. Professional training videotape series. University of New Mexico, Professional responses to innovation in clinical method: Guest editors of this series are Cynthia G.

4: How to Challenge Your Mental Models and Think Differently

Our mental models dictate our thinking, mental images, decisions, and the way we act. But in order to innovate, create, and grow as individuals we need to break the pattern. Breaking old embedded mental models implies changing behaviors, which is never easy and takes time.

Model the way Encourage the heart. We can generally agree with these tasks. But who should have leadership is arguable. Some of leadership theorists said that everyone could be a leader by skill development. Since, usually, multiple members think that they should be a leader, Leadership Creation dissatisfies some of other members who can not be a leader. Even though Leadership Creation is difficult, we must start from Leadership Creation. Mental Model Surfacing As Peter Senge proposed, we are strongly influenced by unconscious mental models, which are developed through our experiences. In stable business situations, the mental models are not a significant factor, but when we need "changes", we must recognize our existing mental models and intentionally change the mental models. Gary Hamel used the similar concept when he defined strategies and plans. He defined that strategies should be subversive and plans are not strategies. Hamel suggested that when we need subversive changes, we should develop strategies and when we do not need subversive changes, we should develop plans. We can assume that subversive changes need mental model changes and, therefore, strategies should include mental model changes. Without sharing visions, we can not create synergy in organizations and we face unnecessary conflicts, which decreases the efficiency of implementation. Peter Senge mentioned Vision Sharing in his influential bestseller. Senge wrote, "Shared vision is the first step in allowing people who mistrusted each other to begin to work together. Nonaka explained five-steps for organizational value sharing. Goals are one of the specific aspects of visions. Goals are usually measurable, while visions are not. Setting measurable goals help us to evaluate our performance of implementation. Sharing goals is also useful for efficient business implementation. Change Recognition Without recognizing the changes from existing mental models to new visions, it is difficult to find existing mental models. New vision development and existing mental model recognition occur reciprocally. Practically, we reciprocally conceive hypothetical visions and existing mental models. After several back-and-forths we can recognize both new visions and existing mental models. The higher satisfaction level initiates the positive feedback process, which gradually improves efficiency of implementation. This vague but plausible relation is called Causal Ambiguity by Russell Coff. Procedure Designing Since the potential efficiency of processing tasks is highly dependent on procedures of activities, we should consider appropriate procedures before we actually perform. Procedure Designing is not the main research fields of Organizational Behavior. We can utilize the accumulated research results in those fields We can assume two types of procedures such as a batch processing procedure and a one-by-one processing procedure. If we accumulate some amount of works and process the accumulated works at a time, this type of procedure is a batch processing. In contrast, if we do not accumulate works and process works as works are created, this type of procedure is a one-by-one processing. Empirically, a batch processing procedure causes lower quality but in a certain situation, such as when we process the same works continuously for relatively longer periods, a batch processing performs more efficiently than a one-by-one processing does. On the other hand, a one-by-one processing procedure performs with higher quality, and is widely applicable to any types of processing situations. Skill Development Within controllable organizations, skill development is a useful tactic to improve efficiency of implementation. Skill Development takes longer time than acquisition of personnels from the outside of the organization. Further, frequently Skill Development is a major motivation driver for the members. We should consider both schedules and motivations for Skill Development. Inter Organizational Setting Inter-Organizational Setting has been researched as power and politics and negotiation by Organizational Behavior researchers. This report agrees with their works and practically picked out the three sub-steps. Though leadership is important for the Inter Organizational Setting, other members can functionally delegate external relation management. In particular, when leaders are not proficient at inter organizational negotiation, other members often functionally substitute external relation management. The

Inter-Organizational Setting is the difficult part of implementation processes and we are usually forced to change our original strategies and plans through this process. Resource Acquisition Budgets and human resources are two major resources, which are transferable from external organizations. Budget Acquiring a sufficient budget is one of the requirements for efficient business implementation. Budget Acquisition has two major problems. The one is unnecessary inter-organizational fights in the zero-sum situation and the other is inflexibility of budgets, which are usually unchangeable semiannually and cause the delay of implementation. Inter-organizational fights to acquire larger budgets is the nature of budget planning. If we can attain inter-organizational cooperation, we can eliminate the unnecessary fights. Further, even though we can not attain inter-organizational cooperation, we can acquire a sufficient budget with organizational power. Inflexibility of budgets is also the nature of budget planning. Since budget planning is usually semi-annual, budgets are frequently apt to be different from the current situational needs, especially in the later part of the budget period. Human Resource We can develop human resources within our organizations. But since skill development takes time, we need to transfer human resources when we need the human resources urgently. Cooperative Interaction Acquisition Cooperative interactions with other organizations are not required but are very helpful to improving the efficiency of implementation. Design-in, which is the traditional supplier-and-assemblers relationship in the Japanese manufacturing industry, is a typical example of Cooperative Interaction Acquisition. Japanese assemblers such as carmakers and electronic product makers deliver the unfixed specifications of new products to their suppliers before the specifications are fixed. The specifications are not perfectly reliable, but suppliers start designing the parts of the new product based on the unreliable specifications. Sometimes, the specifications may be changed significantly, but usually the changes are minor. Taking the risk of specification changes, suppliers can accelerate the development of new parts in order to save time to realize lower cost and higher quality production. Assemblers also can take the advantage of shorter new product development, while assemble makers take the risk of information leaks to competitors through suppliers. Design-in can be realized only on the mutual trust of the makers and suppliers. Further, cooperation can eliminate unnecessary budget acquiring fights, which we saw in the previous section. Organizational Power Acquisition Acquiring necessary power in organizations is important to implement strategies and plans. This topic has been researched by Organizational Behavior researchers as Organizational Power and Politics. We can utilize their concepts for efficient business implementation. Jeffrey Pfeffer listed 1 personal attributes, 2 organizational positions and 3 the fits of situations and personal attributes as general sources of organizational power. From more tactical viewpoints, Pfeffer mentioned that 1 Framing, 2 Emotional Inclinations, 3 Timing, 4 Information and Analysis, 5 Organizational Structure, and 6 Symbolic Actions affects the effectiveness of power exertions. Processing Processing has been researched mainly by Operation Research researchers. When we process, the efficiency of processes are decided through the previous settings. Further, we must revitalize ourselves at milestones and warn the situational changes in order to rethink. Doing Doing is exactly our activities and Doing creates our performance. Of course, when organizations share visions, are motivated, and have efficient procedures, the implementation of the organization becomes productive. When organizations have sufficient budgets, cooperative inter-organizational relations, and strong power in organizations, the implementation of the organizations becomes efficient. Milestoning Doing is usually divided into shorter periods and the end of each period is called a milestone. At milestones we recognize the results of our performance, evaluate them, and adjust our original plans. We do not have to wait milestones in order to adjust our original plans. But at milestones, we should, at least, recognize and praise our attainments. Recognition and praise revitalize our implementation energies. Warning Implementation is always under uncertainty. Tom Davis clearly explained the uncertainty with his Uncertainty Cycle Model. His model explained that every activity has the probability of fluctuations and errors. Therefore plans can not be accomplished as previously expected. His model includes the fluctuations of customer demand, the errors in marketing researches, the fluctuations of defects, the fluctuations of productivity, and so on. Since the reality always has uncertainty, we must adjust our original strategies and plans frequently. Therefore, finding when to adjust is an important process in implementation. This report calls this process Warning. Criteria for Warning should be included in procedures, which we

examined in the Intra-Organizational Setting section. Conclusion This report stressed the following four points. First, recognizing the controllable and uncontrollable boundaries of organizations is the practical starting point of the effective business implementation for strategies and business plans, because intra- and inter- organizational settings have different requirements to be met. Second, not only a leadership aspect and a motivation aspect but also a procedure designing aspect is useful for Intra-Organizational Setting, because both the mentalities in organizations and the procedures of activities strongly affect the efficiency of implementation. Third, we must remember that Inter-Organizational Setting is the most uncontrollable part of implementation processes and the political aspect in organizations is essential to manage the Inter-Organizational Setting. Fourth, Milestoning and Warning is the important processes in order to progress steadily through long implementation processes under uncertain realities. Considering these four points we can significantly improve the efficiency of implementation.

5: Motivation for Change: The Stages of Change Model

different examples of mental models representing barriers for change, strategic implementation and organizational learning, the paper emphasizes the fact that mental models affect both leadership effectiveness and overall organizational development.

Of course some of the large corporations need to run innovation programs for name sake. They need some window dressing for analysts and industry observers lambasting the same for not being innovative enough. At the same time, these analysts and observers, with their short time horizons catapult innovation myopia in the same organisations. However, many companies genuinely try to design innovation programs that eventually â€" like many other programs â€" fail. Not only temporal distance but also spatial, social and probabilistic distances can alter responses of individuals. Larger distances â€" or higher level of construals â€" create a higher level of abstraction and decontexualised features that convey perceived importance of events. Take an example of a big pharmaceutical company that tried to create a well popularised collaborative innovation platform to drive innovation. They benchmarked all such platforms available in the market and devised their own blue print for the same. Idea was to make employees use this new platform to collaborate. This program was a flop before it even started. A better approach would have been to rather map the collaborative networks existing inside the organisation and create from there a mental model of collaboration, building the system bottom-up rather than top-down. Instead of pushing a system to employees, a system that was pulled through the organisation by hidden collaborative networks should have been derived. I would list three elements that should be taken care of while devising innovation programs to ensure their effectiveness. That system is defined by how the work is organized among the people â€" a human system. An approach that comes in the form of tools and initiatives outside the context of this human system is bound to be short-lived. If the changes are not clearly understood by all involved and integrated into the dynamics of the system, impact will most likely be less than hoped for. Especially in these times of uncertainty, when employees or unions are already in constant fear of layoffs; not having their buy-in, a program that is thrown on their heads is surely going to doom and in fact increase organisational troubles. Do we really target every program to change mental models at work positively? Do we design incentives, structure the program in a way that redesigns thought process or behaviour fundamentally? Evolution not revolution If you truly want to be innovative you have to hit right at the core of it: Innovation is not a game of home runs; it is a game of singles and doubles. Each increment in organisational ethos can be substantial. Leverage lies in the success of many and frequent small transformations and not in trying to reach a particularly ambitious change in one go! Results can come quickly, but it takes time, typically years, for the organization-wide, cultural shifts to be evident. If you make steps a year with the employees, some steps will be big. In big bang approaches, you may take a year and probability is high that all will fail. You cannot achieve miracles in a quarter or couple of quarters â€" yet many CEOs wish they could. Cultures need time to change, and if you truly want to be innovative you have to hit right at the core of it: Where do these capabilities come from? If you are wary of others, not open and if that behaviour or mental model of working is encouraged throughout the firm â€" how would you be genuinely open to outside ideas? This culture can be opened in small steps, in a structured program to affect the mental models at work positively. Get to the culture by changing the work and incentives. Get to the work by changing the thinking. The way your work is organized and incentives designed drives your culture. Often firms wonder how some employees and members of front line management are better in running a plant or bringing out innovative ideas than others. Seldom do these firms try to identify the reasons or the mental models driving these innovation agents. They would rather look for supposedly really super people on the outside and bring them in. Within 6 months these outside ones work or think in the same ways as the top management or the majority of current employees. Sometimes there are political reasons for their adaptation and sometimes the long-established mentality and workflows of the organisation are a more powerful force than their own intentions. This is why innovation programs that are executed by any innovation department and that operate on the margin have a hard time changing organizations in fundamental, substantial ways. You

have to get to the way the core work is organized and incentives are designed â€" and look at the root of mental models at work. A huge part involves engaging the employees; they know the work and they know the problems. Employees and management become so myopic as they focus on day to day operations that they sometimes loose sight of the innovative gorilla ideas that take a moon-walking stroll on their strategic and operational landscape. It makes sense to bring in outside ideas â€" but they have to be rebuilt bottom up. Only thus can they win and create mental models of innovation at the level of employees. Communication has to indeed play a crucial role but it can only be effective if the mental models have been first mapped out. Innovation in the end is innovating the mental models â€" getting back to the building blocks of organisations and unleashing the creative force from within! By Gunjan Bhardwaj About the author: Gunjan Bhardwaj is senior editor and a member of the review team at Innovation Management. Gunjan is also a guest professor for Growth and Innovation management at European Business School EBS in Germany and a member of the scientific advisory board of Plexus Institute in the US which researches on complexity in health sciences. Gunjan has published a number of papers and articles in various Journals and magazines and has been a frequent speaker in conferences on marketing and innovation related topics. The views and ideas expressed by Gunjan on InnovationManagement. Subscribe to receive more free content! Innovation posts of the week:

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6: Business Thinking Implementation Model

The change management model -- Appreciating change: industry analysis -- Appreciating change: mental and business models -- Mobilising support -- Executing change -- Building change capability -- Leadership and change.

For more information visit www. Paul coalition launched a pilot program, Grow Rx, in partnership with Open Cities, a local clinic. Individuals and families with a Garden Prescription get resources to begin their gardening and healing experience; including seeds, plants, tools, and direct connections to others in the neighborhood gardening community. The Urban Farm and Garden Alliance and Grow Rx is designed to build and support community, healthy food production, green space, neighborhood safety, social connectedness, outdoor play for children, physical activity, cultural and recreational events, and mental health and well-being. Access to green space has been linked to reduced rates of mortality, depression, anxiety, PTSD and other chronic disease. Research with children and youth highlight that access to nature and green space is a natural buffer for adversity and stress, it improves attention, concentration, well-being and resiliency. Ed, SEL Specialist Peacemakers Resources Peacemaker Resources, a nonprofit organization based in Bemidji, MN, has experienced success in helping school staff become more aware of the effects of toxic stress on the brain and offers strategies to help students become better able to learn and be successful. Two Social Emotional Learning SEL Specialists will share how adverse childhood experiences workshops paired with teaching and modeling SEL lessons in elementary schools across northern Minnesota has positively influenced students, teachers and schools. Learn about our successful journey to expand school-based social and emotional health initiatives from 20 classrooms in to classrooms in , and how we established new sustainable partnerships and resources across systems. Relationships Director of Program Services MENTOR Minnesota Mentoring, at its core, guarantees that young people have someone who cares about them, assures that they are not alone in dealing with daily challenges, and makes them feel like they matter. Research confirms that quality-mentoring relationships have powerful positive effects on young people in a variety of personal, academic, and professional situations. Ultimately, mentoring connects a young person to personal growth and development, and social and economic opportunity. Yet, one in three young people grow up without this critical asset. MENTOR Minnesota serves a network of over youth mentoring programs in Minnesota through its mission to build and elevate the capacity of programs, systems and policies to strengthen youth mentoring relationships. During this session, we will provide an overview of why mentoring matters, discuss the various forms that mentoring takes, highlight unique mentoring approaches in Minnesota, and offer suggestions on how you can help expand the mentoring movement in your local community. Building community capacity requires a broad set of partners to communicate, collaborative, advocate, collect and use data, and implement strategies that are effective for the community. Ultimate community goals may include implementation of programs, shifts in organizational practice, and implementation of new state or local policies. However, getting to collective actionâ€"the progress along the way towards changeâ€"is also critical, including tangible and intangible elements such as creating: Learn from four communities in various phases of community capacity building about their strategies and practices. Learn about how the coalition started, is sustained, key models or practices, engaging citizens, funding mechanisms, engaging across sectors, and their greatest achievements. Trauma and Policy Rebecca J. Parental incarceration is a powerful adverse childhood experience; recent evidence suggests that 1 in 6 Minnesota youth reports a history of parental incarceration. Parent incarceration dramatically increases risks of poor school attendance, school discipline problems, lower grades, school disconnection, substance use, and mental health problems. Supporting the parent-child relationship is a key strategy for fostering resilience in children affected by incarceration. These partnerships resulted in both immediate zero-cost changes and identification of necessary long-term policy changes, such as child-preferred visiting hours at the Washington County Jail. Changes are designed to strengthen and maintain the parent-child relationship, which is critical for healthy child development. In we learned about 7 different initiatives happening in Minnesota to build mental well-being and resilience. Your contribution is important to create a more powerful Learning Community in

7: Types of Business Models | www.enganchecubano.com

Copying a business model without copying a mental model will lead to disappointing results. You have to change how you think before you can change what you do, and then change what you measure to.

One of the central concepts in the book is systems thinking. Someone born in rural Guatemala is going to have dramatically different life outcomes than if they had been born to a wealthy family in New York City. This has very little to do with them inherently and everything to do with the systems that shape them. One of the concepts central to systems thinking is the idea of levers and leverage points. In any given system at any given time, certain activities at certain times provide more leverage than at others. You need to call them every week. This became obvious to me at a trade show we went to a couple of weeks ago. The system we were trying to understand was how to sell portable bars to event rental companies. Charles Darwin spent 5 years sailing around on the HMS Beagle collecting specimens and making observations about ecosystems around the world. Goals are the things that you really want to achieve, while desires are things you want that can prevent you from reaching your goals. The power of habit formation means that seemingly one-off decisions really lay the groundwork for a pattern of behavior. The compound interest of those decisions have huge implications over the course of a lifetime. Societies that survived thousands of years frequently focused on seemingly absurdly long time horizons. Some Native American societies that lasted for thousands of years framed decisions in terms of how it would affect them 7 generations into the future. That worked out pretty well. However, there are relatively few fundamental principles and mental models that govern even the most complex systems. The entire field of sales and marketing, which has been arguably the biggest driver of economic growth in the last years, can be distilled down into 12 strategies in a page book. The leverage in this case is to change your way of thinking so that you can sit down and do the work. A lot of it. Altering the purpose of a system, can create dramatically different results. The objective of one of our companies is to sell valet equipment. I am passionate about supplying business owners with products that lets them run and grow their businesses in ways that improve their lives and the lives of their team and customers. While the desired outcome selling more valet equipment is the same, reframing the purpose dramatically affects how the system our company works to achieve that outcome. Mark Cuban has said that the difference between most 10 million dollar companies and 1 billion dollar companies is simply market cap. The systems required to successfully grow and run each one are more or less the same. There is an element of Working in the System first here though. I believe leveraging systems effectively is an essential component of entrepreneurship Enter your email below to download the exact Standard Operating Procedures I developed while growing a 7-figure business here, as well as updates about future articles and resources I agree to receive updates.

8: SAGE Books - The Change Management Model

Changing Mental Models: HR's Most Important Task €¢ It is, in fact, possible to uncover and change mind-sets and mental models and to do so.

9: 5 Mental Models For How To Change The Way You Think

The authors suggest creating a new mental box. This is an excellent description and creates a wonderful visual to start thinking about what your current mental box looks like (basically your business model) and what your new mental box could look like.

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