Cascades

How to Create a Movement That Drives Transformational Change

Greg Satell

©2019 by Greg Satell

Adapted by permission of McGraw-Hill Education.

ISBN: 978-1-260-45401-7

Estimated reading time of book: 4–5 hours

Key Concepts

Take these key steps to drive transformational change in your organization:

• Identify a keystone change. This is a concrete, tangible goal that unites diverse stakeholders and

institutions. It smooths the path for future change.

• Make a plan. Determine which stakeholders must be won over before change can occur. Create a

plan to achieve the vision of tomorrow and the keystone change. Base your plan on The Spectrum

of Allies and Pillars of Support frameworks.

• Build a network of small groups, or cascades. Cascades occur most often in small world

networks, which are composed of small groups linked with other small groups. They can become

very powerful when triggered by an event.

• Indoctrinate genomes of value. A shared purpose is more likely to endure when it’s based on

shared values. Successful movements articulate, train, and enforce their shared values.

• Create platforms for participation, mobilization, and connection. Nonviolent change movements

are more successful than violent ones because the barriers to participation are lower. As a result,

they mobilize more activists. The best platforms for mobilization pull people in rather than shame

or coerce people into participating.

• Survive victory. Once a change movement achieves its primary goal, it often disintegrates. A

successful movement survives victory and endures by focusing on its core values. These values

remain constant, even as the movement's goals evolve over time.

Introduction

In the business sector, as well as in the world at large, change is constant. Organizations and movements

that succeed are typically those that embrace transformative change. Making change happen, however,

can be challenging. For many, the process is mysterious. In Cascades, Greg Satell discusses how and

why some transformative change movements are successful, while others fail. He offers a framework for

understanding network

Cascades

How to Create a Movement That Drives Transformational Change

Greg Satell

©2019 by Greg Satell

Adapted by permission of McGraw-Hill Education.

ISBN: 978-1-260-45401-7

Estimated reading time of book: 4–5 hours

Key Concepts

Take these key steps to drive transformational change in your organization:

• Identify a keystone change. This is a concrete, tangible goal that unites diverse stakeholders and

institutions. It smooths the path for future change.

• Make a plan. Determine which stakeholders must be won over before change can occur. Create a

plan to achieve the vision of tomorrow and the keystone change. Base your plan on The Spectrum

of Allies and Pillars of Support frameworks.

• Build a network of small groups, or cascades. Cascades occur most often in small world

networks, which are composed of small groups linked with other small groups. They can become

very powerful when triggered by an event.

• Indoctrinate genomes of value. A shared purpose is more likely to endure when it’s based on

shared values. Successful movements articulate, train, and enforce their shared values.

• Create platforms for participation, mobilization, and connection. Nonviolent change movements

are more successful than violent ones because the barriers to participation are lower. As a result,

they mobilize more activists. The best platforms for mobilization pull people in rather than shame

or coerce people into participating.

• Survive victory. Once a change movement achieves its primary goal, it often disintegrates. A

successful movement survives victory and endures by focusing on its core values. These values

remain constant, even as the movement's goals evolve over time.

Introduction

In the business sector, as well as in the world at large, change is constant. Organizations and movements

that succeed are typically those that embrace transformative change. Making change happen, however,

can be challenging. For many, the process is mysterious. In Cascades, Greg Satell discusses how and

why some transformative change movements are successful, while others fail. He offers a framework for

understanding network

Cascades

How to Create a Movement That Drives Transformational Change

Greg Satell

©2019 by Greg Satell

Adapted by permission of McGraw-Hill Education.

ISBN: 978-1-260-45401-7

Estimated reading time of book: 4–5 hours

Key Concepts

Take these key steps to drive transformational change in your organization:

• Identify a keystone change. This is a concrete, tangible goal that unites diverse stakeholders and

institutions. It smooths the path for future change.

• Make a plan. Determine which stakeholders must be won over before change can occur. Create a

plan to achieve the vision of tomorrow and the keystone change. Base your plan on The Spectrum

of Allies and Pillars of Support frameworks.

• Build a network of small groups, or cascades. Cascades occur most often in small world

networks, which are composed of small groups linked with other small groups. They can become

very powerful when triggered by an event.

• Indoctrinate genomes of value. A shared purpose is more likely to endure when it’s based on

shared values. Successful movements articulate, train, and enforce their shared values.

• Create platforms for participation, mobilization, and connection. Nonviolent change movements

are more successful than violent ones because the barriers to participation are lower. As a result,

they mobilize more activists. The best platforms for mobilization pull people in rather than shame

or coerce people into participating.

• Survive victory. Once a change movement achieves its primary goal, it often disintegrates. A

successful movement survives victory and endures by focusing on its core values. These values

remain constant, even as the movement's goals evolve over time.

Introduction

In the business sector, as well as in the world at large, change is constant. Organizations and movements

that succeed are typically those that embrace transformative change. Making change happen, however,

can be challenging. For many, the process is mysterious. In Cascades, Greg Satell discusses how and

why some transformative change movements are successful, while others fail. He offers a framework for

understanding network

**Diversity Beyond Lip Service**

**A Coaching Guide for Challenging Bias**

La’Wana Harris

©2019 by La’Wana Harris

Adapted by permission of Berrett-Koehler Publishers

ISBN: 9781523098675

Estimated reading time of book: 2-3 hours

**Key Concepts**

There are six key steps to promote diversity and inclusivity:

* *Commit to courageous action:* Decide what you want to do and set a deadline.
* *Open your eyes and ears:* Ask yourself who and what you are overlooking.
* *Move beyond lip service:* Raise the bar on what inclusivity means.
* *Make room for controversy and conflict:* Be prepared for fear and discomfort.
* *Invite new perspectives:* Stay aware of others’ viewpoints.
* *Tell the truth even when it hurts:* Be honest with yourself about your own biases.

**Introduction**

In most modern workplaces, white males hold the majority of the power and privilege. While many diversity and inclusion models focus on what those on the outside of the power structure can do to increase inclusivity, La’Wana Harris states in **Diversity Beyond Lip Service: A Coaching Guide for Challenging Bias** that for a program to be effective, we must teach those with the power to use it on behalf of others. This is the basis for her coaching model.

**We Hired Some Minorities, Some Women, and People with Disabilities; Isn’t That Enough?**

Many companies hire members of traditionally disenfranchised groups so that they can tout the diversity of their workforce. The top members of these companies believe that hiring a few “diverse” employees is enough. However, this strategy typically backfires, causing employees to feel devalued when things continue according to the status quo. For diversity hiring to be successful, it must include a thoughtful inclusion plan that encourages new mindsets and allows new hires to use their unique skills and perspectives.

**The Problem of Privilege: Does Diversity Mean I Lose Mine?**

For diversity and inclusion to become a reality, those with privilege must be involved. However, many privileged individuals fear losing the power that privilege has given them and feel discomfort discussing inclusion. Others are open to confronting these topics, but are still unsure how to move forward and use their privilege for nobler purposes. To effect systematic change, members of all groups must feel safe candidly discussing their experiences with privilege and bias. This way, those with power can understand how bias affects their decisions and learn to use their privilege for the good of everyone.

**Coaching + D&I = △Behavior**

Many businesses provide inclusivity training, but this rarely results in real change. Diversity and inclusion coaching on an individual level is the best way to overcome resistance and make inclusion a reality by focusing on three principles:

* Confronting *unconscious bias*
* Making *conscious choices* to override those biases
* Taking *courageous action* that goes against the status quo

The following six sections outline the six steps of the COMMIT coaching model.

**Commit to Courageous Action**

To *commit to courageous action*, organizations must commit to examining the root causes of inequality and working to overcome them by doing the following:

* Challenge the status quo by creating clear goals and a well-defined strategy, and execute the plan at every level.
* Be open about your starting point. If your level of inclusion is not where you want it to be, own that truth and work to change it.
* Clarify and define what inclusivity means for your organization.
* Hold everyone accountable for achieving inclusion-related goals by tracking and incentivizing these goals just as you would any other business objective.

**Open Your Eyes and Ears**

Many women and minorities experience microaggressions or other biased and discriminatory acts in the workplace. Unfortunately, these issues are often swept under the rug; most people want to believe that they don’t have any personal bias or blame women and minorities for not fitting into the existing culture. The first step in combatting these behaviors is noticing them; then you can learn to recognize that microaggressions and other forms of discrimination are based on stereotypes, not universal truths, and begin to change your thinking.

**Move Beyond Lip Service (Sharing Power is Harder—and Easier—Than You Think)**

It isn’t unusual for organizations and executives to state that they recognize the need for equality. However, to move beyond this *lip service* approach, they must support words with actions:

* Be vocal about your thoughts and opinions on diversity and inclusion.
* Make an effort to learn more about being a good advocate for disenfranchised populations.
* Share the things that you learn with others.
* Start conversations instead of waiting for others to take the first step.

**Make Room for Controversy and Conflict (You *Can* Talk about This at Work)**

Increasing diversity means inviting a variety of opinions and values. While your first instinct might be to avoid conflict, this approach is counterproductive. Instead, your goal should be to explore this conflict and learn from it. One of the best ways to navigate conflict is to create safe spaces where employees can share their thoughts, feelings, and experiences regarding diversity and inclusion. However, be prepared to redirect conversations when heated emotions begin taking over the conversation.

**Invite New Perspectives**

If everyone on your team agrees on every decision, this could indicate that the group lacks a diversity of perspectives. However, if you approach each individual with a genuine curiosity about their unique experiences and way of thinking, you can tap into new and valuable ideas. Some way to do this include

* rewarding people for giving honest opinions,
* listening actively with an eye toward cultural differences and preferences, and
* taking risks by asking new questions and trying things you’ve never done before.

**Tell the Truth Even When it Hurts**

Our society creates and promotes systemic bias; institutions and their policies are designed so that the most powerful group continues to succeed at the expense of others. For this reason, most of us have beliefs and attitudes, both conscious and unconscious, that perpetuate this system. Recognizing these beliefs within yourself can be a difficult and even painful experience, but the first step to overcoming harmful beliefs is recognizing and confronting them, both at the individual and organizational levels. Then, you can begin asking important questions aimed at making your attitudes and policies more inclusive.

**What’s in It for Everyone: Where Inclusion Can Take Your Life, Your Career, and Your Company**

One of the best ways to encourage diversity and inclusion is by focusing on how it can benefit everyone, not just disenfranchised groups:

* Studies show that diverse organizations outperform those that are more homogenous.
* Gaining the insights of those different from you can benefit your career by expanding your ideas and growing your ability to contribute to your organization.
* Exposure to diversity can help you get more out of your entire life by allowing you to connect with a variety of people and experiences.

These are just a few ways that diversity and inclusion can enrich your career and life.

**About the Author**

**La’Wana Harris** is a Certified Diversity Executive and an ICF Credentialed Coach who has created diversity and inclusion awareness programs, cultural competence programs, and overall integrated management solutions. She had conducted trainings around the world, including the United States, Canada, Europe, Asia, and South Africa, throughout her career as a global leadership development professional.