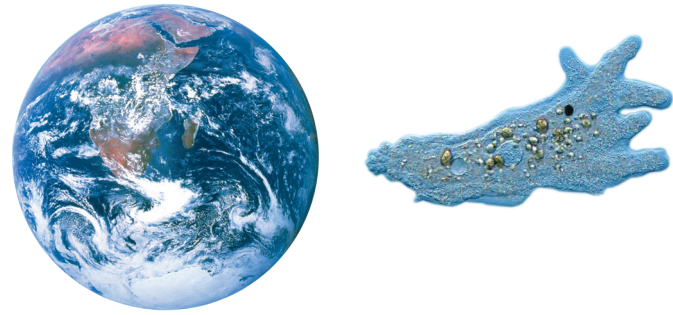


VMCL: Build an Adaptive Organization

V VISION: concise, measurable future state or goal*



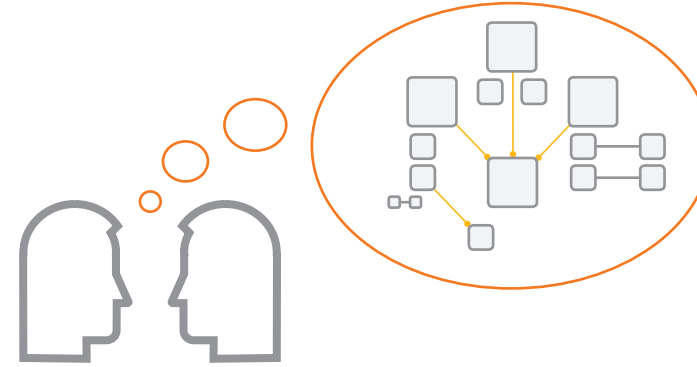
Biodiversity

M MISSION: simple rules, known by all, that in repetition lead to vision*

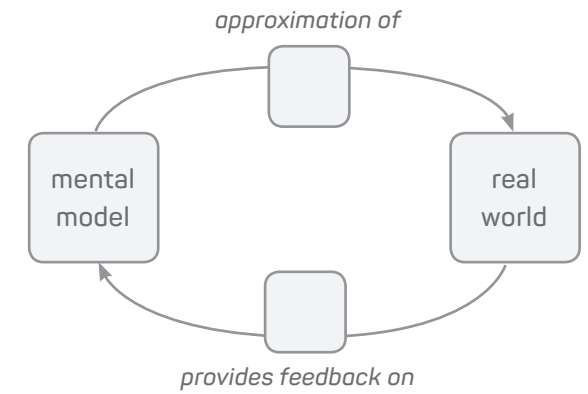


Go forth and multiply

C CULTURE & CAPACITY: shared mental models that support vision, mission and management of mission critical systems*



L LEARNING: constant adaptation based on feedback from the real world*



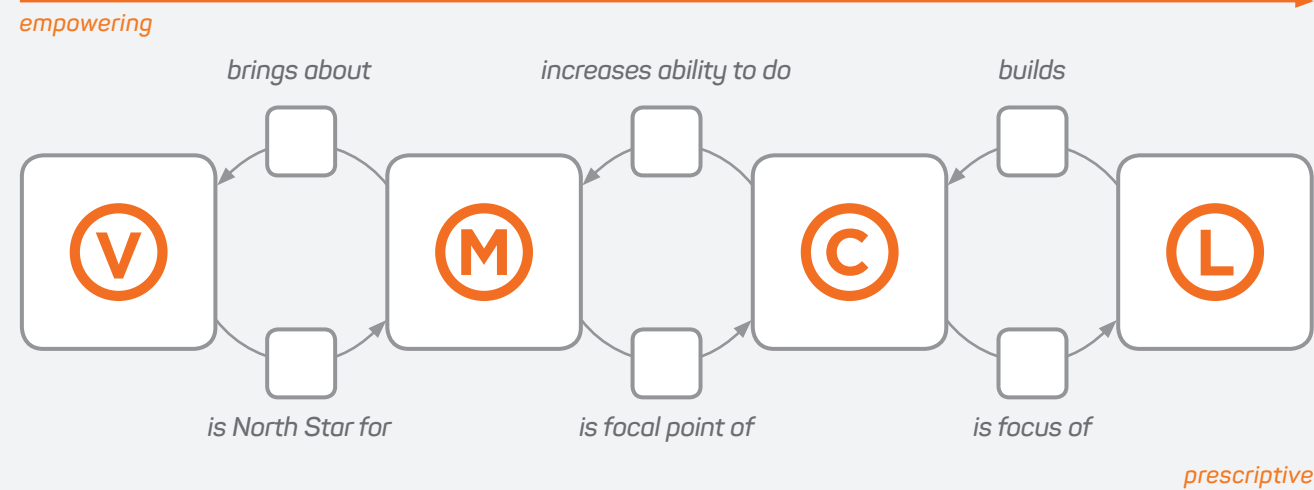
Mental model describes, predicts, and leads to behavior in the real world. Real-world consequences inform adaptation, viability, and competition among models.

* See 10 tests for designing and assessing your vision-mission in *Systems Thinking Made Simple*

* See 3 Things Systems Thinkers Do Infographic and *Systems Thinking Made Simple*

VMCL: Components

Vision, Mission, Capacity & Culture, & Learning are the design principles for the modern organization.

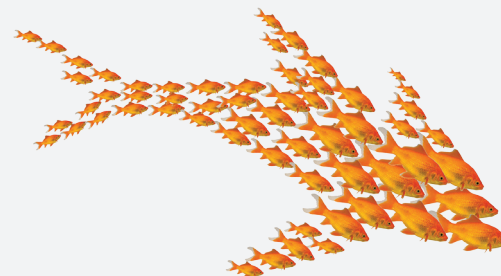


VMCL is empowering because it tells you what to focus on if you don't know what to do. LCMV is prescriptive because it tells you what to do next.

From SUPERORGANISM to SUPERORGANIZATION

Organizations are complex adaptive systems (CAS). Those that adapt, thrive. We can learn a lot from the self-organizing CAS found in nature (e.g., bird flocks of thousands can turn in sync in a single instant). Scientists call them super-organisms because many independent agents behave as one. These agents follow simple rules, learn from the environment, and adapt their behavior accordingly.

VMCL is a model that shows us how to design and lead a superorganization.



NOT VISION MISSION FRIENDLY

VISION MISSION FRIENDLY

Change Archetypes

NAYSAYERS

Oppositional
Intransigent
Misinformed
Status quo
Combative

Motivated by
oppositional
defiance

FENCE SITTERS

Passive
Tentative
Bystanders
Undecided
Skeptical

Motivated by
strategic or ritual
compliance

SUPPORTERS

Missionaries
Passionate
Excited
Reliable
Doers

Motivated by ex-
trinsic and intrinsic
factors

THOUGHT LEADERS

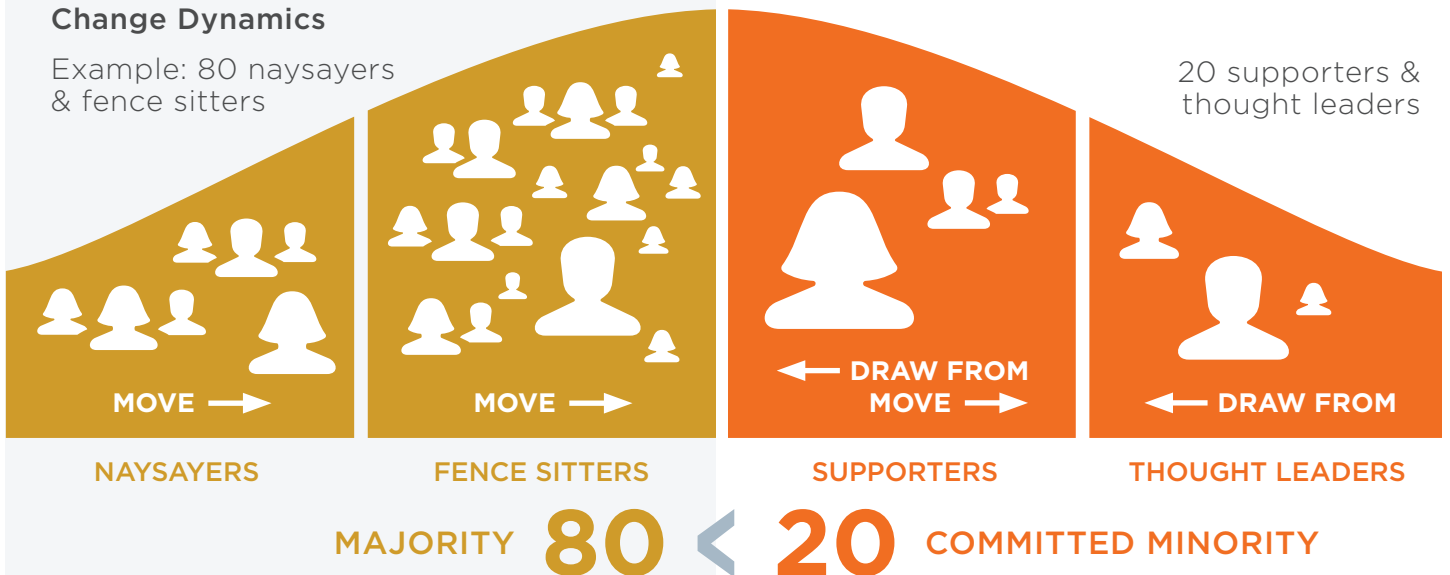
Visionaries
Evangelists
Invested
Risk takers
Doers/Leaders

Motivated mostly by
intrinsic factors

Change Dynamics

Example: 80 naysayers
& fence sitters

20 supporters &
thought leaders



NAYSAYERS

FENCE SITTERS

SUPPORTERS

THOUGHT LEADERS

MAJORITY **80** < **20** COMMITTED MINORITY

Organizational Change Strategies



Ignore, or
redirect their
negative
energy

Help them
to see the
Vision and
Mission

Show
party photos/
withhold
incentives

GET THEM TO SEE VISION & MISSION

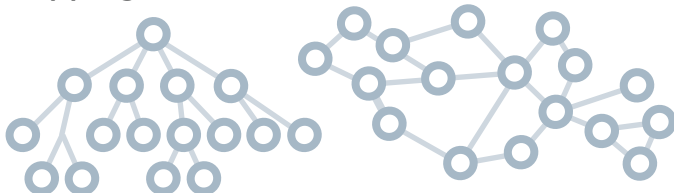


All incentives, rewards,
and training go here

Show them the
love. Give them what
they want/need.
Let them run.

GET THEM INVOLVED IN VISION & MISSION
AND CULTURE & LEARNING

Tipping Points



Our mental models of organizational structure are usually based on hierarchical org charts. But organizations are made up of independent actors with individual motivations, goals, and influence.



Making a cat video go viral requires different processes than making a paradigm shift go viral. Committed minorities lead to tipping points in learning curve-based paradigm change.



ThinkWater is a national campaign supported by the U.S. Department of Agriculture to help people of all backgrounds and ages think and care deeply about water. It does so by applying systems thinking to existing water education and research efforts and by actively engaging people in a new way around water issues. Our Mission-Vision is to Engage, Educate and Empower 7 Billion Systems Thinkers to solve wicked water problems. Funded by NIFA-USDA Agreement No. 2015-68007-23213

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