



### STAGES OF CHANGE

	Maintenance of Institution Oriented Systems	Awareness	Exploration	Transition	Emerging New Fundamentals	Predominance of New Community-Based Systems
<b>SHARED PRINCIPLES AND NORMS</b>	Assumption: Activity Oriented Norm: Competition; Top Down Style	Become conscious of dysfunctional norms	New norms consciously used in designing projects or programs	Spotty applications used in designing projects or programs	Leaders attend to congruence of actions with new norms and assumptions	Assumption: Results Oriented Norm: Flexible, Adaptive, Inclusive
<b>VISION AND GOALS</b>	Focus on short-term successes and strategies	Recognition of need for a vision & goals within organizations	Continued shared vision development seen as a major force of change	Continued shared vision development seen as a major force of change	Continued shared vision development seen as a major force of change	Continual attention to public involvement in dynamic systems
<b>STAKEHOLDER ROLES</b>	Leaders, professional staff primarily involved in decision making	Beginning recognition of the diversity of stakeholder involvement	Structured efforts to gather citizen and other stakeholder input	Community residents becoming very vocal & involved in shaping vision	Emerging comfort with each other as equal partners	Continual attention to public involvement in dynamic systems
<b>PROJECTS, PROGRAMS AND INITIATIVES</b>	Built on narrowly focused organizational norms	Discussion of cross-agency projects with similar visions	Projects begin connecting short-term results with long-term vision	Projects comfortably link short-term and long-term results	Projects become a way to change standard operating mode of agencies	Assumption-based initiatives develop from projects
<b>HUMAN CAPACITY BUILDING</b>	Job training programs narrowly focused and/or outdated Limited or unfocused volunteerism philanthropy	Discussion of cross-agency projects with similar visions	Networking within/across current systems and groups encourages as a way to build capacity	More community-based ways to learning & doing becoming evident	Human resources increasingly utilized on a regular basis Committed corps of volunteers emerges	Volunteerism and philanthropy are leveraged to keep formal and informal systems flexible, dynamic
<b>GOVERNANCE / LEADERSHIP</b>	Individual community members expected to implement but not make key policy decisions	Collaborative initiatives discussed, issues of their governance explored	More people from community invited to participate in key policy meetings and give input	New stakeholders invited to give input and make decisions Decisions made about new roles & responsibilities	Decisions made about how to hold each other accountable Emerging comfort with new roles & responsibilities	Decisions made about how to hold each other accountable Emerging comfort with new roles & responsibilities
<b>COMMUNICATION / NETWORKING</b>	Inform public after decisions are made and/or effort is moving forward One way communication	Recognize that early communication with holders is critical	Monitor successes and problems in new communications, networking methods	Communication patterns begin to develop that broaden dialogue and support community-based ideas	Two-way communication strategy is in place with active participation from diverse stakeholders	Developing internal capacity for generating assets and external supporting collaborations
<b>FINANCIAL RESOURCES</b>	Emphasis on bringing in outside resources Resources used to support what has been done in the past	Recognize that early communication with stakeholders is critical	Looking at social assets of community for resources (traditional assets & funding group)	Special funds strategically used to solidify new ways of operating	Developing internal capacity for generating assets and external supporting collaborations	Developing internal capacity for generating assets and external supporting collaborations

Based on "Using a Systems Change Approach to Building Communities" by Beverly Parsons, InSites, Boulder Co.