

### Managing Complex Change Matrix

Vision & strategy	Supportive Administration	Capacity & resources	Work structures	Relationships & social norms	Shared influence	Orientation to improve	RESULTS
							IMPACT
							CONFUSION
							INACTION
							FRUSTRATION
							LACK OF SUSTAINABILITY
							FRICTION
							BURNOUT
							NO CHANGE

- To use the matrix to manage complex change, first consider data connected to the leadership conditions in the top row. Which conditions are strongest, and which are weakest? If all conditions are strong, then it's likely that the change will have the intended positive impact.
- The column on the far right describes obstacles to leadership that often arise when there are gaps in the leadership conditions on the top row of the matrix. For example, when there is a gap in clear work structures, there is often a lack of sustainability for the intended change. A gap in shared influence can lead to burnout for the small group leading the change.
- Work with your data and your team to use either the descriptions in the last column or the conditions in the top row to determine your focus. Consider starting with improvement on one of the leadership conditions in the top row, even if you determine there are multiple gaps in impact.