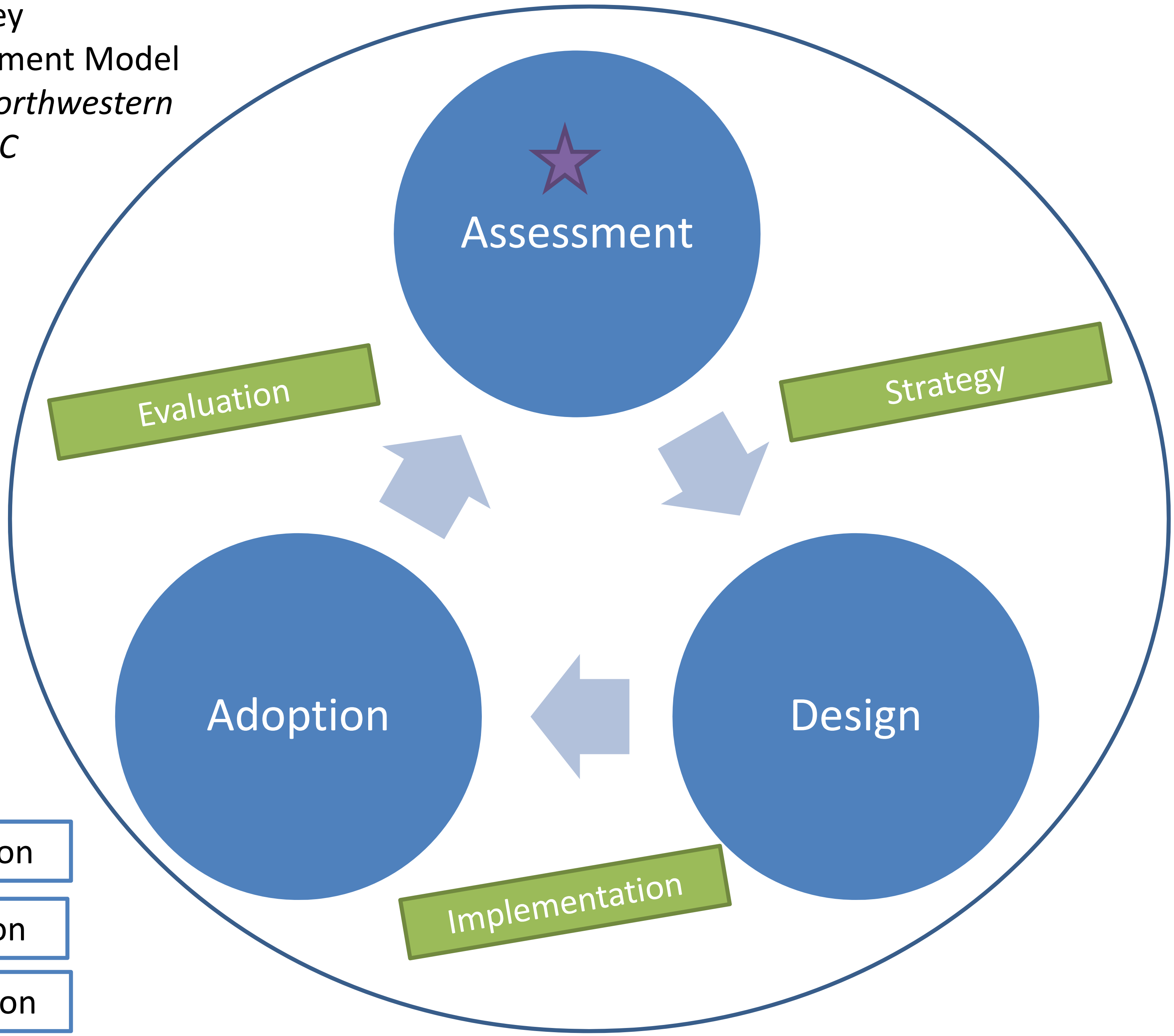
Kristine McKinney
Change Management Model
Adapted from Northwestern University MSLOC



Content Reflection

Process Reflection

Premise Reflection

A framework for understanding "VUCA"[1]

+	***Complexity*** **Characteristics:** The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process. **Example:** Your firm does business with clients in many countries, all with unique regulatory environments and cultural values. **Approach:** Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.	***Volatility*** **Characteristics:** The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available. **Example:** Profitability fluctuates after a large group of partners leave the firm. **Approach:** Build in slack and devote resources to preparedness – for instance, train talent in process improvement or overbuy talent. These steps are typically expensive; your investment should match the risk.
HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?		
-	***Ambiguity*** **Characteristics:** Causal relationships are completely unclear. No precedents exist; you face "unknown unknowns." **Example:** Your organization pursues a merger to gain expertise outside your existing core competencies and outside your current markets. **Approach:** Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.	***Uncertainty*** **Characteristics:** Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given. **Example:** A competitor enters your market and muddies the future of your client base and talent pool. **Approach:** Invest in information – collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.
	- **HOW MUCH DO YOU KNOW ABOUT THE SITUATION**	+

[1]Adapted by K. McKinney for the legal industry from https://hbr.org/2014/01/what-vuca-really-means-for-you