



BY
TOM SUDDER

A FOR IMPACT MONOGRAPH ON CHANGE

*“BE the **CHANGE** you want to see in the world.”*

—Gandhi

*“**EVERY** organization needs to **ABANDON** almost **EVERYTHING** that it does.”*

—Peter Drucker

*“**EVERY** organization is **PERFECTLY DESIGNED** to get the **RESULTS** they are getting.”*

—Tim Kight

*Dear Mavericks, Social Entrepreneurs, Change Agents,
For Impact Leaders (and wannabees),*

CHANGE (THE) RULES!!!

*The title of this **FOR IMPACT** monograph on **CHANGE** comes from my good friend Dick Celeste, President of Colorado College. Dick is a former Rhodes Scholar, former Governor of Ohio, former Ambassador to India, and currently a great father and grandfather.*

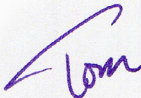
CHANGE (THE) RULES is a little play on words. In this generation's lexicon, 'RULE' is a good thing. So, yes, **CHANGE** does 'RULE'.

*At the same time, in order to really **CHANGE** something (yourself, your organization, the world), you also have to **Change THE Rules**.*

*Paul Arden, in his wonderful little book *It's Not How Good You Are, It's How Good You Want To Be*, speaks for a multitude of entrepreneurs and change agents when he says,*

"You can't solve the problem if you're playing by the RULES."

*I believe it's much stronger than that. **THERE ARE NO RULES...** at least when it comes to trying to solve important social problems, health problems, or education problems.*



CHANGE (THE) RULES INTRODUCTION

As every parent or grandparent knows, the only person who really, really likes **'CHANGE'** is a wet baby; but here are three quotes to help you begin the process.

1. ***"BE the CHANGE you want to see in the world."***

—Gandhi

Gandhi's eponymous quote is on everything from t-shirts to coffee mugs to bumper stickers. The power of this quote is around the word 'BE'... which translates to 'DO'.

CHANGE is up to us. Some of you reading this can actually **CHANGE THE WORLD**, especially leaders of **CHANGE ORGANIZATIONS**. All of us have the ability to **CHANGE OUR WORLD**, our health, our income, our relationships, our lives.

2. ***"EVERY organization needs to ABANDON almost EVERYTHING that it does."***

—Peter Drucker

The man has written what seems like hundreds of books and thousands of articles. This is surely one of my favorite quotes. Notice that Mr. Drucker didn't even use the word **CHANGE**. He said **'ABANDON'**. He also didn't talk about kaizen or tweak. He said (almost) **EVERYTHING**.

Again, I would bring you back to the idea of breaking some **RULES**, especially if those rules are merely constraints on thinking differently.

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3. ***“Every organization is **PERFECTLY DESIGNED** to get the **RESULTS** they are getting.”***

—Tim Kight

Tim Kight is a friend and truly brilliant thinker. His quote is so obvious, yet always generates an AHA! moment.

If we're not happy with current results or outcomes or the situation... we need to **CHANGE** the **DESIGN** of what created the result.

I'm assuming that if you're trying to **change** 'THE' world or 'YOUR' world, you're kind of busy. I've tried to keep this short, grab your attention with some quotes and stories, and share some high-level thinking around **CHANGE** from some really smart people. I sincerely hope this will help you 'BE' and 'DO'. Finally remember these musings from some ancient Zen dude.

“To hear is to forget.

To see is to remember.

To DO is to KNOW.”

Then some guy in another cave responded:

“To KNOW and not to DO is not to KNOW.”

Following this Introduction are three pages of quotes to help you get started with the whole process of **CHANGE**.

Special Note:

The Greek letter DELTA Δ is a symbol for **CHANGE**. This triangle or pyramid is also the primary icon of our **FOR IMPACT** Identity, Models and Framework. For what it's worth...

CHANGE (QUOTES)

*“BE the **CHANGE** you want to see in the world.”*

—Gandhi

*“**EVERY** organization needs to **ABANDON** almost **EVERYTHING** that it does.”*

—Peter Drucker

*“**EVERY** organization is **PERFECTLY DESIGNED** to get the **RESULTS** they are getting.”*

—Tim Kight

*“Insanity is doing the **SAME THING** over and over again and expecting different **RESULTS**.”*

—Albert Einstein

*“If you don’t like **CHANGE**, you’re going to like **IRRELEVANCE** even less.”*

—General Erik Shinseki

*“We don’t need **COINS**. We need **CHANGE**.”*

—Sign in a Window
in the ‘Short North’

*“**BEGGING** for ‘change’ ... or ‘begging’ for **CHANGE**.”*

—Robert Egger

*“**CHANGE** is one thing. **PROGRESS** is another.”*

—Bertrand Russell

*“It’s often easier to **KILL** an organization than **CHANGE** it in any significant way.”*

—Kevin Kelly

*“It’s the **END OF THE WORLD** as we know it ... and I feel fine.”*

—R.E.M.

*“I get up every morning determined to both **CHANGE THE WORLD** and to have one hell of a good time. Sometimes, this makes planning the day difficult.”*

—E. B. White

*“**LEADERS** can’t help but **CHANGE** the present, because the present isn’t good enough.”*

—Marcus Buckingham

“If it ain’t broke, break it.”

—Entrepreneurial Mavericks

*“**CHANGE** is the act of perceiving similarity among disparate things.”*

—Henry James

*“We have to be prepared for **CHANGE**.”*

—Santiago in The Alchemist

*“**SELLING** has become more complicated, competitive and complex ... thus the need for **DRAMATIC CHANGE!** We will not survive by just tinkering with the **RULES** of the **OLD GAME**. We need to **CHANGE** the entire **GAME**.”*

—Larry Wilson

*“You can’t solve a **PROBLEM** if you are playing by the **RULES**.”*

—Paul Arden

“THERE ARE NO RULES.”

—Tom Suddes

“CHANGE is inspired best by **EMOTIONAL APPEALS**, rather than factual statements.”

—Edward Bernays

“If it doesn’t kill us, it makes us stronger!”

—Nitschke

“If people in organizations can’t CHANGE, the organization will die.”

—John Byrne

“People CHANGE habits when the pain in their current situation exceeds their perceived pain of adopting a new possible solution. I call that the ‘CHANGE Function’. It may seem simplistic. It’s supposed to be.”

—Pip Coburn

“CHANGING the behavior of people isn’t just the biggest challenge in healthcare, it’s the most important challenge for business and organizations trying to compete in a turbulent world.

The central issue is never strategy, structure, culture or systems. The core of the matter is always about CHANGING THE BEHAVIOR OF PEOPLE.”

—John Cotter, Professor
Harvard Business School

“It’s easier to change PEOPLE than to CHANGE people.”

—Kets de Vries
(via Tom Peters)

STORIES (ON) CHANGE

Have you ever visited the Great Barrier Reef?

On the inner (leeward) side of the reef, there are NO waves, NO turbulence and NO '**CHANGE**'.

All of the colorful fish, the beautiful coral and the amazing plants are on the ocean (windward) side of the reef... where they are hammered every day with crashing waves, intense turbulence and '**CHANGE**'.

Here are 3 stories to help you with this whole idea of **CHANGE**.

1. **ITALY & SWITZERLAND**

In the 15th Century, Italy was immersed in chaos, war, bloodshed, terror... and '**CHANGE**'. It produced da Vinci, Michelangelo, Brunelleschi... and the **RENAISSANCE**.

Around the same time, SWITZERLAND experienced hundreds of years of peace, consistency, sustainability and no (zero, none, nada, nil) '**CHANGE**'. It produced the **CUCKOO CLOCK**.

2. **"IL SOLE NO MUOVE"**

Forty years before Nicholas Copernicus revolutionized the world view, Leonardo da Vinci said, "**THE SUN DOES NOT MOVE.**" Both Copernicus and da Vinci were born on a flat, unmoving planet in the center of the universe, around which the 'SUN CIRCLED'.

A century after their deaths, that same planet was a rotating sphere orbiting around the sun somewhere in a universe too fast to even have a center! The church tried to suppress this as heresy. All of the best 'THINKERS' of the times thought this concept absurd.

The planet/solar system did not '**CHANGE**', but the paradigm for understanding it had been turned inside out.

3. **MONKEY NUTS and BERRIES**

My good friend, Jim Mahoney (Battelle for Kids), tells this wonderful story:

It's pretty easy to catch monkeys in the jungle. You just carve out the inside of a coconut with a small hole in the top, fill the coconut with NUTS and BERRIES, and attach the coconut to a stake or a tree.

The monkey comes along, sticks its hand inside the coconut, and grabs a handful of nuts and berries. The monkey will be there when you get back. Guaranteed. WHY? Because it will NOT let go of the NUTS and BERRIES. Therefore, it cannot get its FIST out of the coconut.

There you have it. Stories about crashing waves and intense turbulence... chaos, war, terror... willingness to think differently, change the paradigm about the universe... and letting go of your nuts and berries.

Here's my own short final story on CHANGE:

I won a trip around the world. While visiting India, I actually saw those famous 'sacred cows'. I also learned that once they got too old or useless, they were shipped across a neighboring border and turned into HAMBURGER!

We need to learn how to turn our SACRED COWS into HAMBURGER... to let go our nuts and berries and rid ourselves of a lot of proverbial BAGGAGE (STEAMER TRUNKS?) that are making it so hard to move/change.

CHANGE (THE WAY YOU) THINK

“CHANGE your THOUGHTS and you can CHANGE the world.”

—Norman Vincent Peale

“The world we have created is a product of our THINKING.”

—Albert Einstein

“When you change your THINKING, you change your BELIEFS.

When you change your BELIEFS, you change your EXPECTATIONS.

When you change your EXPECTATIONS, you change your ATTITUDE.

When you change your ATTITUDE, you change your BEHAVIOR.

When you change your BEHAVIOR, you change your PERFORMANCE.

When you change your PERFORMANCE, you change your LIFE.”

—John Maxwell

CHANGING the way we **THINK** is one our most important challenges.

Almost everything about the concept of ‘CHANGE’ begins with **CHANGING** the way you **THINK**.

Dr. Peale and the former Postman, Big Al, both say it in different ways. John Maxwell, prolific author, takes you from **CHANGING** the way you **THINK**... to **CHANGING** your **LIFE**.

“YOU ARE WHAT YOU *THINK* ABOUT.”

—Earl Nightingale

This is one of the most profound ‘*THOUGHTS*’ (pun intended) ever recorded.

Earl Nightingale is the father of personal development. Written in 1956, his book, *THE STRANGEST SECRET*, was the seed from which the personal development industry grew.

When Earl was 35 years old, he recorded this short message for a small group of salesmen one Saturday morning. The message had such a positive *IMPACT* that everyone wanted copies to share with their friends and family. Earl arranged with Columbia Records to duplicate this record and ultimately received a Gold Record for sale of a million copies. (This is in the 1950’s!)

Here is *THE STRANGEST SECRET*:

“YOU ARE WHAT YOU *THINK* ABOUT.”

I want to summarize this message, but it’s only **19 small pages** and takes only 30 minutes to read or to listen to the audio. *Just order your own copy.*

Remember: “We *BECOME* what we *THINK* about.”

As a **FOR IMPACT** Leader or Social Entrepreneur...

WHAT IF... all you **think** about is your Vision, your Impact,
your Mission, your Message, your Meaning, your Purpose,
your Priorities, your Productivity???

Any difference?

Same way in LIFE.

If all we **think** about is the 'BAD STUFF'... there's no room left to focus
on the 'GOOD STUFF'.

N.B. "IMPACT = INCOME!"

I swear it's in there! Earl calls it the LAW OF MUTUAL EXCHANGE.

To help CHANGE the way you **THINK**...

*“We become what we **THINK** about.”*

— Earl Nightingale (The Strangest Secret)

*“Through his **THOUGHTS**, man holds the key to every situation.”*

— James Allen (As A Man Thinketh)

*“All the resources we need are in the **MIND**.”*

— Theodore Roosevelt

*“We have 60,000 **THOUGHTS** a day.*

However, 95% are the same ones we had yesterday.”

— Deepak Chopra

*“The world we have created is a product of our **THINKING**.”*

— Albert Einstein

*“There is nothing either good or bad except that **THINKING** makes it so.”*

— Shakespeare

*“As one **THINKETH** in his heart, so is he.”*

— The Prophet David

*“I **THINK**... therefore I am.”*

— René Descartes

*“First with the **HEAD**... then with the **HEART**.”*

—Hoppe to Peekay (The Power of One)

*“Well, I come down in the morning and I take up a pencil and I try to **THINK**.”*

—Hans Bethe (Physicist)

*“Great men are those who see that **THOUGHTS** rule the world.”*

—Emerson

*“Men simply don’t **THINK**.”*

—Albert Schweitzer

*“**THINKING** is hard work. It’s why so few people do it.”*

—Henry Ford

Alan Deutschman expanded his provocative *Fast Company* cover story (May 2005) into a full-length book called **CHANGE OR DIE**.

Given real choices in matters of LIFE or DEATH, scientifically studied odds are **9 to 1 AGAINST CHANGE!**

That's right. This is the 'fact' that got Deutschman started on his two-year project:

- **90%** of patients with severe heart disease fail to **CHANGE** their own lifestyles... even after their doctor tells them that they're in a "**CHANGE or Die**" situation!
- 600,000 people have bypasses every year and 1.3 million heart patients have angioplasties, all at a total cost of around **\$30 Billion**. These procedures are temporary but rarely prevent future attacks or prolong life. However, the patient could avoid the return of pain and the need to repeat the surgery by switching to a healthier lifestyle. However, after two years, **90%** of these patients have **not changed** their lifestyle!
- The HEALTHCARE industry consumes almost **\$2 Trillion a year** in the U.S. alone. (15% of our gross domestic product.) **80%** of this healthcare **budget** is consumed by five behavioral issues... too much **smoking, drinking, eating and stress, and not enough exercise**.

Obviously, this "**CHANGE or Die**" thing is not just some touchy, feely, catchy, pithy 'BOOK TITLE'. We're talking some serious '**CHANGE**', pun intended.

We know the cause of these PROBLEMS, and we know the SOLUTIONS.
Yet, people won't, don't **CHANGE**.

By the way, it's not just life or death. Studies have found that **six weeks** into the New Year, **80% of people** had already broken their New Year resolutions (or can't even remember them anymore)! A National Institute for Health study found that **97%** of people who lose weight wind up gaining it all back within five years!

So if this "**CHANGE or Die**" thing isn't working... what does??? Read On.

There is an alternative. **CHANGE TO LIVE.**

Dr. Dean Ornish, a Professor of Medicine at the University of California in San Francisco and founder of Preventative Medicine Research Institute, has actually figured out a way for heart patients to **CHANGE**. He says,

*“Providing health information is important but not sufficient.
We need to bring in the PSYCHOLOGICAL, EMOTIONAL and
SPIRITUAL dimensions that are so often ignored.”*

Ornish’s HOLISTIC PROGRAM actually reverses heart disease without surgery or drugs. A three-year Mutual of Omaha Study found that 77% of his patients have stuck with their lifestyle CHANGES and avoided bypass or angioplasties surgery!

N.B. Mutual of Omaha saved **\$30,000 per patient**, a little over **\$7M**, as well!

Ornish basically re-casts the reasons for **CHANGE**:

“JOY OF LIVING beats the daylights out of FEAR OF DEATH.”

Ornish helps convince people that they can feel better, not just live longer... and enjoy things that make daily life pleasurable.

Stop for a moment and realize how much this applies to everything we do.

It’s about the POSITIVE vs. the NEGATIVE.

It’s about EMOTION, INSPIRATION, VISION.

And, it’s about our ATTITUDE.

Conventional wisdom says that crisis is a powerful motivator for CHANGE. Obviously, since severe heart disease or health-related matters are the most serious of personal crisis, that doesn’t seem to motivate.

JOY IS A MORE POWER MOTIVATOR THAN FEAR.

‘FEAR of death’ doesn’t work. ‘JOY OF LIVING’ does.

John Cotter, Harvard Business School Professor, adds this insight: Behavior **CHANGE** happens mostly by speaking to people’s FEELINGS. In highly successfully **CHANGE** efforts, people find ways to help others see the problems or solutions in a way that influence EMOTIONS, **not just thought**.

For what it’s worth:

I believe STORIES and NARRATIVES are the best ways to make **emotional appeals**. FACTS are just FACTS. STORIES **CHANGE** our framework and our **THINKING**.

Mr. Attitude and Master Motivator Zig Ziglar says it this way:

“We buy with our HEARTS (emotion) and justify with our MINDS (logic).”

P.S. Cotter also believes in short-term wins. It’s important to identify, achieve and celebrate some quick, positive results! Victories nourish faith in the **CHANGE** EFFORT, and emotionally reward the people involved, keep the critics at bay, and build momentum!

One of the most powerful lessons from Ornish’s work is that RADICAL SWEEPING CHANGES are easier and faster to make... and sustain.

People who make moderate changes in their diet get the worst of both worlds. Deprived and hungry because they aren’t eating what they want, they also aren’t making enough changes to quickly improve how they feel.

Ornish's tough program sees quick and dramatic results, including actually reporting a 91% decrease in frequency of chest pains in the first month!

This RADICAL **CHANGE**/TRANSFORMATION THING works with organizations as well. Bain & Company, a managing consulting firm, studied 21 companies' corporate transformations where the means were drastic and the results were almost always quick and tangible with a 250% on average stock price increase.

SPECIAL NOTE:

My own experience has proven that talking with investors and philanthropists about **RADICAL TRANSFORMATION (VISION)** is significantly easier, more compelling and generates way more results than talking about "survival" or "budget cuts" or "incremental, kaizen tweaks".

Survival pitches only works for tsunamis and hurricanes, and even that storyline is built around people's future!

COMPELLING POSITIVE VISIONS OF THE FUTURE...

are the INSTRUMENTS for **CHANGE**. {See Re-Imagine A World}

“It is the foremost task – and responsibility – of our generation to ‘RE-IMAGINE’ our enterprises and institutions, both public and private.”

—Tom Peters

“IMAGINATION is more important than knowledge.”

—Albert Einstein

“IMAGINATION rules the world.”

—Napoleon

WHAT IF you could RE-IMAGINE:

A WORLD without ... HATE

A WORLD without ... CANCER

A WORLD without ... HOMELESSNESS

A WORLD without ... DOMESTIC VIOLENCE

A WORLD without ... POVERTY

A WORLD without ... ILLITERACY

A WORLD without ... DEPENDENCY

A WORLD without ... AIDS

A WORLD without ... [YOUR IMPACT]

I had dinner a couple of years ago with David Bornstein, a terrific writer and evangelist for Social Entrepreneurs. Bornstein wrote a fantastic book called **HOW TO CHANGE THE WORLD**. Over a five-year period, he visited with 60 Social Entrepreneurs and interviewed another 40. The book concentrates on 9 powerful, uplifting and inspirational stories.

Here is Bornstein's summarized view of Social Entrepreneurs:

“TRANSFORMATIVE FORCES (Page 3, of course)... people with NEW IDEAS to address major problems... who are relentless in pursuit of their visions... who simply will not take “no” for an answer... who will not give up until they have spread their ideas as far as they possible can.”

There are so many reasons why I love David's message. He and I both quote Drucker who says, “The Social Entrepreneur **CHANGES** the performance capacity of society.”

Bornstein also reinforces the whole idea of THE POWER OF ONE. In his own words,

*“(The book) shows that important SOCIAL **CHANGE** frequently begins with a SINGLE ENTREPRENEURIAL AUTHOR... one obsessive individual who sees a problem and envisions a new solution... one that takes the initiative to act on that vision... one who gathers resources and builds organizations to protect and market that vision... one who provides the energy and sustained focus overcoming the inevitable resistance... and, who, decade after decade, keeps improving, strengthening that vision until what was once a marginal idea has become a new norm.”*

WOW! You can catch up with David at howtochangetheworld.org. Since his book is all about **CHANGE (THE) RULES**, I strongly urge you to get a copy and read it.

SPECIAL, SPECIAL NOTE:

On Page 257, David is very clear about one thing:

*“The most universal CHALLENGE is long-term
FINANCIAL SUSTAINABILITY.”*

He talks about the huge chunks of time that are spent thinking about
FINANCING/FUNDING (INCOME) vs. IMPACT.

Most of you have seen what I consider to be the most powerful INSIGHT
in our For Impact World:

IMPACT DRIVES INCOME

I won't belabor you here with this point of view. I would simply remind
you, David and every other Social Entrepreneur and For Impact Leader
in the world that there are more FINANCIAL RESOURCES available than
anyone could possibly spend.

*I'm not talking about McKinsey's \$100 BILLION OPPORTUNITY.

I'm talking about a TRANSFER OF WEALTH in the next 30 to 50 years
of \$100 TRILLION, give or take a couple of bucks.

BEGGING (FOR) CHANGE

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There is no way for me to pull together some radical, transformative ideas around **CHANGE** without talking about Robert Egger's wonderful book called *BEGGING FOR CHANGE*. (Harper, 2004)

Egger is a living, fire-breathing Social Entrepreneur who runs the D.C. Central Kitchen. 20 years ago, he asked a simple question: *"Why aren't there more RESULTS from 84 million people contributing \$200B to good causes?"* (Figures, 1988)

His answer and basic message is simply another way of reinforcing our **IMPACT DRIVES INCOME** insight, epiphany and point of view.

***"Nonprofits must stop CHASING MONEY...
and start focusing on the TRUE WORK AT HAND."***

He goes on to say that most "nonprofits" have *"veered away from their original missions and are now caught up in the maddening cycle of CHASING after (BEGGING) for MONEY... instead of fomenting CHANGES that could radically transform communities."*

Boulder Dam...

"CHANGES that could RADICALLY TRANSFORM COMMUNITIES."!!!

I wish people had taken Mr. Egger up on his challenge in the introduction to call a "NATIONAL TIME-OUT"... so that everyone around the country could ask themselves what the hell they've been doing and why.

I wanted to share some nuggets on **CHANGE** from this powerful book and this powerful thought leader. (I wish I could just give you the book. If you're reading this online, you can order [right here](#). Just read the prologue, the intro, the epilogue and Robert's Rules and you'll be WOW'd.)

Here are some ‘nuggets’ that seem particularly appropriate around this whole idea of **CHANGE (THE) RULES**, as well as my sometimes feeble attempt to help you **CHANGE** the way you **THINK**, TALK and ACT.

- *“We need to ... demand more and expect more from our nonprofits. We need to seek out and reward organizations that exemplify leadership unity, responsibility and accountability.” (CHANGE!)*
- *“In the last of the 20th century, nonprofits began to use a language and display an attitude that almost excused their performance. (“What do you expect, we’re just nonprofits?”) ...*
 - *Rather than winning the war on poverty, we focused on containing the enemy.*
 - *Rather than looking for a solution, we found it easier to blame either a cause, political party or an economic system.*
 - *As competition among nonprofits got ferocious, we tapped into advertising and public service announcements to raise money.”*
- *“We managed to convince our donors to focus on measurements like ‘FUNDRAISING EFFICIENCY’ and charitable commitment because these were easy numbers to present. Yet we knew they didn’t reflect the true IMPACT, EFFICIENCY or EFFECTIVENESS ...”*
- *(Here’s one of my favorite nuggets, albeit painful for many organizations and bureaucracies.) ... “over the past 50 years the structure of nonprofits has evolved for optimum SURVIVAL not optimum RESULTS.”
(Adapt or Die? Change to Live?)*

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- *If you're not already on overload, think about this one: "Leaders and researchers in the nonprofit sector want the public to believe that our lack of progress in the sector is caused by INSUFFICIENT MONEY and RESOURCES, and that we could do more if we could build bigger entities and more nonprofits. THEY'RE TOTALLY WRONG."*

"We don't have a shortage of funding or volunteerism. We're the most generous and caring people in the world."

- *"It's not that we have to say 'yes' more often or reach deeper into our pockets. We have to do the opposite. We have to learn to say no. We have to ask tough questions of organizations who are asking for a grant or a contribution."*

"It's no longer about dollars raised, or percentage of money that goes to the cause. It's about effectiveness and results ... but it's also about fewer programs getting more of the money." (!!!)

If these 'words' don't help you
CHANGE your **THINKING**... on **IMPACT** and **INCOME**...

RE-READ!

