



**Change is a tricky thing. You create a tsunami and you wreck everything. Create only a ripple, and things quickly go back to the way they were. The idea is to create the right wave of change that pushes the entire organization in the right direction, and at the right pace to get them all where you want to go.**



**WaveChanger is a community of collaborative leaders and facilitators that employ the Results-based Conversation™ method, and the WaveChanger™ process to effect positive and sustainable organizational change.**

**This document lays out some of the key elements of those two approaches, and the overall WaveChanger™ philosophy.**

## RbC and WaveChange™



**Results-based Conversations(RbC)** is a principle-based method for group facilitation. It is most valuable when applied to group work either within an organization, or between organizations where the work being done is *urgent, complex, or collaborative*. The RbC method can be used with groups of any size and are typically marked with a blend of both “ah-ha” thinking, and effective decision-making with specific action planning.



**WaveChange™** is a process for collaborative transformation. It consists of a series of RbC sessions, and coaching (conducted over time) to help organizations change for improved results. It is used both by organizations for internal change, and for the establishment or improvement of partnerships and efforts by two or more organizations working together.

Together these two approaches provide individuals, organizations, and groups with a holistic approach for collaborative work.

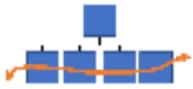
*“I have experienced both the RbC method, and the WaveChange process, and I have found no better approach for church collaboration. If you are a church pastor and need to align your staff around a vision or develop a strategy RbC is for you. If you are in any kind of network and want to increase your impact, the WaveChange process will help you accelerate your results through true collaboration.”*

**Dan Southerland, Pastor and NewThing network leader**



RbC is a facilitative method based upon principles, not techniques. As such, it is guided by a “design”, rather than in-the-moment facilitation techniques. A design is a detailed agenda created by the leaders of a session and the facilitator prior to the session itself. This ensures that the conversations and work done in the session will accomplish the goals and objectives set for the session.

RbC has been used with hundreds of organizations, throughout the world for over ten years. It is a proven approach for groups to have the best conversations they can to achieve greater, more sustained results in less time. The main applications for RbC include:



Cross organizational initiatives. This includes strategy development, change efforts, implementation of consultant delivered recommendations, and whole system planning.



Time critical situations. This includes adaption of current operations to accelerate results, innovation for new approaches, and launching of new ventures.



Multiple organization efforts. This includes development of partnerships, business or church and community involvement, and cross-organizational collaborations.

RbC does not replace various types teamwork training, or leadership coaching. It enhances it and provides a way to engage those responsible for the work in a way that unleashes creativity, increases ownership, and delivers greater details plans for action.

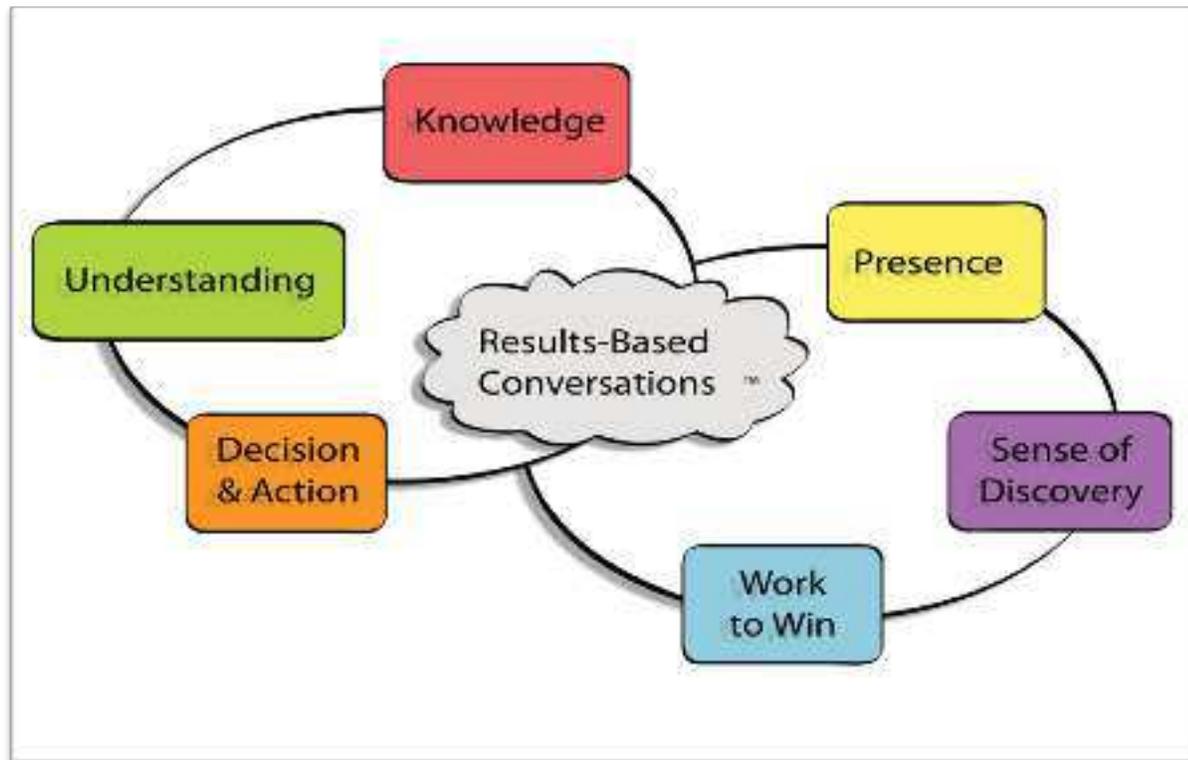
Also, there are many facilitation techniques that help individuals interact better together. RbC is focused on the interaction of a team, or teams working together to achieve more.



***"As an executive with John Deere, I have used the RbC method in a variety of applications to include large corporate gatherings, unit strategy development sessions, and international sessions. The RbC method creates collaborative decisions, produces detailed actions, but just as important creates real ownership for those actions."***

**Denny Daughtery- Director, Global Marketing John Deere**

There are six principles that guide the RbC method.



The three attitude principles are:

- **Presence**- The ability for a participant to be fully engaged in the work at hand.
- **Sense of Discovery**- The desire to learn from others, without pre-judgement of applicability.
- **Work to Win**- The focus not on just solving a problem but achieving success.

The three action principles are:

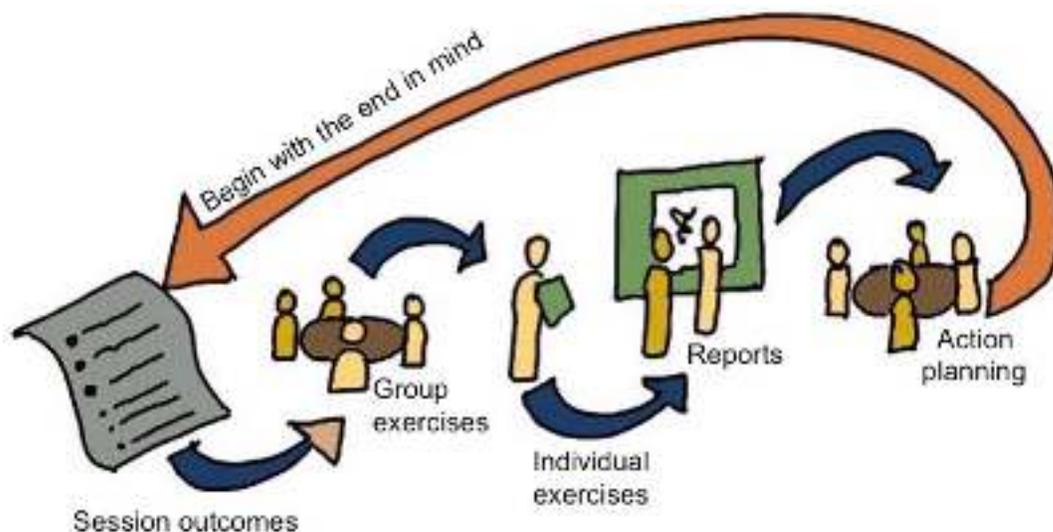
- **Knowledge**- Information that is presented.
- **Understanding**- The individual and group processing of information to develop a full comprehension for the topic being worked
- **Decision/Action**- The making of choices, and assignment of tasks including what is to be done, by whom, and by when.

The attitude principles are mainly focused on participant expectations before they come to a session, and behavior while in a session. The Action principles are used to create the proper *design of activities* in a collaborative session to meet the desired outcomes and expectations.

RbC sessions are unlike traditional facilitated meetings. That is because each is guided by a custom designed set of activities based upon the principles above. The idea of designed work makes sure that when participants come together for a session, they will always meet or exceed the desired outcomes for their time together.

The design process is also based upon the six principles and is as collaborative as the session itself. It begins by determining the specific decisions you want to make, and the level of action planning you want to undertake. Then, to decide the amount of knowledge that the participants the session must have in order to make those decisions and create those plans. Once you have those two elements clearly identified, you can evaluate the best activities to make sure everyone fully understands the knowledge so they can make the best decisions possible. Peter Drucker once said, “don’t tell me you had a good meeting, tell me what you are going to do differently on Monday.” To that extent, every RbC session finishes with a set of specific and accountabilities actions based upon the decisions made.

An RbC session is always designed to meet a established objectives and outcomes. Then, the design process works backwards to determine the specific activities to be done in the session to reach those objectives. We call this a “thread of purpose”.



During RbC training, facilitators learn the other ingredients required to design and conduct a successful RbC session, like: number of participants, environment, length of time available for the session, and models that influence the selection of activities. But, all of these factors follow the overall design principles outlined above.

## A principle-based method of facilitation has a number of benefits:

- ✓ **It is applicable to groups of any size.** *Most RbC sessions tend to be in the twelve to twenty-five participant range. But, RbC sessions have been conducted for groups as small as four, and as large as eight hundred.*
- ✓ **Its success is not dependent upon the personality and experience of the facilitator.** *Using the principles to create a design before the session takes the burden off the facilitator, as the agenda of activities has already been carefully worked through with the key members of the session.*
- ✓ **It greatly increases the ability of a session to meet or exceed its desired outcomes, as the work done has been systemically designed.** *The flow of activities is not reactive to the mood of the group, or influence of any dominate individuals. Rather it systematically moves the participants to the desired outcomes in a way that allows them to fully participate.*
- ✓ **It can be applied to any industry or topic of work.** *It is not based upon a specific technique that may or may not fit the culture of the working group or the topic at hand. RbC is flexible enough to be adapted for any application.*
- ✓ **It can be used for single teams, or multiple groups both within and between organizations.** *Group dynamics are different based upon size, culture and the task at hand. These differences are multiplied when different or even competing cultures are working together. These principles don't restrict such differences, instead they allow them to be honestly engaged- resulting in real progress.*
- ✓ **It can incorporate many types of activities for team building, other facilitation approaches, or work preferences.** *Some organizations already have in place processes, or approaches for work, or project management. The principles allow any on-going ways of working to be integrated into an RbC session.*



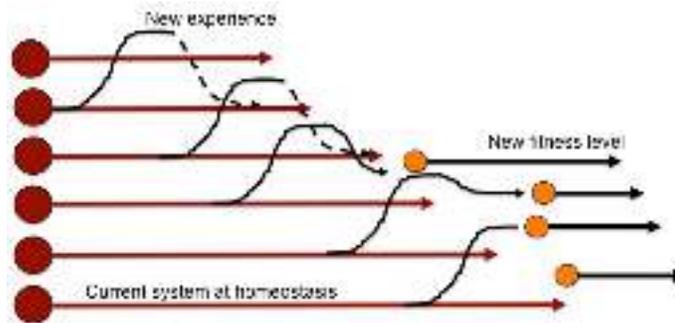


**WaveChange is based upon several key ideas:**

- ✓ **That substantive lasting change happens in organizations over time.** *The impetus or initiator for a change may be a one-time event (like a change in leadership, or a large issue or opportunity); but, without an approach that continues accountability, allows for flexible adaption, and cycles of learning, the organization will return to its former model as quickly as it can.*
- ✓ **That people support what they help create.** *Most people want to do a good job. When a person or team is told what to do, at best they will do exactly what they are told; but, when they are told what needs to be done, they always do more.*
- ✓ **Transformation happens in teams around tables, not individuals sitting in rows.** *Many organizational efforts focus on “broadcast involvement.” That is where those involved attend a “town hall,” or series of leadership presentations. They heard the words of change, but really have no idea of the true context for change. This is only achieved when working teams come together and are able to work with ideas, test concepts and co-imagine how to work in the new paradigm.*



Any system, natural or man-made, functions most efficiently and effectively in a state of homeostasis. That is a stable and repeatable way of operating. When a new variable is introduced to the system, even if it's the best thing that the system could have, the system will work to reduce the impact, so that it can return to the current level of stability as quickly as possible.



In human systems, or organizations, this is often expressed in phrases like “we’ve never done it that way before,” or “we tried that once and it didn’t turn out so well”. So, to get an organization to adapt itself fully to something new or different (not just going through the motions until leadership moves on to the next thing), you need a process that continually “bumps the system” over time. One that engages those responsible for the work in a way that allows them to understand what needs to be done, to adapt their current way of doing, and to be held accountable for that change. When this happens, you create a continual wave of change that sweeps everyone involved toward the new. This wave cannot be a tsunami or it will disrupt everything, nor can it be a ripple that doesn’t have any impact. It needs to be a collaborative process that engages at just the right speed and depth. This is the theory of **WaveChange™**.

The practicum of WaveChange is a series of integrated RbC sessions that help move an organization to a new way of functioning. Each session builds upon the previous session, and the time between sessions allows for measureable actions that can be reviewed. The process for designing a WaveChange engagement is very similar to that of designing an RbC session. You begin with the desired overall outcomes, then work back to consider how to engage the organization at each stage of the process.



But this is more than just project management. WaveChange allows participant teams to extend the collaborative results achieved in an RbC session for greater engagement and impact.



One example is an organization that set a new strategy. This strategy was a fundamental shift in their operating model and would require the entire organization to fully buy into the change to be successful. They developed the new strategy using RbC, and then used a WaveChange engagement to implement the strategy over an eighteen-month period into their organization. Two years later that organization continues to grow and reach the goals outlined by the new strategy.

Much like RbC, WaveChange is a flexible process that can be applied to any type of organization, or group of organizations dealing with almost any situation. Benefits of WaveChange include:

- ✓ **A consistent process for change at all levels of an organization.** *Successful implementation of change is not top down or bottom up- it is both. WaveChange creates consistent process for engagement that enables the right amount of change at the right place and the right time.*

- ✓ **A scalable process to benefit all sizes of organizations.** *Organizational work happens in teams. Some teams are small, some large, some short term, some long, some high functioning, some barely working. WaveChange engages teams where they are and works to improve all operations.*
- ✓ **A method of accountability that leverages resources and maximizes opportunities.** *WaveChange works to leverage capabilities and remove common barriers across all efforts. It creates a venue for honest reporting and realistic planning and provides group-based solutions to move all efforts forward.*
- ✓ **A flexible process that can adapt to the real-world impacts upon organizations over time.** *Any change effort runs in conjunction with the day to day operations of an organization. As such, it needs to be able to adapt to situational impacts in a way that continues to move the organization in the desired direction, in a way that maximizes (not inhibits) current operations.*

WaveChange is a process that can be used by, or between organizations, and can also be integrated into organizational services for greater impact. There are several service organizations where WaveChange is used as the platform for delivery of a branded service offering. For example, a training organization that operates throughout Europe has incorporated WaveChange as the process for them to collaboratively train their customers.



**Some examples of how RbC and WaveChange have been used include:**

**Strategic planning.** Over one hundred executives, managers and leaders from an oil and gas company gathered for a 3-day session to develop a global strategy. At the end of the 3-day session they had created a comprehensive strategy that included geographic area sub-strategies and specific service area plans. All of the participants agreed with the overall strategy and during the session each worked to develop action plans for their specific areas. After the session, one of the line managers said, *“this was the most productive planning session he had ever attended.”* The CEO, commenting on the high level of participation and ownership created in the session, stated, *“we did more in two days than we thought we could, and we believed we did it ourselves.”*

**Systems implementation.** A communications company just completed a major software implementation and needed to develop a detailed eighteen-month action plan for modifications and enhancements. In a two-day RbC session, they brought together representatives from several operating units, corporate executives, IT staff and business users to develop the plan. At the completion of the session, they had developed a complete implementation plan that included: enhancement milestones and a rollout plan, modification guidelines and priorities, an integrated overall timeline, as well as a communications plan.

**A Multi-Media Provider.** A large, very decentralized company (that had grown through acquisitions) was looking for sales opportunities across business units within a market. Through WaveChange, new sales opportunities were created that resulted in over five million dollars worth of increased sales. In addition to new sales, the RbC sessions created partnerships across the business units, and broke down operational silos, giving participants a new view of the market and their clients.

**Inter-denominational partnership.** A French national coalition brought together nine different denominations to work together to increase church planting in France.

**Start-up planning.** A small veterans organization was on the verge of tremendous growth. It used the RbC method to bring together its executive leadership to create an over-arching vision for success, a twelve-month strategy, and quarterly goals for implementation.

**Church culture change.** A very well established Anglican church used RbC to develop a new vision and strategy. This vision would require a large culture change within both the church staff and the congregational members. They then used WaveChange to engage the entire church in a way that increased ownership, created accountability for action, and accelerated the desired results.

<p><b>Industries that have used RbC and WaveChange include:</b></p> <ul style="list-style-type: none"> <li>• Oil &amp; gas</li> <li>• Retail</li> <li>• Communications</li> <li>• Consulting</li> <li>• Church/ministry</li> <li>• Nonprofit and Civic</li> <li>• Manufacturing</li> </ul>	<p><b>RbC and WaveChange have been used to address topics including:</b></p> <ul style="list-style-type: none"> <li>• Strategy development</li> <li>• Systems implementation</li> <li>• Reorganization and structural change</li> <li>• Partnership creation</li> <li>• Operational and sales improvement</li> </ul>	<p><b>Countries that have used RbC and WaveChange include:</b></p> <ul style="list-style-type: none"> <li>• USA</li> <li>• France</li> <li>• Brazil</li> <li>• Germany</li> <li>• Norway</li> <li>• Spain</li> <li>• Indonesia</li> <li>• Korea</li> <li>• Kenya</li> </ul>
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Tom McGehee is the creator of WaveChange™. He entered into the world of collaborative work in the 1990's when he was doing global strategy work as a Partner with Ernst & Young Consulting. When he discovered this type of work his passion grew to offer it not only for businesses, but to churches and ministries as well. In the words of his mentor Bob Buford, to do work that was both “successful and significant.” In 2001 he founded The WildWorks Group, Inc. which is the parent company of WaveChanger™.

RbC and WaveChange business clients include: Bell Canada, Clear Channel, Cox Communications, JCPenney, John Deere, Neiman Marcus, and many smaller companies. Denominations that have used RbC and WaveChange include: Anglican, Baptist, Catholic, Episcopal, Lutheran, as well as many non-denominational churches. Also, ministries such as Alpha, The Halftime Institute, The Lausanne Movement, Leadership Network, M4, National Counsel of French Evangelicals, and NewThing.

The training, collaborative kits, tools and products offered through WaveChanger™ have been developed over fifteen years of collaborative work in all of the above areas. The signature training is the Results-based Conversation (RbC) three-day course. It is described below and you can find information about scheduling and sign up at [www.WaveChanger.com](http://www.WaveChanger.com).



# WaveChanger





## RbC Training

### The RbC Training Overview

Results-based Conversations (RbC) training equips participants to use the RbC method to both design and facilitate collaborative sessions.

As a trained RbC facilitator, you will be able to use the RbC method to conduct collaborative sessions similar to those described on WaveChanger.com. This training will give you the tools and abilities to understand the general way to conduct RbC sessions and how to customize the RbC Method to meet specific needs and to work in your specific context.

RbC training has two main components: **Design** and **Facilitation**.

### Designing RbC Sessions

RbC is a facilitative method based upon principles, not techniques. As such, it is guided by a “**Design**” rather than in-the-moment facilitation techniques. A **Design** is a detailed agenda created by the leaders of a session and the facilitator prior to the session itself. This ensures that the conversations and work done in the session will accomplish the goals and objectives set for the session.



You will develop skills, to work with leadership to determine goals/objective and set proper expectations for a successful session. Using this skills you will then be able to create a proper design to achieve those goals and objectives.

### **In the design training you will learn :**

- How create an effective session design.
- How to apply the 6 P's model to establish session objectives and expectations.
- How the key principles of the RbC Method (Attitudes and Action) can be applied.
- How to apply the RbC Models to create a robust collaborative experience for participants.
- How to select/create the best venue for your session.
- How to determine the number and type of participants.  
How to choose the types of Activities to achieve session outcomes.
- How to sequence Activities for best group interactions.
- How to develop appropriate Assignments for each Activity.
- How and when to best use RbC visual worksheets.
- How to leverage and apply RbC Kits to enhance standard session types.



### **Facilitating RbC sessions**

Facilitating an RbC session is different from traditional facilitation. Because it is based on Design, the facilitator's role is more that of a coach rather than a "process cop". The facilitator's main role is to guide participants through the planned Activities in the Design. Facilitators monitor both individual and group interactions. RbC facilitators know when to stimulate creative thinking and when to

focus workgroups on detailed action planning. They are able to create the best dialogue, engage each person and elicit the best thinking all while ensuring the objectives of each Activity are accomplished. Their focus is enabling the RbC process and not controlling the outcomes.

### **In the facilitator training you will learn:**

- How to create and manage workgroups in the Session.
- How to manage dominant personalities.
- How to incorporate the proper spiritual rhythm for the session.
- How to use the RbC method to address common "conversation killers" like:
  - Dominating personalities/roles
  - Wandering down "rabbit trails"
  - Disengaged/disgruntled participants
  - Information overload
- How to manage emotional topics/conversations.

- How to lead large group discussions that gather all viewpoints.
- How to lead conversations with Open and Closed questions.
- How to create opportunities for emergence and “aha” thinking.
- How to lead workgroups in developing detailed plans for action.

*WaveChanger offers one of the most effective tools for collaborative leadership I've ever experienced. I highly recommend their training to managers at all levels and in all types of organizations!*

*-Ken Blanchard, Author & Co-Founder, Ken Blanchard Companies*