



American Baptist Churches USA

Church Renewal & Organizational Development

Change Processes

Dr. C. Jeff Woods

The two most difficult items to change in organizational life are culture and vision. Each has its own pathway to change as shown below:

Vision	Culture
Objectives	Structure
Programs	Systems
Events	People

1. Vision – where you are headed
2. Objectives – goals, desired outcomes, foci, etc.
3. Programs – an emphasis with a clear budget
4. Events – specific one time event such as a training event
5. Culture – norms, beliefs, values, brand, etc.
6. Structure – board configuration and size
7. Systems – personnel, reward, fundraising, etc.
8. People – CEO and staff, job descriptions, training, recruitment, etc.

The only way to fully alter the vision of an organization is to alter everything else underneath it, namely objective, programs and events. Subsequently, the only way to change any item underneath vision is to alter everything underneath it. An organization cannot deliver a new objective with no programs or events.

The only way to fully alter the culture of an organization is to alter everything else underneath it, namely structure, systems, and people. Subsequently, the only way to change any item underneath vision is to alter everything underneath it. An organization cannot change its structure without altering some of its systems and people.