

Change Exercises

The Change deck in CultureViews includes a Simple Exercise that anyone can do. Below are some other suggested exercises with different levels of expertise required by a facilitator. For example, some of the exercises make more of the worldview/action-logic framework and therefore facilitators trained in adult (vertical) development may feel more confident working with them.

You are also encouraged to create your own exercises, and we'd love to hear what you learn.

Simple Exercise

This is the Simple Exercise found on a card in the Change deck:

Step 1: Lay out all the cards.

Step 2: Select up to four cards that best describe how your organization—or one you know well—approaches change.

Step 3: Identify the evidence that led you to choose these cards (for example, language used, decisions made, or behaviors observed).

Step 4: Consider how these four approaches to change are well-played and over-played in the organization. (Well-played is when change is expressed in a constructive and balanced way. Over-played is when change is taken to excess.)

Step 5: Ponder the implications. In what ways might these patterns be helping the organization? In what ways might they be limiting it?

Step 6: Explore together, listening to others.

Step 7: Identify one or two small experiments you could try in response to these insights.

Additional Exercises

The following are designed either as standalone exercises or to be combined together.

1. Exploring Well-Played & Over-Played

Uses card codes: WP / OP

(WP = well-played, OP = over-played)

Steps:

1. Choose one card marked **WP** that feels familiar in your organization.
2. Find its paired **OP** card (same letter and number, e.g. EWP 2 and EOP 2).
3. Discuss:
 - a. When is the WP pattern most helpful?
 - b. What causes it to tip into OP?
 - c. What early warning signs might you notice?
 - d. Identify the aftereffects of overplaying and underplaying this card.
4. Identify one small action that could help keep this pattern well-played.

2. From Over-Played to Rebalanced

Uses card codes: WP / OP

(WP = well-played, OP = over-played)

Steps:

1. Select one card marked **OP** that reflects a current frustration with change.
2. Ask:
 - a. What positive intention might sit underneath this pattern?
 - b. What pressures might be amplifying it?
3. Locate the corresponding **WP** card.
4. Design one experiment to help move the pattern toward its well-played expression.

3. Many Lenses on One Change

Uses card codes: Worldview

The letter at the start of the code indicates a worldview or “action logic” -

O = Opportunist, D = Diplomat, E = Expert, A= Achiever, R = Redefining, T = Transforming, and Al = Alchemical

Steps:

1. Choose a real change the organization is navigating.
2. Select one card from each action logic (or as many as feel useful).
3. For each card, ask:
 - a. How does this lens interpret the change?
 - b. What does it focus on?
 - c. What might it overlook?
4. Reflect on which lenses dominate and which are rarely heard.

4. Dominant and Missing Voices

Uses card codes: Worldview

O = Opportunist, D = Diplomat, E = Expert, A= Achiever, R = Redefining, T = Transforming, and Al = Alchemical

Steps:

1. Lay out the cards grouped by their first letter (O, D, E, A, R, T, Al).
2. Identify:
 - a. One worldview that strongly shapes how change is talked about
 - b. One worldview that is rarely present
3. Discuss what each makes easier—and harder.
4. Identify one way to invite the missing perspective in.

5. Same Worldview, Different Quality

Uses card codes: Worldview + WP / OP

Steps:

1. Choose one worldview (e.g. all cards beginning with **E**).
2. Separate its **WP** and **OP** cards.
3. Discuss:
 - a. Where do we see well-played expressions?
 - b. Where do we see over-played expressions?
 - c. What conditions influence the difference?
4. Identify one condition worth shifting.

6. Mapping a Change Journey

Uses card codes: Optional (supports both)

Steps:

1. Select:
 - a. One card that reflects how change was understood early on
 - b. One that reflects the current moment
 - c. One that might represent a healthier future
2. Notice shifts in:
 - a. Worldview
 - b. Well-played / over-played patterns
3. Discuss what would support the next shift.