



## AN OUNCE OF PREVENTION

### Responsibility Depends on

*Systems Umbrellas* — people who shield fragile innovations They run interference when potentially disruptive forces threaten the change effort, which is especially important for changes in businesses that are part of larger enterprises.

*Purposeful Leaders* — identified and cultivated to fill every leadership position. They are committed to the purposes of the business stakeholders, rather than to their own personal gain.

*Managing Principles* — established early and reflected on often. They are designed to endure, operating independently of any particular person or specific role. As principles they are intended to guide decision making, rather than control behavior, and to become the basis for building shared culture.

*Ongoing Education and Development* — a business nourishes and regenerates the culture needed to buck convention and keep its unique ways of working alive. Ongoing education includes regular reflection on the progress the organization is making in living up to its beliefs, philosophy and principles. It becomes the familiar way of viewing the world, rather than the alternative way.