



Be The Change

Essential tools to *lead* and
thrive through change

Sue Harvey, CEO
Riverwise Leadership

Granite State HR Conference April, 2026



How do
organizations
change?

Where We're Going

1

Change is Predictable (kind of)

2

Change Requires Thinking Differently

3

Change Takes A Village



Change impacts the
whole person:
mind, body, heart, and spirit.

It's inherently experiential.

So let's start with an
experience.



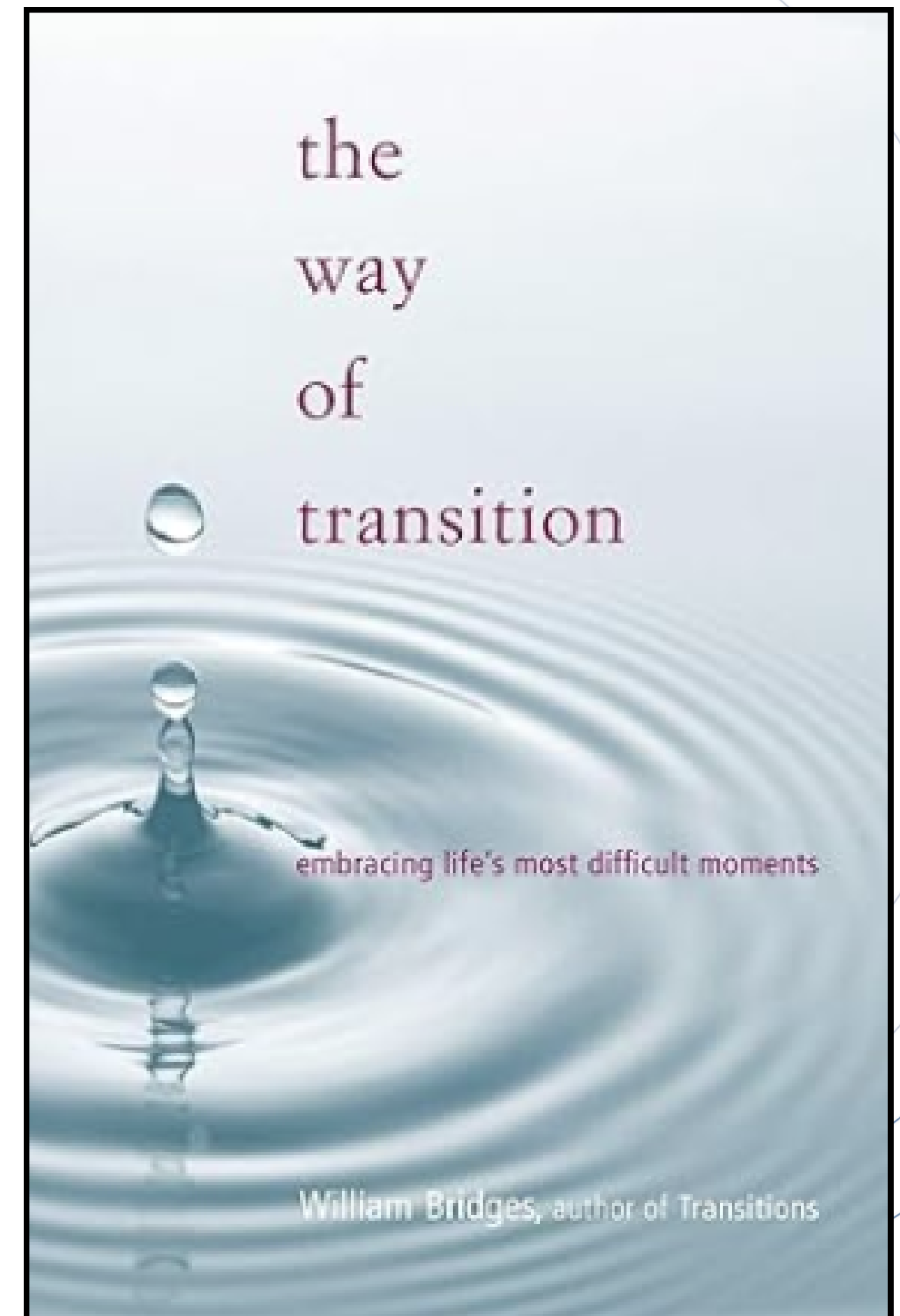
Change $\neq$ Transition

Change is

a difference in our
external
circumstances.

Transition is

a difference in our
internal
responses.



Your Brain On Change...





S.C.A.R.F.



STATUS

Our relative
importance
to others



CERTAINTY

Our ability to
predict the
future



AUTONOMY

Our sense of
control over
events



RELATEDNESS

Our sense of
safety with
others



FAIRNESS

Our sense of
just exchange
among people



The Change Curve

SHOCK

- Fear
- Guilt
- Denial

RESISTANCE

- Fear
- Guilt
- Denial

OWNERSHIP

- Commitment
- Momentum
- Integration

EXPLORATION

- Engagement
- Creativity
- Experimentation

SURRENDER

- Acceptance
- Honesty

Based on the work of Elizabeth Kubler Ross and William Bridges



Plan ahead to manage
your energy

Help others to
do the same.

**CHANGE RESILIENCE
BLUEPRINT**

Change is inherently destabilizing. When it hits, our brains can go offline, making it difficult to access the internal resources we need most. This blueprint is your personal cheat sheet—a tangible reminder of what grounds, nourishes, and energizes you during times of uncertainty. By capturing your core strengths, values, joys, and pillars in one place, you create a shortcut to yourself when change makes it hard to remember what matters most. Keep this accessible so you can return to it when you need it most. Your best resources are here, ready when you need them.

 **Strengths**

 **Values**

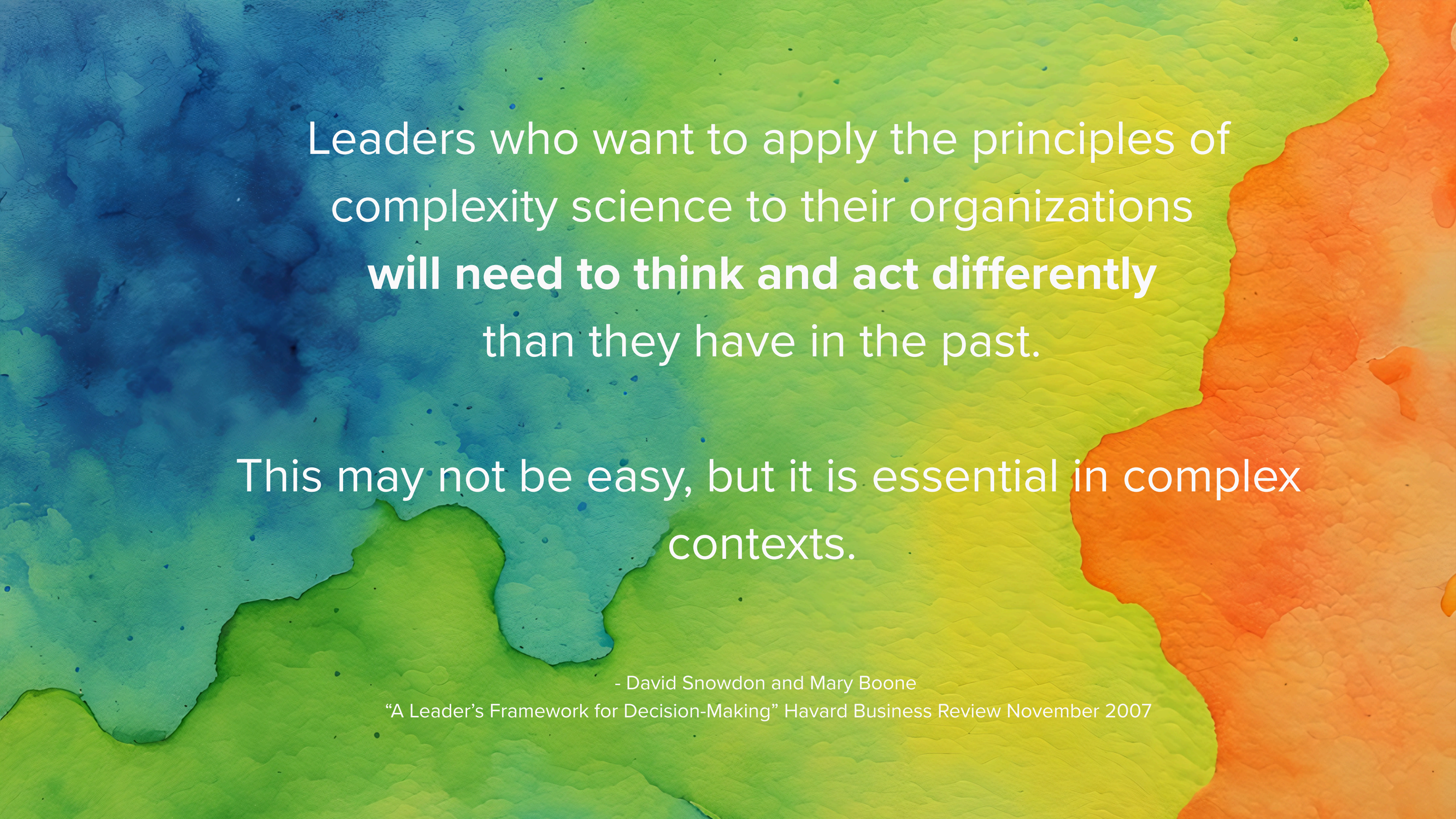
 **Joys**

 **Pillars**

Riverwise Learning

Where We're Going

- 1 Change is Predictable (kind of)
- 2 Change Requires Thinking Differently
- 3 Change Takes A Village



Leaders who want to apply the principles of complexity science to their organizations **will need to think and act differently** than they have in the past.

This may not be easy, but it is essential in complex contexts.

- David Snowden and Mary Boone

“A Leader’s Framework for Decision-Making” Harvard Business Review November 2007



Context Type	Defining Characteristic	Calls For	Order of Action
Clear	Known knowns	Best Practices	Sense Categorize Respond
Complicated	Known unknowns	Expertise	Sense Analyze Respond
Complex	Unknown unknowns	Emergence	Probe Sense Respond
Chaos	No discernable cause and effect	Rapid Response	Act Sense Respond

Change Leadership Requires Thinking Differently

Leadership for Simple Contexts

“I have the answer.”

Positive outlook.

Make it simple.

Leadership for Complex Contexts

“I know what I don’t know.”

Realistic outlook.

Hold complexity.



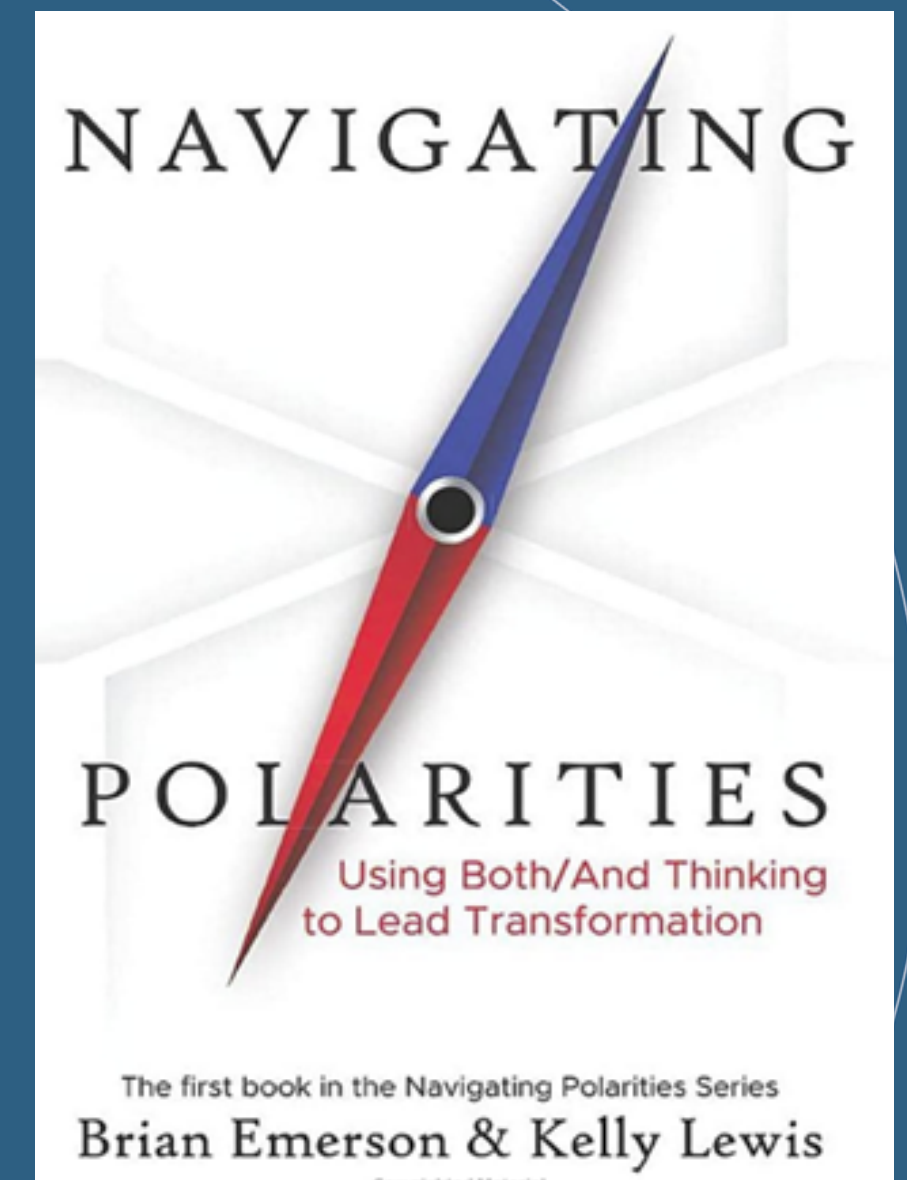
We will cross the river by feeling for stones under our feet.
Chinese saying

Polarities of Org Change



Navigating Complexity

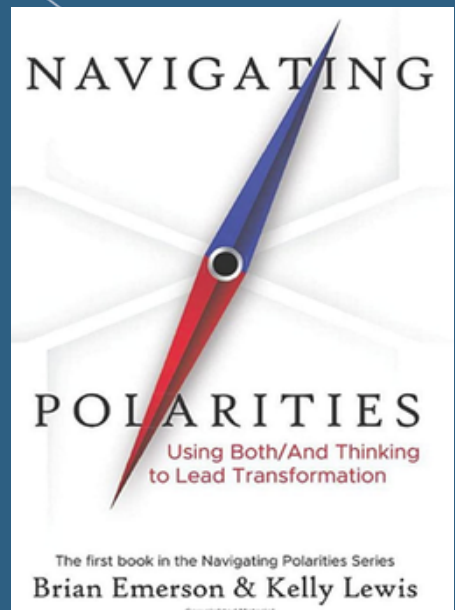
Paradoxical situations in which two **seemingly opposite** yet **interdependent** states need to **coexist** over time in order for **success** to occur.



You're Doing It Right Now



Navigating Complexity

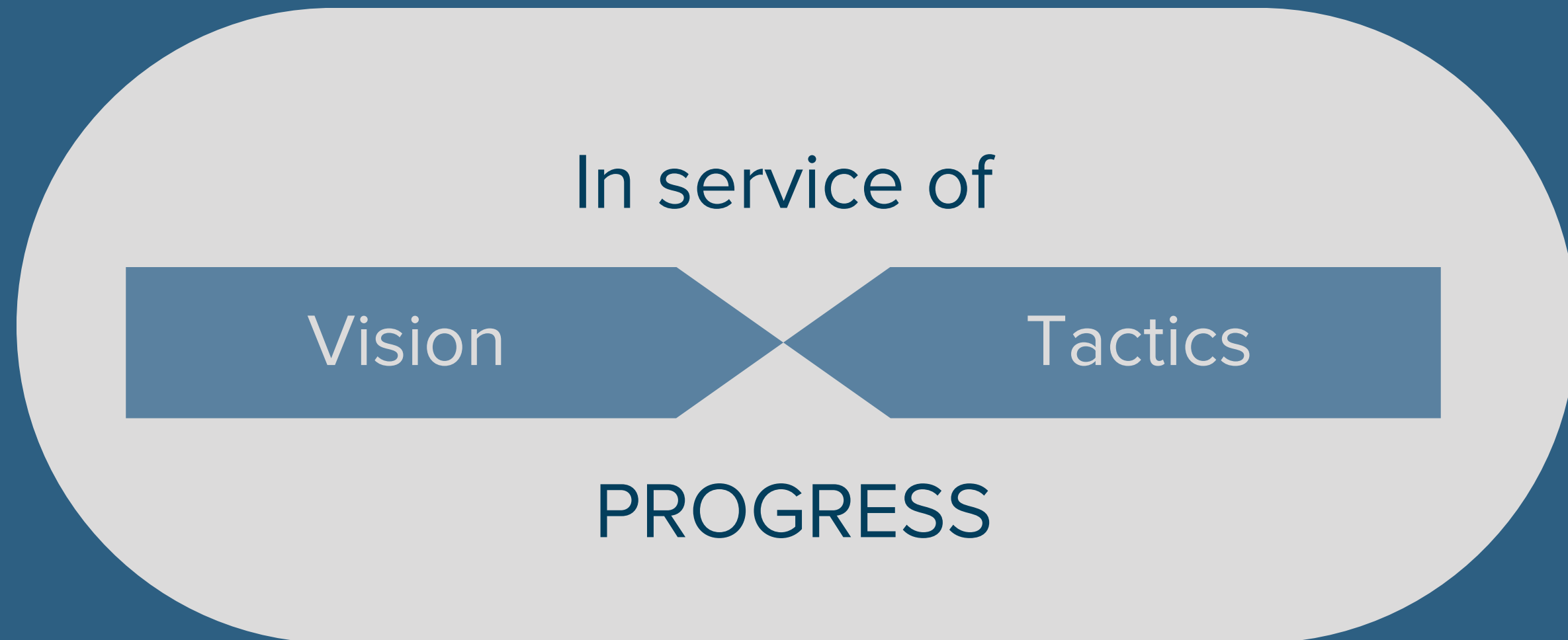
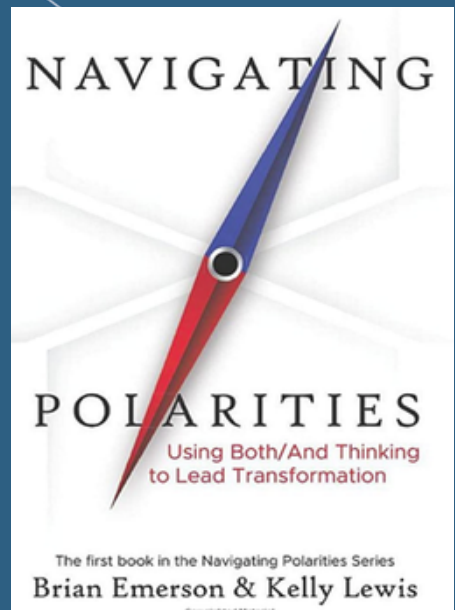


The Third Way

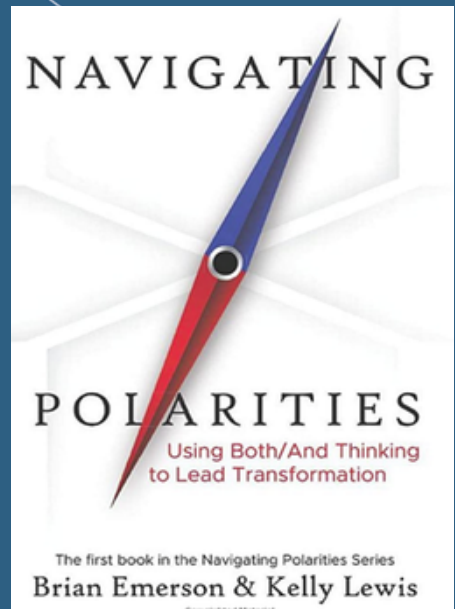
Pole X

Pole Y

Navigating Complexity



Navigating Complexity



The Transformative Third Way

Serious

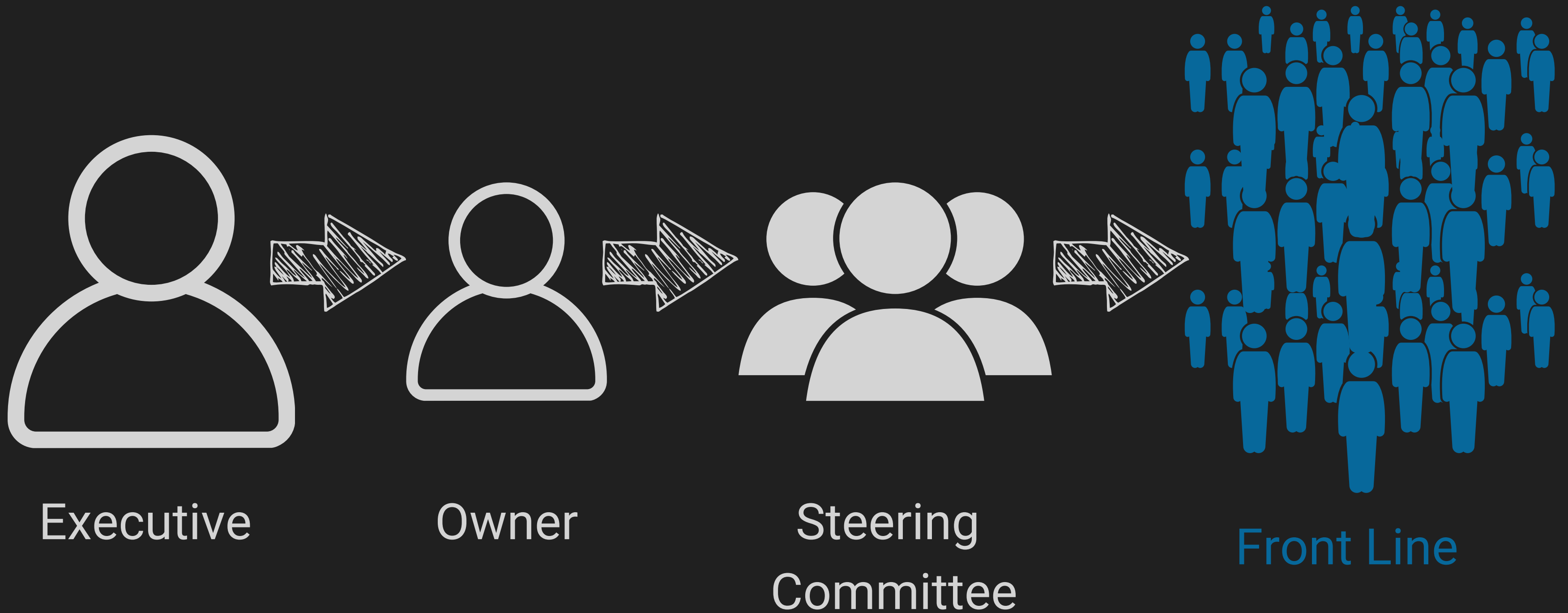
Playful

JAZZ

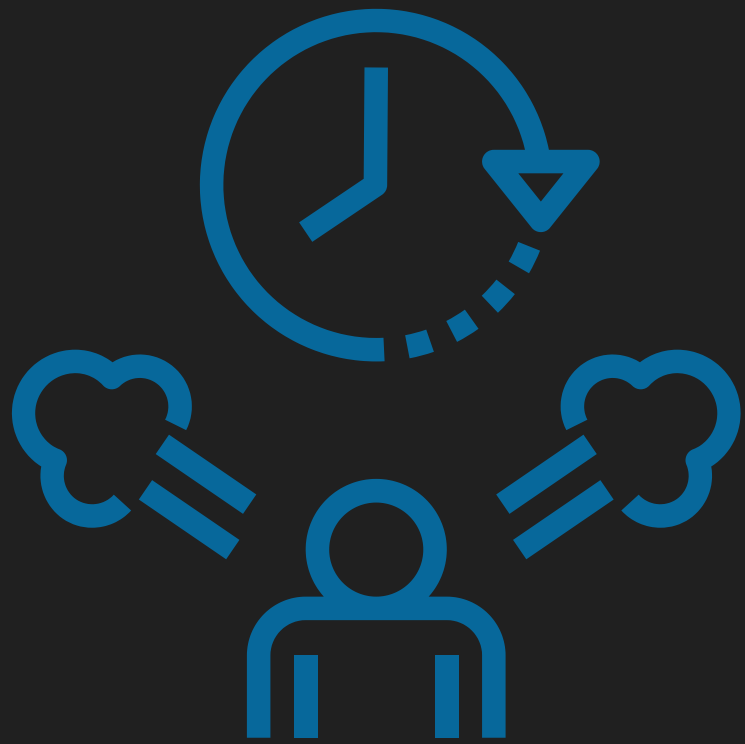
Where We're Going

- 1 Change is Predictable (kind of)
- 2 Change Requires Thinking Differently
- 3 Change Takes A Village

Change Ecosystem



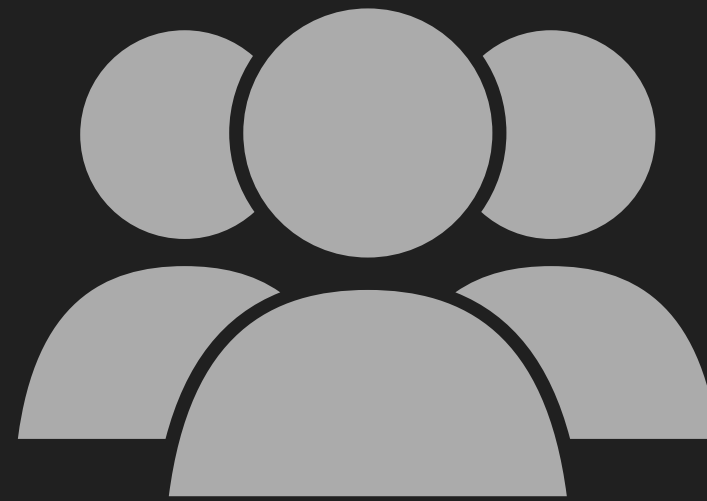
Change Ecosystem



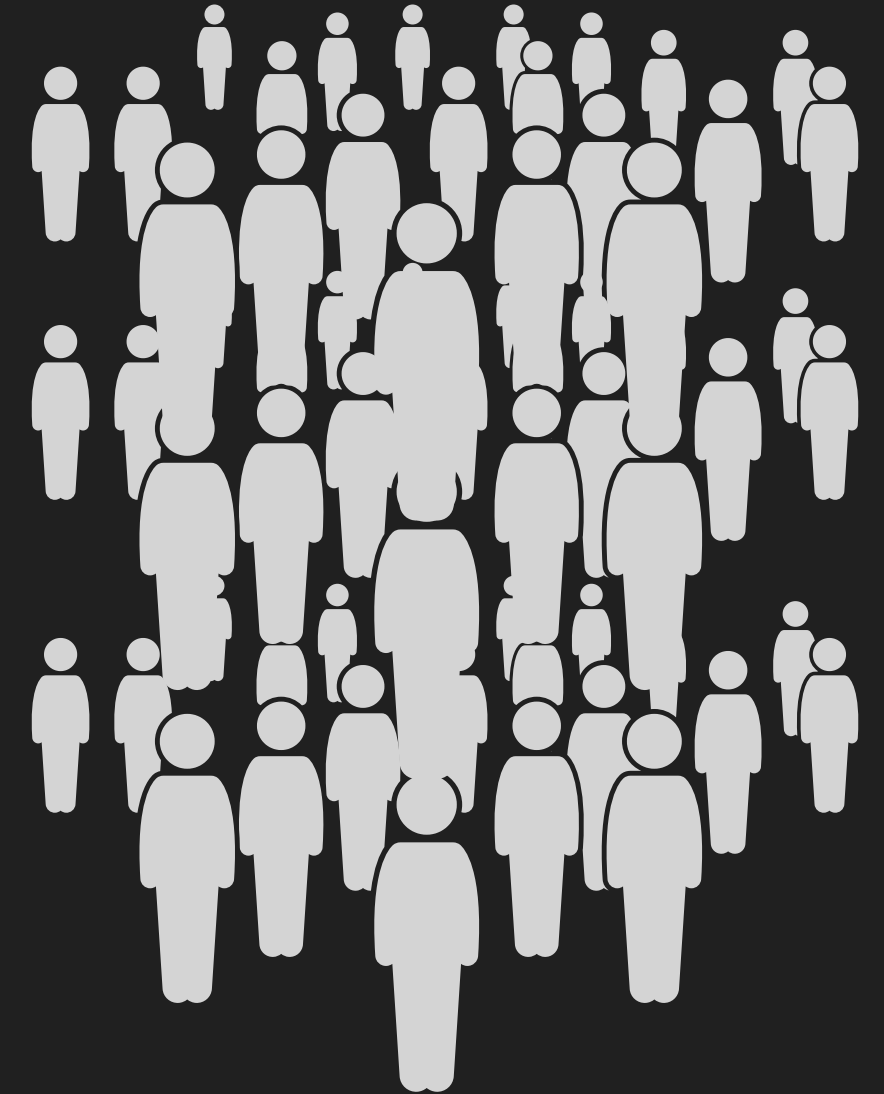
Executive



Owner



Steering
Committee



Front Line

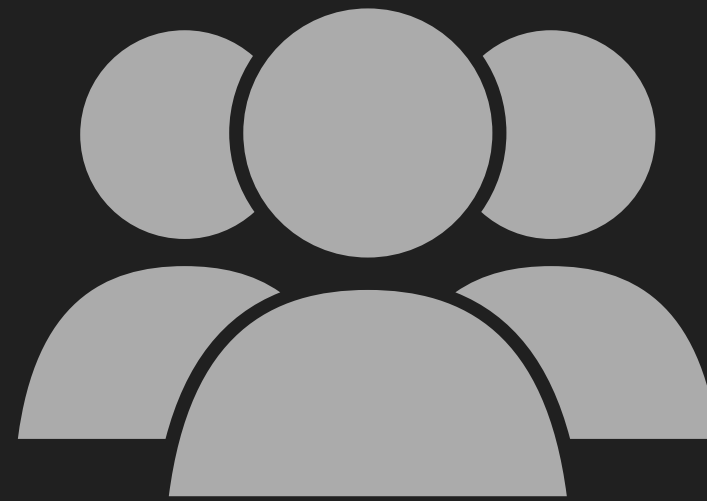
Change Ecosystem



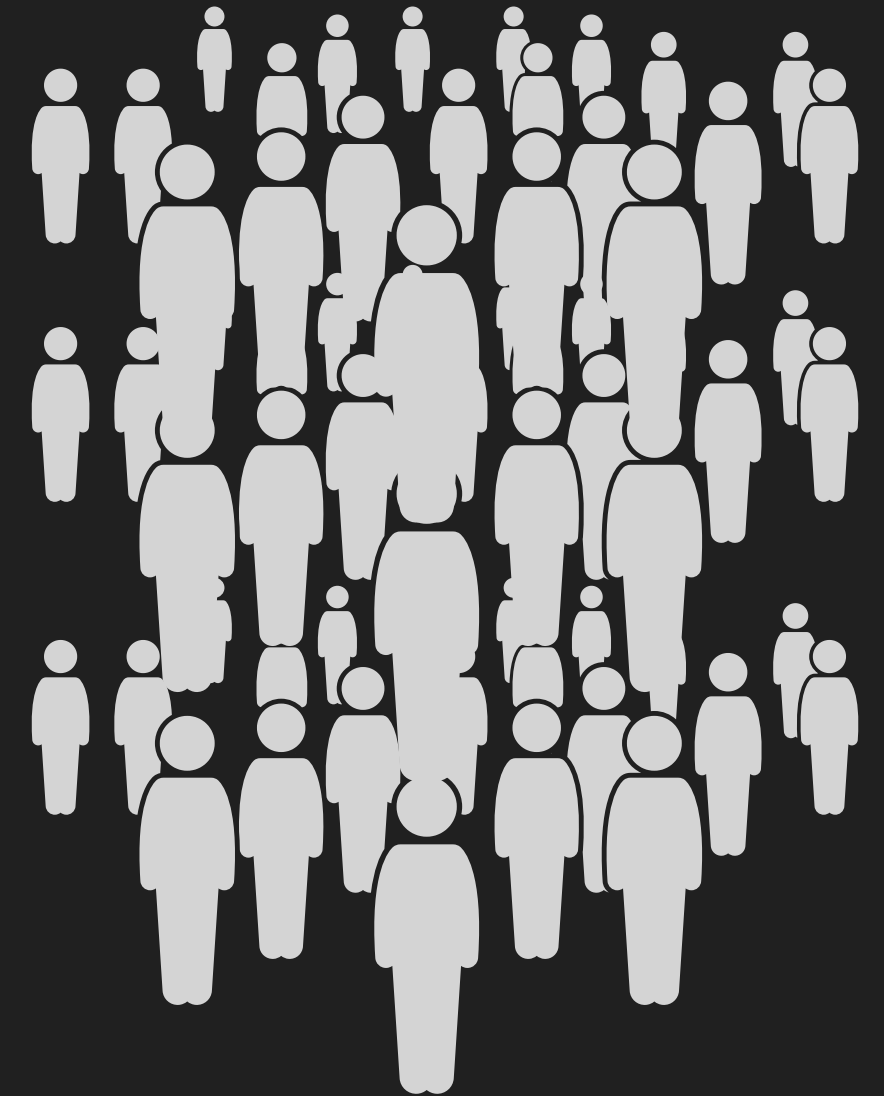
Executive



Owner



Steering
Committee



Front Line

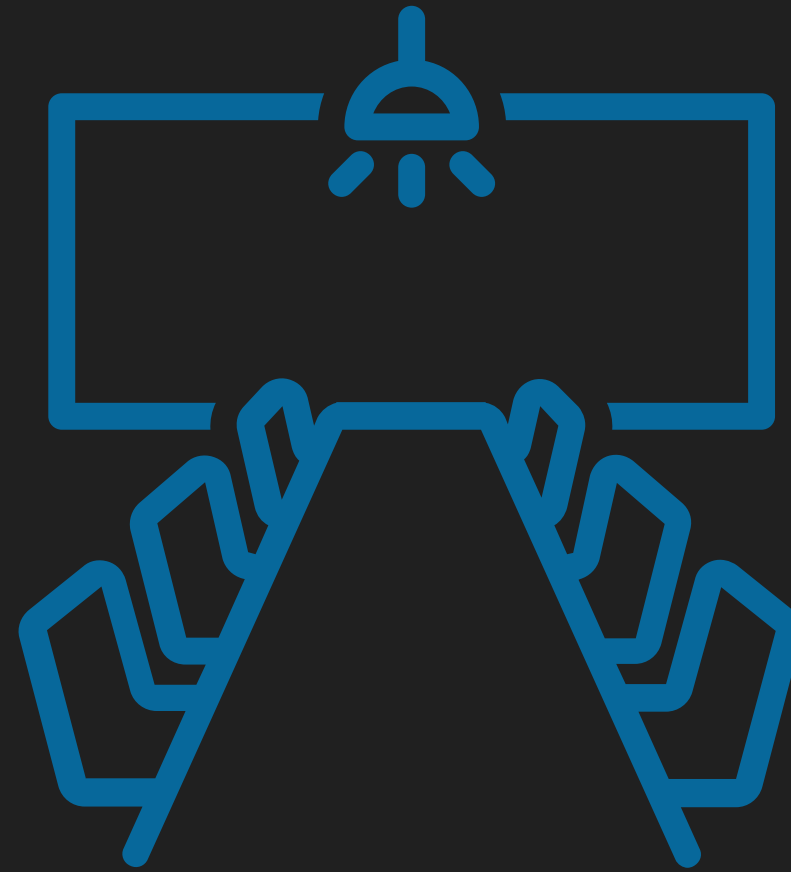
Change Ecosystem



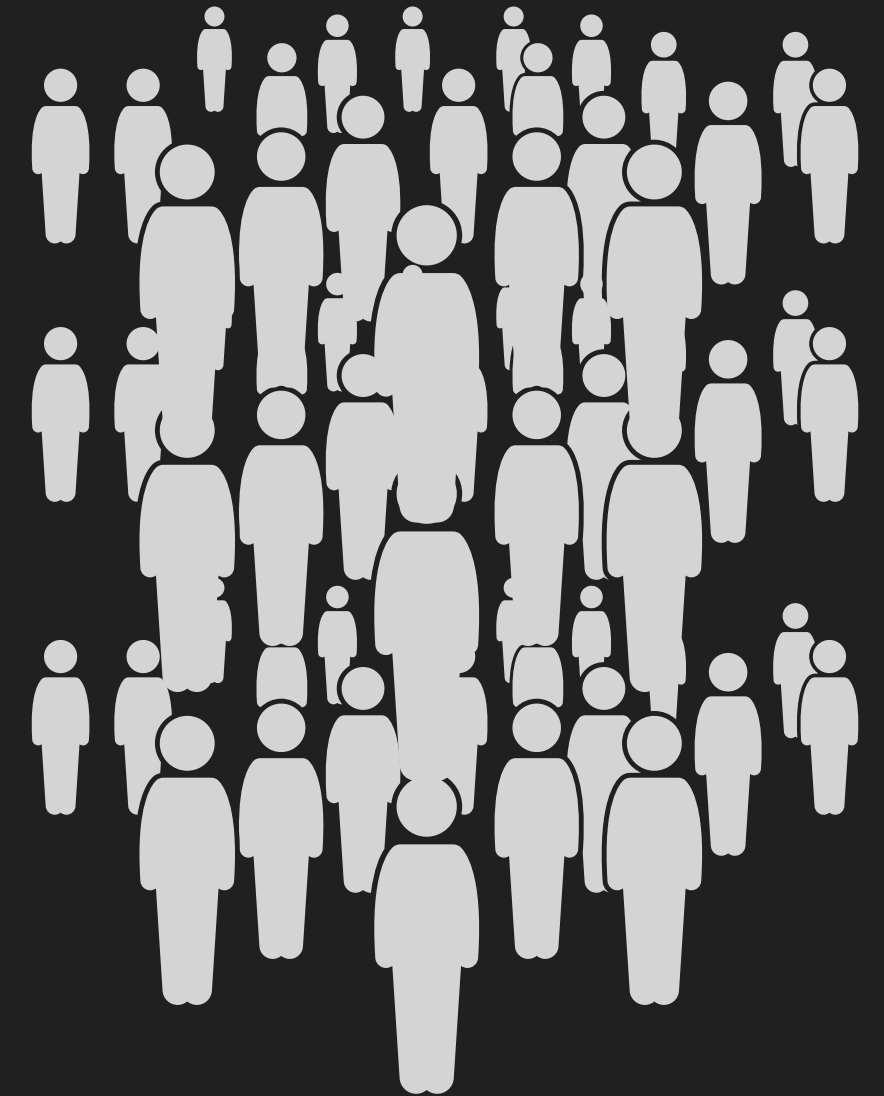
Executive



Owner



Steering
Committee



Front Line

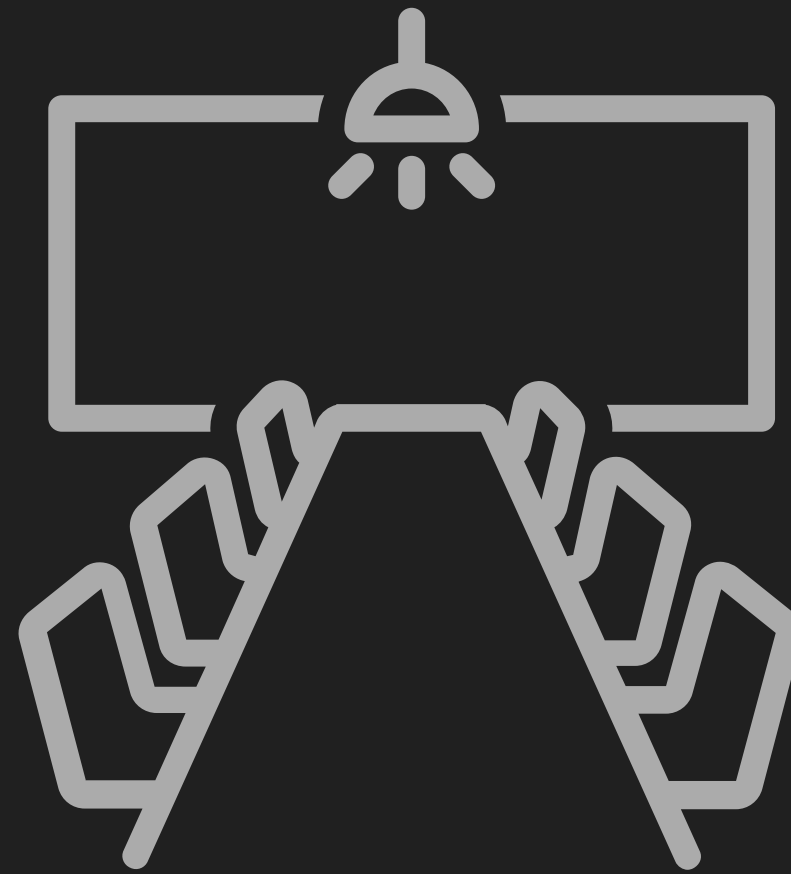
Change Ecosystem



Executive



Owner



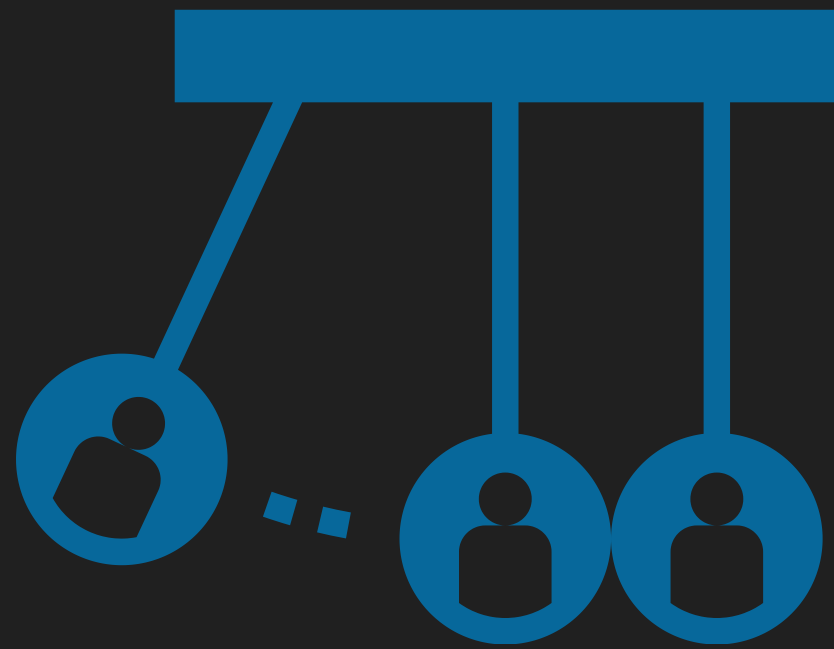
Steering
Committee



Front Line



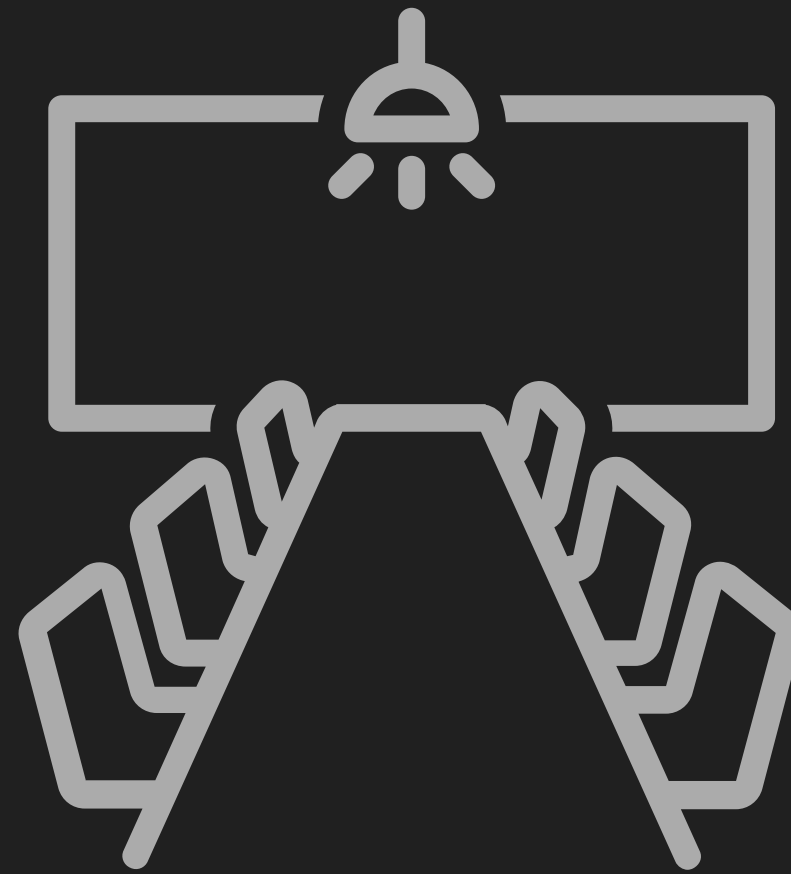
Change Ecosystem



Executive



Owner

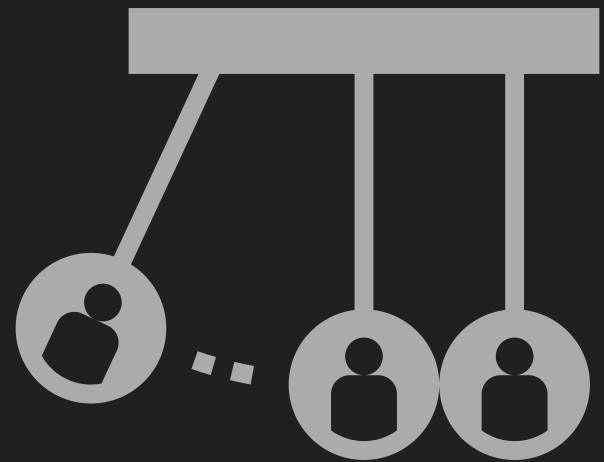


Steering
Committee

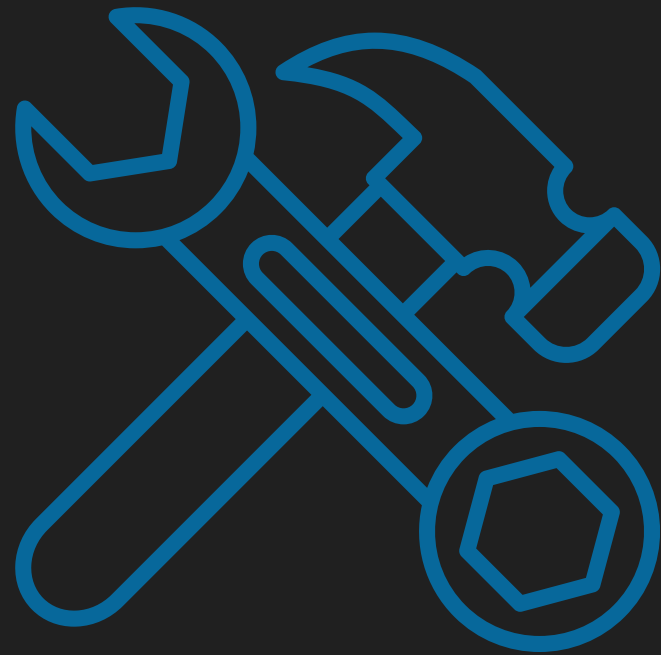


Front Line

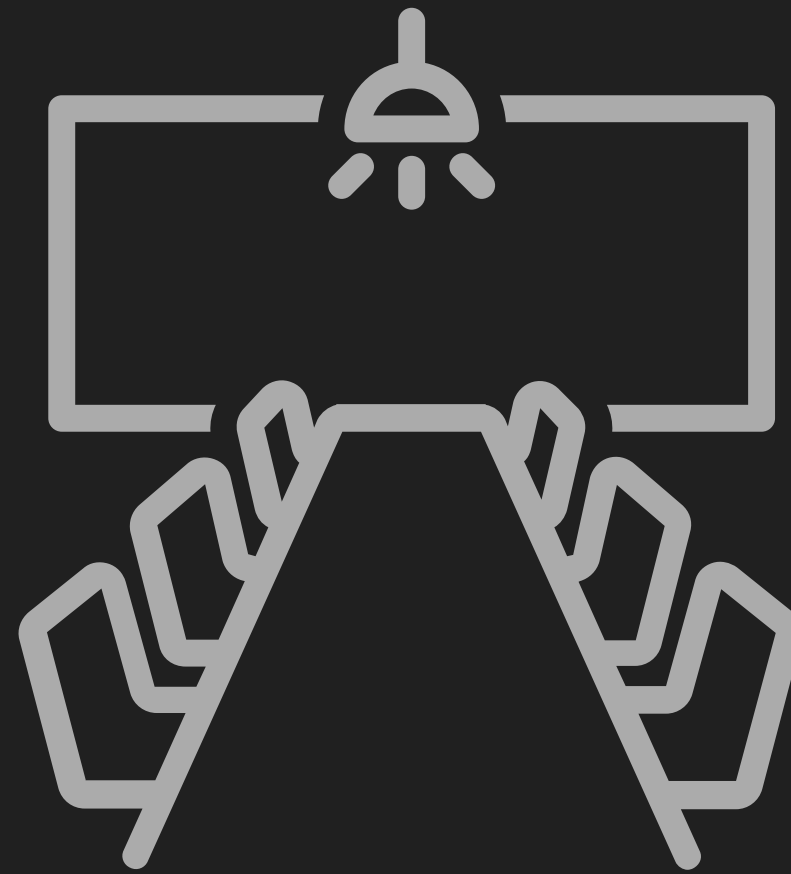
Change Ecosystem



Executive



Owner

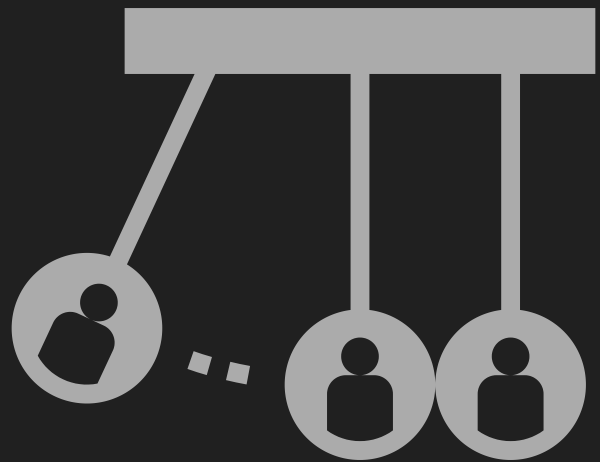


Steering
Committee



Front Line

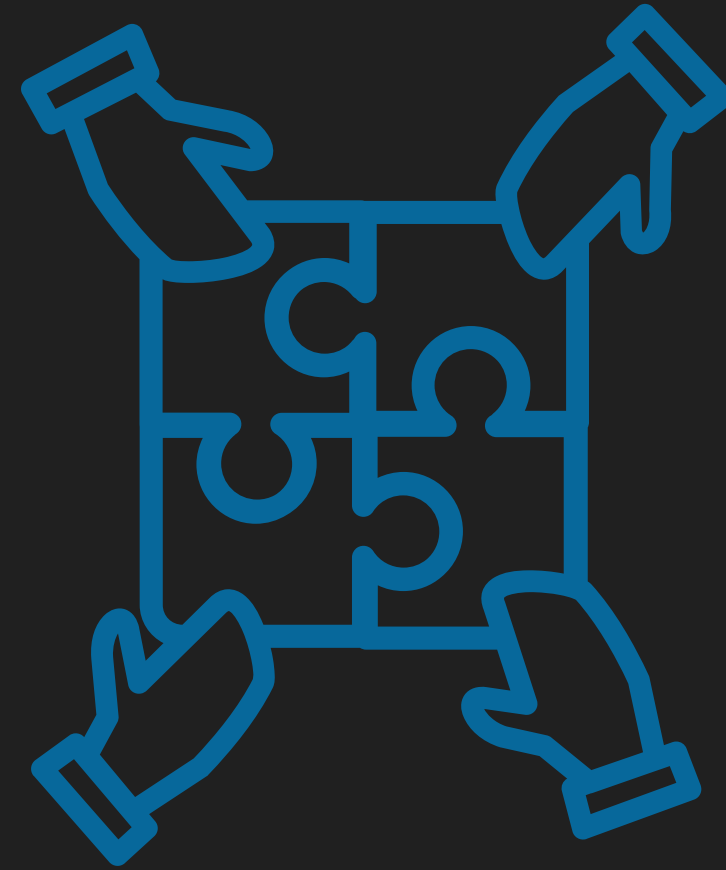
Change Ecosystem



Executive



Owner

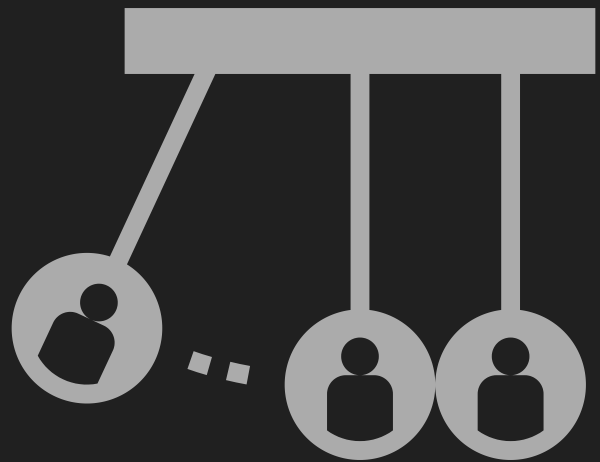


Steering
Committee



Front Line

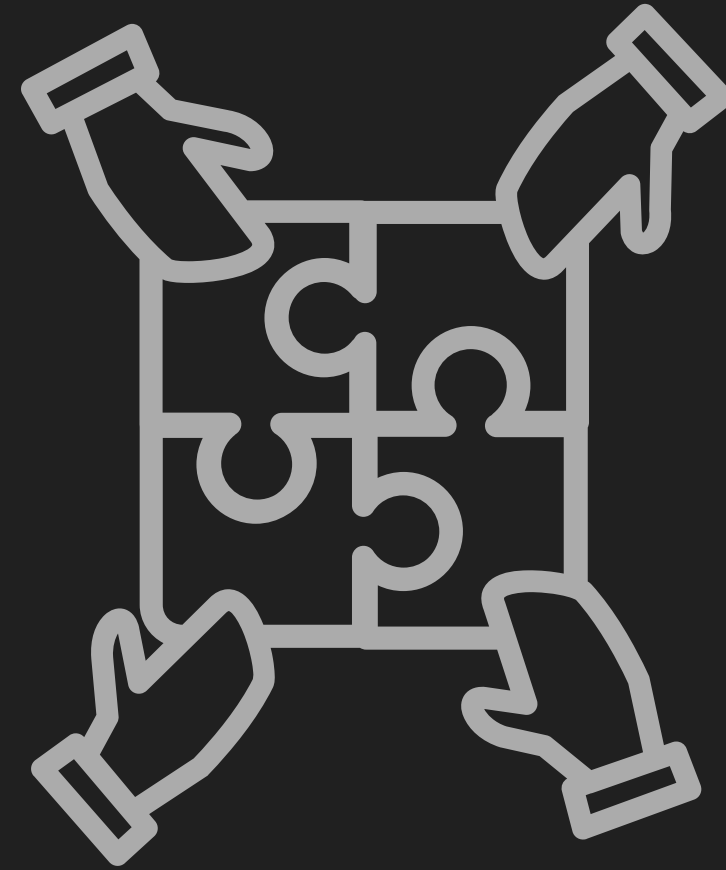
Change Ecosystem



Executive



Owner

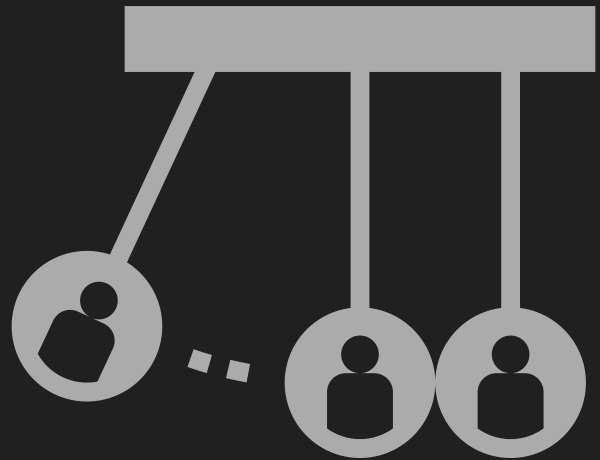


Steering
Committee



Front Line

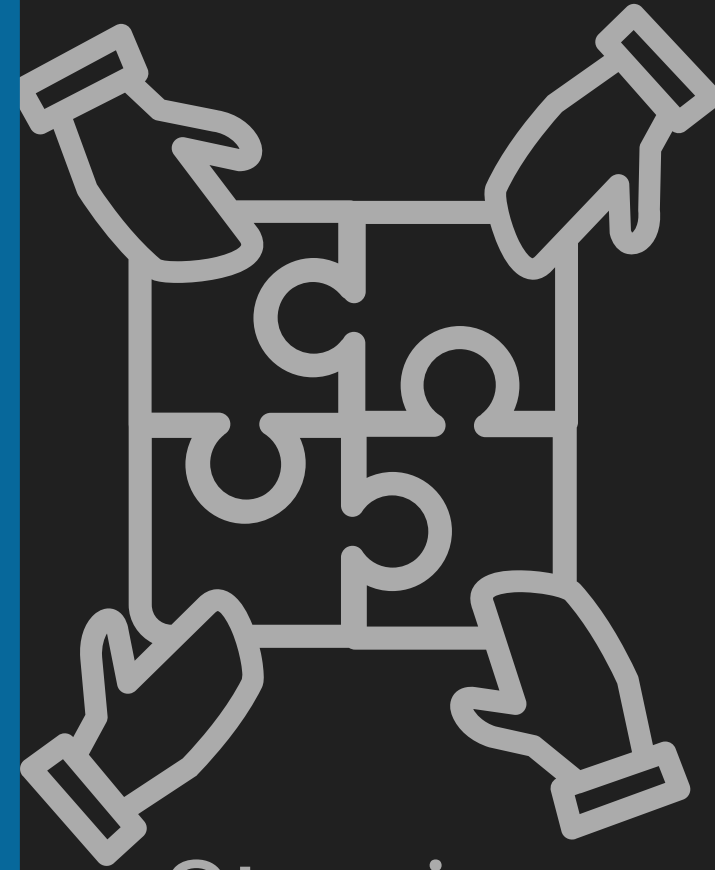
Change Ecosystem



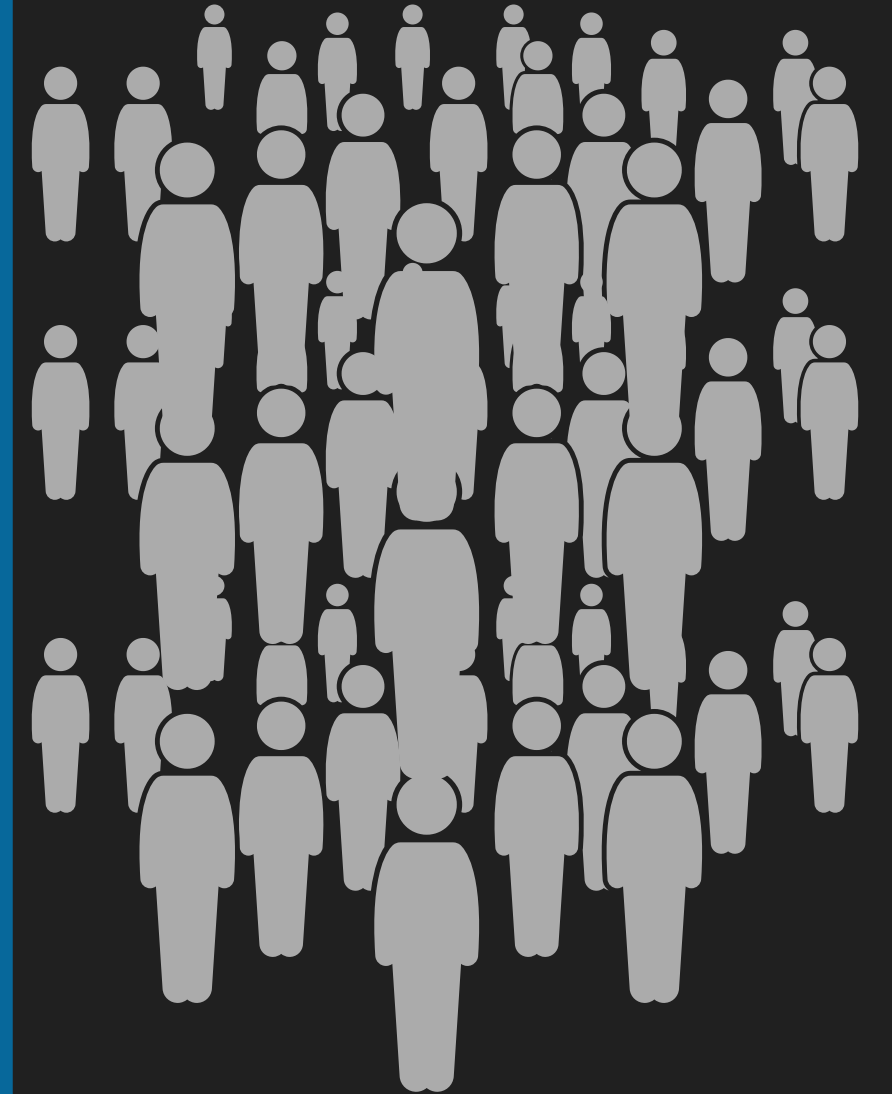
Executive



Owner



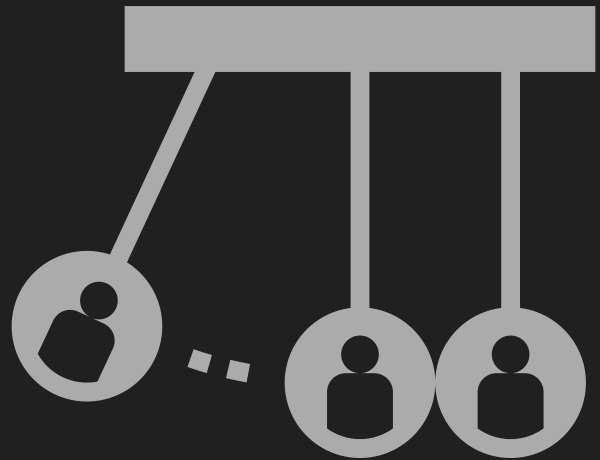
Steering
Committee



Front Line



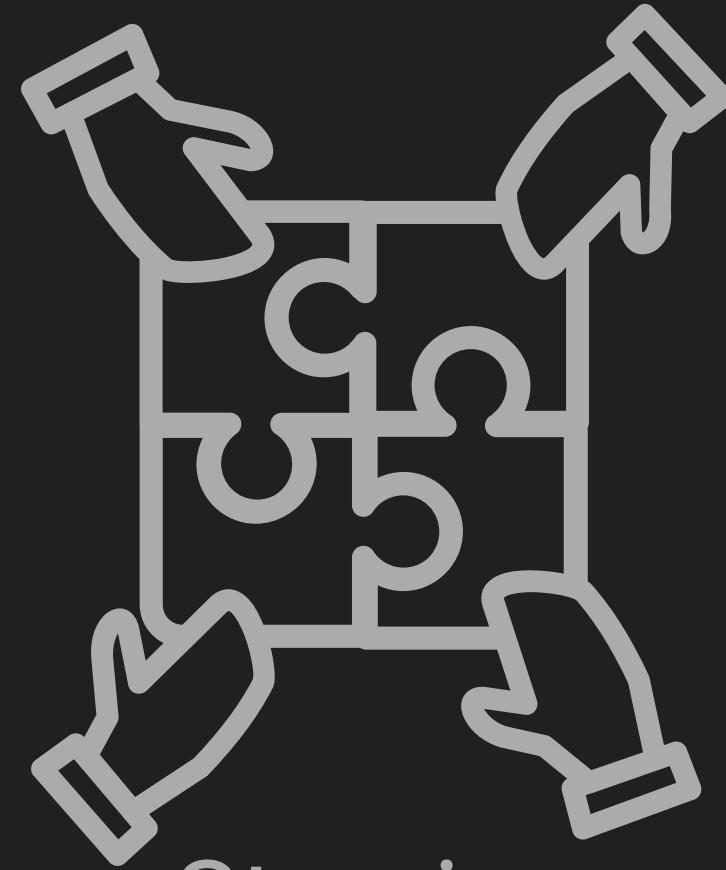
Change Ecosystem



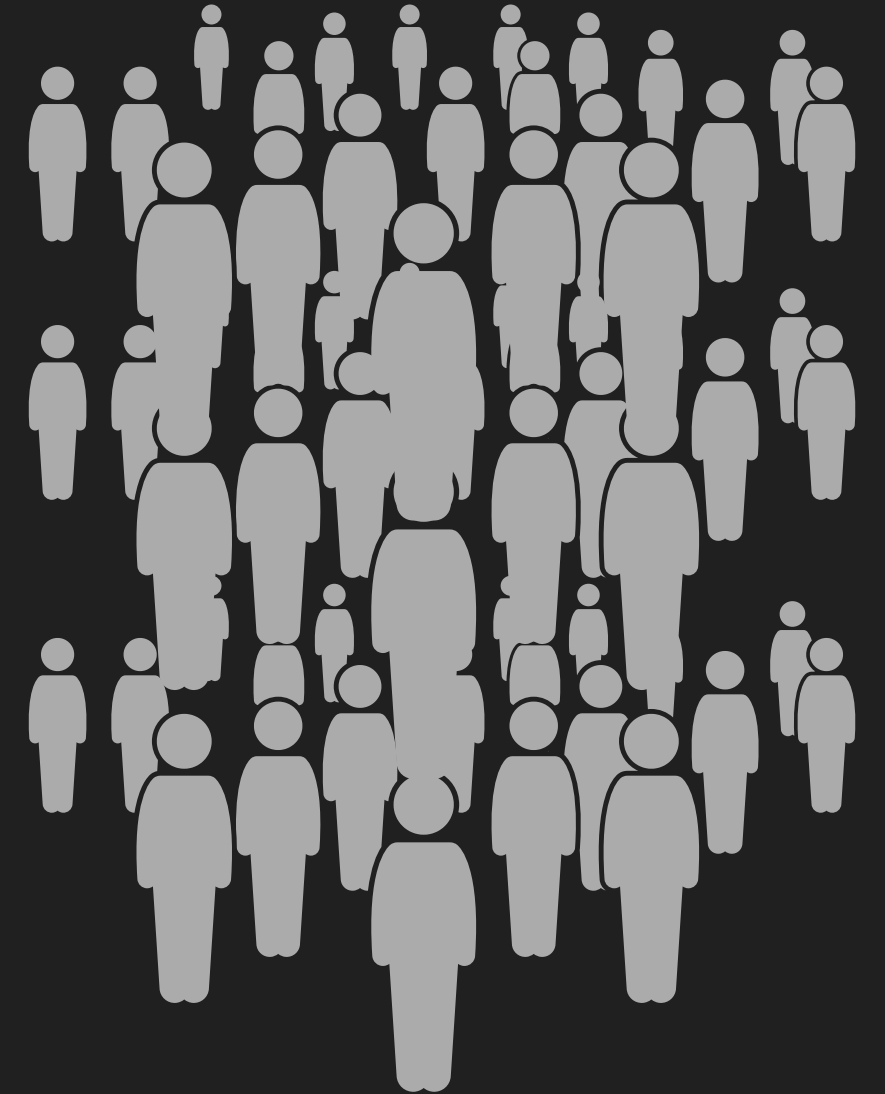
Executive



Owner



Steering
Committee



Front Line

If I could leave you with just three things ...

- 1 Teach people what to expect from change
- 2 Expand your definition of leadership
- 3 Shift from fixing problems to engaging the ecosystem

“

There is a river flowing now very fast. It is so great and swift, that there are those who will be afraid. They will try to hold on to the shore. They will feel they are being torn apart and will suffer greatly.

Know the river has its destination.

The elders say we must let go of the shore, push off into the middle of the river, keep our eyes open and our heads above water.

And I say, see who is in there with you and celebrate.

We are the ones we've been waiting for.

THE ELDERS ORAIBI





Thank You!



617/504-2027



Sue@BeRiverwise.com



www.linkedin.com/in/suevharvey/

