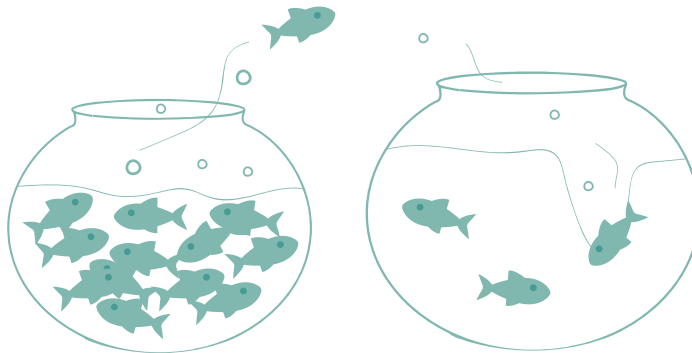


Figure 2.3 Shifting Practice

Familiar

As we consider the bowl on the left, most fish feel comfortable in their bowl because they are familiar with their circumstances, even though they may be dissatisfied.

The expectations of the kind of swimming are traditional and known.

The level of collaboration is the status quo—they know who is in the bowl and how to interact.

The current rewards are understood, and they know how to survive.

Unknown

Contrast that with the bowl on the right, which is full of unknowns.

The expectations of the kind of leaping and swimming required in the new bowl are unclear.

Collaboration is not yet established, so they have few friends or colleagues and the support structures are unknown.

Rewards are distant and often lack specificity while the dangers of leaping are in the present.

and doing. One can see for both confidence and competence that both capacity building and a supportive climate are crucial. Effective change leaders know that.

The fishbowl metaphor provides clues to how we support others to shift practice:

- Foster clarity of the purpose for the leap and specificity of the destination.
- Support the early leapers, and learn from their attempts.
- Build the capacity of others to leap with support.
- Create a culture of collaboration where leaping can be nurtured.
- Recognize successes at leaping at all points of the journey.

We don't want to carry the metaphor too far, but it underscores one final issue: we need to make the journey of change vivid for people—bring it to life. Connect it to what they know (the simple fishbowl example) as