

## The Ripple Effect of Systemic Change

### Change Factor Definitions

<b>External Environment</b>	The outside conditions or situations that influence performance within the organization (e.g., government policy, customers).
<b>Mission &amp; Strategy</b>	The overall purpose of the organization. The mission describes what organization wants to achieve. The strategy describes how the organization intends to achieve the mission.
<b>Leadership</b>	The most senior level of management within the organization.
<b>Culture</b>	The values, beliefs, and norms that drive the organizational leadership and employee behaviours and actions. Culture describes "the way things are done in the organization.
<b>Structure</b>	The way the organization is designed to achieve its mission. Structure includes reporting relationships, management layers, spans of control, work groupings etc.
<b>Management Practices</b>	Behaviours that your supervisor and other supervisors/managers exhibit in the normal course of events during the week. What they do to use the human and material resources under their influence.
<b>Systems</b>	The standardized policies, processes, reward systems, communications and information systems (technologies) within your organization that facilitate your work.
<b>Task Requirements</b>	The specific talents/abilities/proficiencies that you and your colleagues need to do your job.
<b>Individual needs and values</b>	What leadership/employees believe to be important, and what they believe should guide daily behavior within their organization.
<b>Work Unit Climate</b>	Peers and colleagues with whom you work on a day-to-day basis. The collective current impressions, feelings and expectations of members that affect their relationships with their supervisor and each other.
<b>Motivation</b>	The tendency of individuals in your organization to complete their tasks, take needed actions and persist until the task is completed successfully.
<b>Performance</b>	The outcomes, results, and indicators of your or organization's efforts or achievements.

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