**VMCL: Build an Adaptive Organization**

**VISION:** concise, measurable future state or goal

**MISSION:** simple rules, known by all, that in repetition lead to vision

**CULTURE & CAPACITY:** shared mental models that support vision, mission and management of mission critical systems

**LEARNING:** constant adaptation based on feedback from the real world

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**Biodiversity**

**Go forth and multiply**

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**VMCL: Components**

Vision, Mission, Capacity & Culture, & Learning are the design principles for the modern organization.

**From SUPERORGANISM to SUPERORGANIZATION**

Organizations are complex adaptive systems (CAS). Those that adapt, thrive. We can learn a lot from the self-organizing CAS found in nature (e.g., bird flocks of thousands can turn in sync in a single instant). Scientists call them super-organisms because many independent agents behave as one. These agents follow simple rules, learn from the environment, and adapt their behavior accordingly.

VMCL is a model that shows us how to design and lead a superorganization.

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**THINKWATER**

Funded by NIFA-USDA Agreement No. 2015-68007-23213
Change Archetypes

<table>
<thead>
<tr>
<th>NAWSAYERS</th>
<th>FENCE SITERS</th>
<th>SUPPORTERS</th>
<th>THOUGHT LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oppositional</td>
<td>Passive</td>
<td>Missionaries</td>
<td>Visionaries</td>
</tr>
<tr>
<td>Intransigent</td>
<td>Tentative</td>
<td>Passionate</td>
<td>Evangelists</td>
</tr>
<tr>
<td>Misinformed</td>
<td>Bystanders</td>
<td>Excited</td>
<td>Invested</td>
</tr>
<tr>
<td>Status quo</td>
<td>Undecided</td>
<td>Reliable</td>
<td>Risk takers</td>
</tr>
<tr>
<td>Combative</td>
<td>Skeptical</td>
<td>Doers</td>
<td>Doers/Leaders</td>
</tr>
<tr>
<td>Motivated by oppositional defiance</td>
<td>Motivated by strategic or ritual compliance</td>
<td>Motivated by extrinsic and intrinsic factors</td>
<td>Motivated mostly by intrinsic factors</td>
</tr>
</tbody>
</table>

Change Dynamics
Example: 80 naysayers & fence sitters

Organizational Change Strategies

- Ignore, or redirect their negative energy
- Help them to see the Vision and Mission
- Show party photos/withhold incentives
- All incentives, rewards, and training go here
- Show them the love. Give them what they want/need. Let them run.

Tipping Points

Our mental models of organizational structure are usually based on hierarchical org charts. But organizations are made up of independent actors with individual motivations, goals, and influence.

Making a cat video go viral requires different processes than making a paradigm shift go viral. Committed minorities lead to tipping points in learning curve-based paradigm change.