

PRINCIPLES OF APPLIED CHANGE

1. **Self-determination** provides the most effective means of change for both a particular social group and the larger society of which it is a part.
 - Each ethnic group has the right to its own culture and to self-determination (including *not* accepting advice or help).
 - Ultimately, the recipients of changes decide *how* they accept innovations and are involved in making changes successful.
 - Changes which support the *goals* of the community being changed are most effective.
 - Changes which involve the *broad participation* of the community group are most effective.
 - Changes that promote the ability of the social group to *sustain itself* are most adaptive for both that group and the larger society.
2. Applied change is most adaptive when it is based on a grounded understanding of the **principles of sociocultural change**, particularly change as a continuous and ongoing SYSTEMS process.
3. Constructive **collaboration** between a community group, policy planners, and applied agents produces the most adaptive outcomes of applied change.
 - Recognition and control of *ethnocentrism* maximizes working relations between parties involved in applied change.
 - *Active involvement* and *open communication* between all parties enhances constructive changes and maximizes effective responses to unforeseen impacts. Organize by doing.
 - Changes made within the *existing systems* and conditions are more likely to succeed.
 - Intergroup and multidisciplinary *planning* of changes enhances the effectiveness and positive impacts of changes.
4. Collaborative change **goals** that are clearly defined are more likely to be achieved.
 - The ultimate goal of change should be BETTER ADAPTATION.
 - The intended systems *outcomes* of the proposed changes should be clearly agreed upon, including both short-term and long-term objectives.
 - Goals should be *prioritized*.
 - These goals should serve as guidelines for making all applied decisions.
5. A collaborative **assessment** of internal and external SYSTEMS *before* planning and implementing of changes enhances adaptive outcomes.
 - Each specific *group* and social *level* involved in change must be independently assessed, including internal variations and *functions* of traits. (Changes affect all segments and levels of a society.)
 - External *socioeconomic* and *political* structures and processes that influence the change processes must be assessed.
 - The physical and *ecological* environment must also be assessed.
 - All VESTED INTERESTS must be identified and assessed prior to implementing changes. There will always be both proponents and opponents to changes.

6. The collaborative **planning process** must consider HOW changes will be integrated into the internal and external SYSTEM of a group in order to maximize adaptive outcomes.
 - In planning changes, do only *what can be done well*, and then *do it well*.
 - *Alternative outcomes* must be identified and assessed in order to determine how each change will interact with a group's culture and its larger context. *All* possible impacts/consequences of changes must be assessed prior to implementation in order to determine the long-term as well as short-term impacts of changes.
 - *Alternative means* for implementing changes should also be evaluated in order to determine the most adaptive methods for implementing changes.
 - *Resources* needed should be carefully evaluated and committed before implementing changes.
 - *Contingency plans* for dealing with unforeseen events must be included in plans. There will always be unforeseen events, so effective conflict *resolution procedures* must be agreed upon in advance.
 - Applied changes must be continually *monitored* and *evaluated*, including goals, means, and impacts.
7. The more collaborative **applied agents** are well-grounded in the change issues, the more effective the changes will be.
 - Applied agents should understand the *processes* of sociocultural change.
 - Applied agents should recognize and control for their own biases in planning and implementing changes. All applied changes are not value-free.
 - Applied agents should have experience and expertise in the particular areas of change being implemented, with the particular groups being affected by changes, with social communication, with planning and implementation of changes, and with management of people and activities.
8. The more **ethical issues** are consciously addressed in planning and implementing applied changes, the more constructive and effective changes will be.
 - What are the *roles* and involvement of the community group, policy makers, and applied agents in planning and implementing the changes?
 - Who has the authority and *power* to implement changes? Who has been involved in the decision-making process? Who has *not* been involved?
 - What values are involved in the goals and means for desired changes?
 - Who will *benefit* by the changes? Who will bear the economic, social, and psychological *costs* of the changes?
 - Who will be held *responsible* for the problems and negative outcomes?