

Capillarity

Why do arteries divide into capillaries? Because blood cells can only exchange oxygen with muscle cells which are nearby. **The same applies to organizations: change requires closeness.**

People won't change unless it is communicated (1) in concrete words and (2) by someone they trust. This can only be someone that they have a daily relationship with, someone that knows their job, someone that they trust he knows their job, and someone that can spell what change will mean for them in practical and concrete terms.

CEOs spend too little time on the workforce to be trusted and to know how to explain change to their line workers in concrete terms whose practical meaning they will understand. The exception is CEOs who have worked the job *recently* or that spend time on the workforce at least monthly.

Change can only be driven by people who are close to those to be changed: direct managers. Only they can craft a message specific enough to be concrete. Only they have the bandwidth to take questions and address them individually, looking the person in the eye. Only they show up often enough to be trusted.

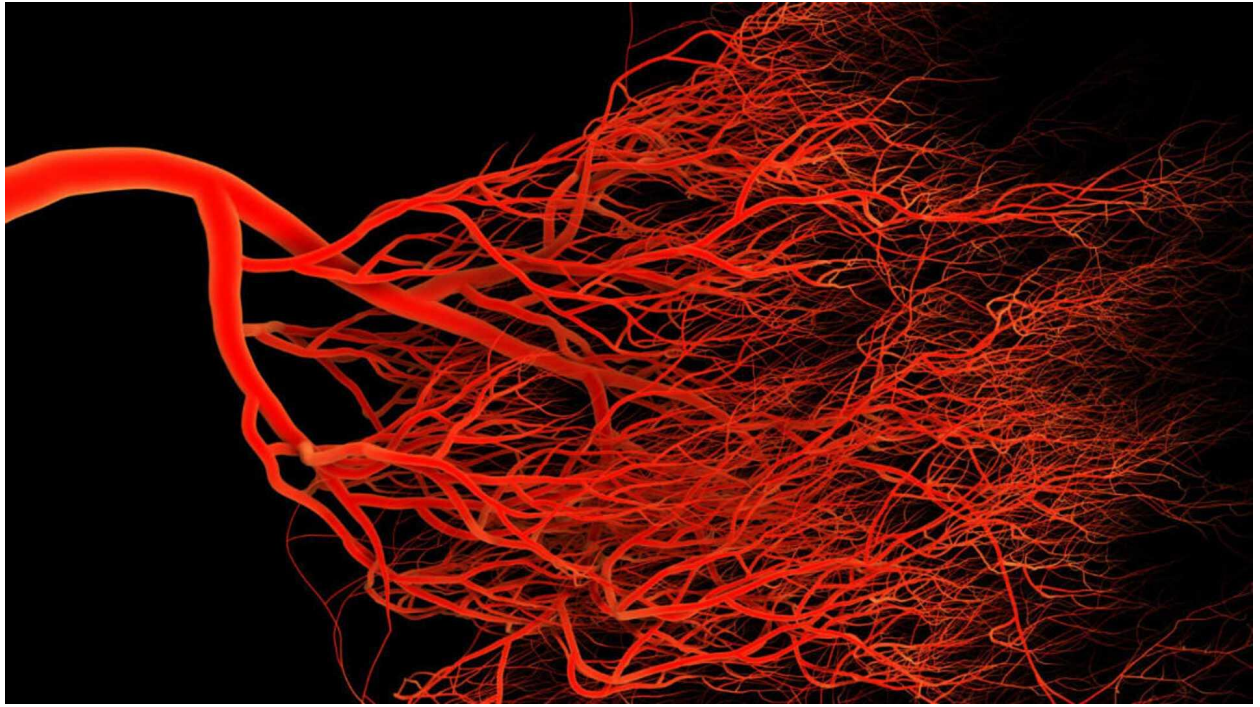
Because change requires closeness, it can only be driven at scale using a capillary structure. The CEO initiates it but then it is trickled down *without skipping levels*, from manager to their direct reports, over and over, until it reaches the line workers. At each level, the message becomes more specific and concrete. **Nowhere trust is sacrificed for scale.**

This doesn't mean that a CEO's company-wide email isn't necessary; it means it isn't sufficient. **Workers need both to know the vision and the concrete specifics; they need to know what change means for the company *and* how it changes what they're supposed to do today; they need to know why change is good for the company *and* for them.**

And such a message can only be delivered through a capillary structure.

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