Strategy & Change

Ideas for Research Foundations

Dr. Zia Khan

The Rockefeller Foundation
The Rockefeller Foundation

Resilience

Inclusive Economies
A History of Funding Research
April 16, 1924

Dear Dr. Jost:

Regarding the problem of facilities for international exchange of young promising scientists I should like with this same opportunity to call your attention to one case. The first instance is Dr. Heisenberg from Göttingen who I had the pleasure of introducing to you in Copenhagen when he was here on a short visit of a few weeks. In spite of his youth (20 years) Dr. Heisenberg has, as I told you, already accomplished important theoretical researches which allow the greatest expectations to his future as a physicist. Dr. Heisenberg wishes very much to come to Copenhagen and take part in the work in this Institute for a year (January 1925) and to see the realization of such a sight would mean not only a very great pleasure, but also a great support to my work.

I should be very thankful if you will be so kind to let me know what formalities as regards formal applications
Eradicating Hookworm in Southern United States
What we’ve learned: Wicked Problems

Complicated

Complex
What we’ve learned: System Change
Strategy

“Nobody really knows what strategy is.”

- What is our current strategy?
- Why should we change it?
- How will we decide?

@RockefellerFdn
@ZiaKhanNYC
<table>
<thead>
<tr>
<th>Quest for Fundamental Understanding?</th>
<th>Practical Use?</th>
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<tbody>
<tr>
<td>Yes</td>
<td>Pure Basic Research (Bohr)</td>
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<tr>
<td>No</td>
<td>Unnamed</td>
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How Emergent Strategy Works

Emergent strategy accepts that a realized strategy emerges over time as the initial intentions collide with, and accommodate to, a changing reality.

WE'RE HIRING A DIRECTOR OF CHANGE MANAGEMENT TO HELP EMPLOYEES EMBRACE STRATEGIC CHANGES.

OR WE COULD COME UP WITH STRATEGIES THAT MAKE SENSE. THEN EMPLOYEES WOULD EMBRACE CHANGE.

THAT SOUNDS HARDER.
Jiro and Sushi
# Formal and Informal Organization

<table>
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<tr>
<th>Formal</th>
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<tbody>
<tr>
<td>Strategy</td>
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<td>Metrics</td>
<td>Pride</td>
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*From [Leading outside the Lines](https://www.amazon.com/Leading-outside-lines-Jon-Katzenbach/dp/1118904221)* by Jon R. Katzenbach and Zia Khan.
Leading Change

Change is emotional

Use the current culture

Teamwork is a discipline

Integrate leadership and management

Power is always in the air
Resilience

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Thank You!

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