CHANGE SCIENCE BASICS

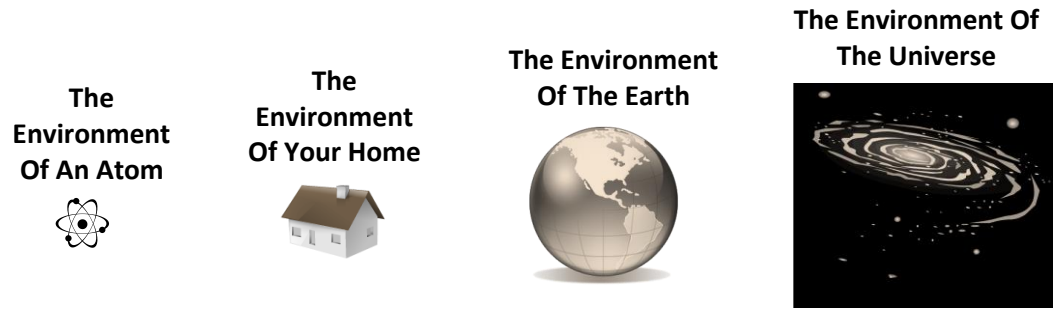
Environments and Conditions

ENVIRONMENTS

From the perspective of change science, we will define an *environment* as the context, circumstances, and conditions that exist in a specific defined space at a specific point or period of time in which the change elements must operate in.

As depicted in Figure 1-1, in theory there can be as few as one environment, which would be represented by the entire known and unknown universe, or there could be countless environments if you treated the space associated with every smallest subatomic particle as being an individual environment.

Figure 1-1 Different Types Of Environments



Environments can come in all sizes and shapes and represent the <u>specific defined space</u> in which the change elements must operate in!

However, at this point in time the key concept to understand in change science is that all change occurs in an environment. Therefore, in order to fully understand change, you must take into consideration the conditions existing in the given environment under which the observation and/or examination of the defined change is taking place. If the conditions in a given environment cannot support the factors associated with a defined process or defined implementation, then the defined change associated with that process or implementation will not take place. So “different environments and/or different conditions within an environment” answers the question as to why a set of change elements works for one person and not another or why that set of change elements works today but not tomorrow.

The important change science concepts to understand are:

1. Change is defined as the transformation or alteration from one state of being to another state of being.
2. Three elements for change must exist in order to obtain change.

3. All change takes place in a given environment; and in order for a defined change to take place in a given environment, the conditions that exist in that environment must be able to support all the elements for change.

Therefore, if we are ever going to be able to understand the change dynamics associated with a specific change, we must focus on a specific defined set of conditions in a specific space or area relative to all of these possible conditions.

In addition, we must note that our focus is on the execution of a specific set of change elements over an interval of time. Therefore, we are interested not only in the conditions that exist in a specific space/area but also in what is happening to those conditions relative to the specified change elements under consideration at particular points and/or intervals of time along the change/time continuum.

So, in the simplest of terms, we can think of an environment as nothing more than a circle or box of specific conditions that are carved out of this vast universe of all the conditions that exist around us. And the main reason we are interested in this circle or box of conditions is because they have some sort of significance to the given defined change that we are examining.

In addition, the chain of events principle in change science tells us that the conditions within our circle/box will be constantly changing over the change/time continuum.

By understanding the interrelationship between the environmental dynamics that exist and the change elements that we are examining, we can significantly increase both our understanding about the change we are interested in and the probability of obtaining the change we desire.

SELECTION OF AN ENVIRONMENT

We can see that there can be a certain amount of arbitrariness associated with the selection of a given environment. This is due to the fact that there are literally countless options ranging from as few as one environment, which would be represented by the entire known universe and possibly beyond, to countless environments if you treat the space associated with every smallest subatomic particle as being an individual environment.

The following are some examples of a selected environment:

1. Your house or apartment can be viewed as a specific given environment in that there is a defined set of conditions that exists in it, and there are change elements (and the associated change) executing within in your house or apartment along the change/time continuum.
2. A computer, mobile phone, or piece of equipment at work can all be considered a specific defined environment since, once again, there are defined sets of conditions that exist along a change/time continuum and related change elements executing within these defined environments.
3. The conditions associated with the planet Earth can be a defined environment relative to the rest of the solar system or the universe.
4. Finally, if the change elements under examination are associated with the stars and galaxies, then even the universe itself might be the defined environment since these represent conditions that exist in the universe.

The above examples highlight the concept that environments must have an association or possible association with a specified set of change elements. Remember, an environment is only relevant if it is associated with the examination or execution of a specific set or sets of change elements.

In other words, while there can be a countless number of possible defined environments, the science of change states that it is only those environments that you are considering directly associated with the change elements under examination that should carry the distinction of being defined environments. It is this relationship or *relevance* between a given environment and a given set of change elements that is the perfect starting point to begin to establish some rules that can assist us when selecting environments.

Rules for Selecting an Environment

A relevant environment has a defined space, a time period, and conditions (or the potential to have conditions) associated with it so as to be relevant to a specific defined change and, therefore, to any defined processes and defined implementations that might be associated with the specific defined change.

Therefore, Rule 1 for defining a given environment is *to define a given environment that is a relevant environment to the defined change under consideration.*

In other words, first look at the defined change under examination. Then determine what given environment or environments make the most sense to use relative to that defined change based upon the defined space (that is, location), time period, and the type of conditions that are required to support that defined change.

Here are some examples to help you better understand Rule 1:

1. Let's say that the defined change is to eliminate a headache that you have. Then defining "your physical body" as the environment makes the most sense given that any defined process (for example, the use of aspirin) and defined implementation must take place relative to this given environment.

2. If the defined change is producing a specific product on a production line at work, then it only makes sense to define the given environment as the areas at work associated with that production line.

3. If the defined change you are examining is the relationship of the location of the planets to one another, then the solar system would probably be the best definition of the environment associated with this defined change.

Note that selecting an environment that is totally irrelevant to the defined change, associated defined process, and defined implementation makes no sense. For example, giving aspirin to your spouse when you have a headache (that is, using a body other than your own as the environment) is not logical since the conditions in the other body are totally irrelevant to the desired defined change.

It is also very important to recognize that the number of possible relevant environments to select from can vary significantly based upon the defined change you are examining. For example, in the case of your having a headache, an environment associated with your body is

the only relevant environment that exists. It is an example of a very limited specific environmental selection. On the other hand, if you own or work for a company that has manufacturing facilities located all around the world and the defined change is to add manufacturing capacity, you could easily have multiple relevant environments to select from.

Rule 2 builds off the logic of Rule 1 but focuses on environmental override. The environmental override principle states that if the conditions contained within a given environment will not support the requirements of a specific defined process or specific defined implementation, then the desired change associated with the defined process and/or defined implementation will not be obtained. Therefore, it does not matter if you are using a proven process and/or a proven implementation to obtain a certain defined change, because that defined change will not be obtained using that defined process and/or defined implementation if the conditions in that given environment are not available to support that specific defined process and/or defined implementation.

Therefore, Rule 2 for selecting a given environment is *to select a given environment that has the potential to contain conditions that will match the process factors and implementation factors associated with possible solutions.*

Put another way: do NOT select an environment that is unlikely to contain the conditions necessary now or in the future to support the process factors and/or implementation factors associated with the anticipated defined processes or defined implementations. Examples of Rule 2 include:

1. If the defined process includes the use of a windmill to create electricity, you would not want to select an environment that has limited access to wind (for example, between tall buildings or among a forest of trees).

2. If your defined change is to change your location using a boat (for example, go on a vacation on a boat), you would not pick an environment in which a body of water did not exist since one of the conditions will be a body of water.

Rule 3 recognizes the need for some level of stability in the environment you are selecting. Remember, the defined process you select in order to obtain a specific defined change will always require an interval of time on the change/time continuum as one of its process factors in order to achieve execution.

Therefore, Rule 3 for selecting a given environment is *to select a given environment in which the conditions required to support the execution of the possible defined processes under consideration have enough stability over the expected time intervals associated with the change/time continuum.*

Rule 3 is different from Rule 2 in that the environmental override principle underlying Rule 2 assumes the conditions required to support a defined change do not exist and are unlikely to exist during the time horizon required to obtain the desired defined change.

Rule 3, on the other hand, recognizes that there can be situations in which an environment can have the conditions necessary to support a specific defined change. However, the stability of those conditions is such that there is a strong likelihood that the conditions will not exist long enough in that given environment to support the required interval of time on the change/time continuum. For example, you would not build a factory to produce a product (producing a

product is the defined change) in an environment in which the stability of available raw materials is inadequate to support the desired production capacity/interval of times. Likewise, if your desired defined change is to control your diabetes by using insulin, you would not select to live in an environment where the access to an adequate supply of insulin is not stable enough to ensure availability when required during the change/time continuum.

As a side note, Rule 3 can become very significant when the desired change requires an extensive time interval in order to execute. This is due to the fact that as the time interval increases, the likelihood of the required conditions in a given environment remaining stable decreases with time. In addition, the number of environments associated with a given change will also often increase.

A great example of this is someone who wants to lose weight on a diet. This change usually takes an extended period of time. Therefore, the number of environments that needs to be taken into consideration is usually large (for example, home, work, play, etc.). In addition, the conditions in these sorts of environments are also usually subject to a fair amount of change over an extended period of time. In my opinion, it is these dynamics that make something like losing weight so difficult, no matter what methodology you are using or how much commitment you have.

While we could develop even more rules for selecting an appropriate environment, in the end, selecting an appropriate environment relies heavily on logic and common sense.

CONDITIONS

Conditions represent actual states of being such as the temperature of the air in a room, a building that exists on a city street, a specific molecular structure, or the existence of a specific star. Conditions can usually be measured and/or defined in some sort of substantive or structural context.

Conditions also represent the end result of a defined change and are directly related to the change dynamics that are occurring along the change/time continuum.
By definition, a defined change is represented by the change in the state of being between two points in time on the change/time continuum. *It is extremely important that you understand that since conditions represent specific states of being, then a defined change can also be defined as a change in a condition or conditions between two points in time on the change/time continuum.*

ENVIRONMENTS VERSUS CONDITIONS

It is not unusual to sometimes struggle with the difference between an environment and a condition.

In the simplest terms, environments *do not exist except in the context of a frame of reference* to enable us to narrow our focus when we are examining a specific defined change. Because an environment does not exist in a factual context except for how we define it, there can be a certain amount of arbitrariness when an environment is defined. The more broadly we define the environment, the more irrelevant conditions or information we must deal with. However, if we define an environment too narrowly, then we increase the probability of more external influence or a lack of the available relevant conditions required to obtain a successful defined change.

The use of environments in change science greatly enhances our ability to focus and conceptualize what is critical relative to the defined change we are dealing with. Remember, in order to obtain a change, you must execute a process, and that process has certain requirements (process factors) that must exist in order to be executed. Relativity tells us that for that change to be significant to us, it must be in a context (that is, an environment) we can observe and/or examine and/or conceptualize.

The use of environments also makes it easier to understand the various types of influences that are occurring that can impact the defined change under examination. A good example of this is a NASA spacecraft launch. Such a launch can be impacted by the weather conditions that exist along its launch path. Therefore, it is easier to focus on those conditions if we define the launch path as an environment. However, we also know that the weather along the environment will be externally influenced by weather that is occurring in the surrounding secondary environments. It is interesting to note that the size of these secondary environments can shrink as we progress along the change/time continuum. This is because the ability for weather patterns all around the world to impact the primary launch path environment will decrease as we approach the actual time of launch.

In other words, while weather patterns that are hundreds of miles away from the launch path might externally influence the primary environment 10 days out from launch, those same weather patterns will no longer have the ability to externally influence the primary launch path environment when we are hours away from launch. This means that the secondary environment surrounding the primary launch path environment decreases in size as we progress along the change/time continuum as it relates to weather.

So, the next question is how do environments compare to conditions?

As noted above, unlike environments, *conditions represent actual states of being* such as the temperature of the air in a room, a building that exists on a city street, a specific molecular structure, or the existence of a specific star. Conditions can usually be measured and/or defined in some sort of substantive or structural context.

Conditions also represent the end result of a defined change and are directly related to the change dynamics that are occurring along the change/time continuum. By definition, a defined change is represented by the change in the state of being between two points in time on the change/time continuum. Since conditions represent specific states of being, then a defined change can also be defined as a change in a condition or conditions between two points in time on the change/time continuum.

Depending on the context, a condition can represent both a specific state of being and/or a specific defined environment. For example, a specific building can represent a condition if the defined change we are examining represents moving an item from one location to another location in a city and the building is located such that it must be taken into consideration when executing the defined change. On the other hand, that same building could be defined as an environment if the defined change under consideration is moving an item from one floor in the building to another floor in the building. In the end, it is the same building but is differentiated by the context under consideration.

Likewise, a storm can be a condition that exists relative to a specific defined change under examination (for example, the change associated with walking from your house to a store down the block). However, it could also be considered an environment if the change dynamics under

examination are the change dynamics directly associated with that specific storm. Again, same storm with a differing context.

In summary, *while an environment represents a specific defined frame of reference, conditions represent specific states of being*.