

Advisory Team Toolkit

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About Bob Terry: Former Director of the Hubert Humphrey Center for Policy Studies at the University of Minnesota, Bob Terry was the author of several books ([Authentic Leadership](#), among others). Though now deceased, Bob was the director of a week-long workshop that all newly-elected members of the U.S. Congress attended prior to the start of their first legislative session.

When discussing change, Bob observed that comments can be classified into one of four categories.

- Mission: What business are we in?
- Power: Who decides and how?
- Structure: What roles, schedules, and rules guide action?
- Resource: What are the requirements in terms of people, time, money, and tools?

How to Use This Model:

- Conversations on impending change tend to focus on lower levels (resources).
- To be effective in leading change, instead focus conversation on the top level (mission).
- Progress will be difficult until and unless agreement is gained about mission.
- Once consensus emerges on mission, other considerations are addressed more easily.