

Book Review: *Moving Icebergs: Leading People to Lasting Change*

Lindsay Ritenbaugh, DePaul University

How do you intervene at points of inscrutable social vulnerability and intractable social ill which, in some cases, have been imbedded in communities for generations? How do you target areas of local, regional, and national influence to make a true and lasting difference in people?

These are the initial questions Dr. Steven Patty (2012, p. 7) raises in the introduction of his book. Although not written with the fraternity/sorority community as its primary intended audience, membership review processes and general leadership development strategies can be improved by incorporating Patty's strategies for the realizations of human and organizational potential.

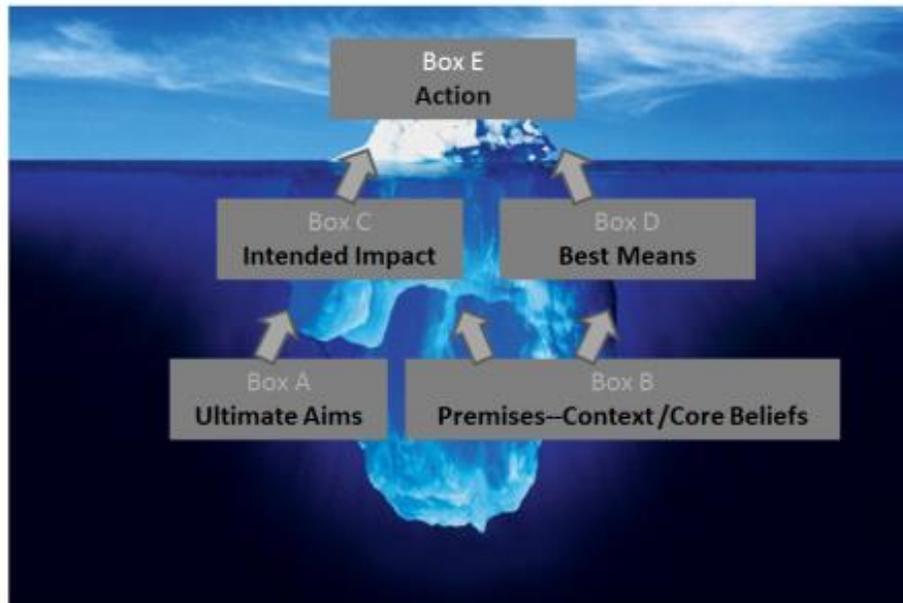
In *Moving Icebergs: Leading People to Lasting Change*, Patty (2012) creates the visual of an iceberg as it relates to the human system, whether individual or more complex. An individual human system might be "an employee, manager, colleague, or client" while a more complex human system could involve a system of people gathered around a mission—"an organization, company, department, team, or institution" (p. 9). Other complex human systems may be family oriented, including clans and communities. In the case of our role as fraternity/sorority professionals, the members and organizations we serve are complex human systems. No matter their definition or makeup, these human systems are like icebergs; they are often much larger than they appear. Patty discusses a superficial change may improve the exterior of the iceberg, but chipping away at the surface will not lead to true and genuine transformation.

Patty (2012) prescribes a solution to lasting change in three parts:

1. getting into deeper change,
2. developing ideas within people, and
3. practicing an ideology.

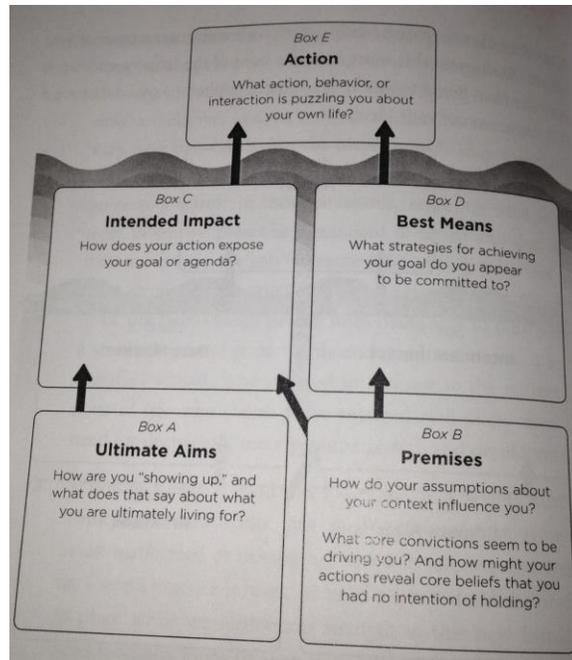
In Part One, he provides detailed examples of companies and non-profit organizations within corporate America and abroad that have embraced the need for deeper change. Rather than focusing on the *What*, *Who*, and *How* of a program, Patty (2012) encourages the reader to focus on the *Why*. He further clarifies this statement by sharing teams or groups of people need to be into the *Why of it all*: "not simply the *Why* as in 'what for,' but also the *Why* as in 'why are people struggling to learn and develop?' and 'why are some interventions leveraging true and durable change better than others?'" (Patty, 2012, p. 26).

Part Two elucidates the visual representation* presented at the end of Part One:



In Part Two Patty (2012) explains the contents of these flow chart boxes. Beginning with Box A (Ultimate Aims), Patty shares an anecdote about the Johnson & Johnson company scare of 1982 in which a Chicago resident died from ingesting an extra-strength capsule of Tylenol inadvertently laced with cyanide. Patty shares this story to show how Johnson & Johnson handled the widespread panic that ensued. Their Ultimate Aim was clear: 1) "How do we protect the people?" and 2) "How do we save this product?" (p. 57). Each chapter provides tips for formulating Ultimate Aims for your organization.

Box B is comprised of different Premises, whether created by contexts or core convictions. Patty (2012) clarifies how these core convictions can lead to positive action by serving as a driving force for good. Box C is the idea of Intended Impact, where the organizational leadership can see if their actions align with the intent of the Ultimate Aims and Premises. While the chapters dedicated to Boxes A and B have helpful hints, Box C provides such hints along with pitfalls to avoid when determining the Intended Impact of the organizational plan. Box D (Best Means) offers a way to prioritize goal-setting strategies. Best Means help to determine which plan of action best aligns with the aforementioned Ultimate Aims, Premises, and Intended Impact. Best Means should not be confused or viewed through the same lens at what fraternity/sorority professionals refer to as *best practices*. Instead, Patty (2012) encourages the reader to use Box B's core convictions to develop the Best Means of Box D. Once a fraternity/sorority leader, member organization, or community fully develops Boxes A-D, they can begin taking Action as noted in Box E on p. 142*:



Part Three provides practical opportunities for readers, including a case study in chapter eight and an invitation to read further vignettes published online at www.dialogueboxes.com.

This book is exceptionally written. The anecdotal evidence and helpful hints are easy to read and connect to personal experiences. The suggestions Patty shares with his readers makes this book best suited for those graduate students or new professionals who are eager to initiate change in their first professional roles. Patty's perspective can also be beneficial to mid- and senior-level professionals who are looking for innovative ways to successfully lead lasting change in their fraternity/sorority communities.

My only suggestion to make this book more relevant to the interfraternal audience would be to include anecdotes involving more than just corporate groups. While these were easily relatable to the challenges often faced by campus-based professionals and inter/national organization staff members, it would provide a unique perspective to include a more diverse assortment of groups where leaders can create a catalyst for positive change by better understanding their Ultimate Aims, Premises, Intended Impact, Best Means, and Plan for Action.

References

Patty, S. (2012). *Moving icebergs: Leading people to lasting change*. Portland, OR: Dialogues in Action, LLC

Photos retrieved from the hard copy of the book and via <http://dialogueboxesdia.wordpress.com/>